

# ATTACHMENTS

## Council Agenda Briefing

21 April 2026

**Part 2 – 10.3.3, 10.3.4, 10.3.5, 10.3.6, 10.4.1,  
10.4.2 and 10.5.1**

# ATTACHMENTS TO AGENDA ITEMS

Council Agenda Briefing - 21 April 2026

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HELD ON 10 MARCH 2026**

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## Management Plan: Unhosted Short-Term Rental Accommodation at Manning Retreat

### 1. Property Details

- **Address:** 27a Pether Road, Manning WA 6152
- **Property Type:** 3 Bedroom, 2 Bathroom Dwelling
- **Maximum occupancy:** 6 People
- **Onsite Parking:** 1 dedicated parking bay

### 2. Management Contact Details

- **Primary Manager:** Stacey Moir
- **Primary Contact Number:** 0400618485
- **Alternative Manager:** Edward Moir
- **Alternative Contact Number:** 0429472024

This Contact Information will be provided to all adjacent Property owners/occupiers

### 3. Complaints Management Procedure

A clear and responsive procedure is in place to manage complaints from guests or neighbours.

#### Emergencies (Fire, Police, Amulance)

- Call: **000**

#### Urgent Complaints

(e.g disruptive noise, security concerns)

- Contact Primary Manager on **0400618485**

The manager will respond within 20 minutes via phone to assess the situation

If required someone within management will attend the property within 1 hour. If the primary manger is unable to be contacted please contact the **Alternative Manager**.

#### Non Urgent Complaints

(e.g., waste, parking)

- Contact Primary Manager on **0400618485**
- Complaints will be acknowledged within 2 hours and resolved within 24 hours.

#### Complaints Log

A log of all complaints including the nature of the complaint and the resolution steps taken, will be kept and made available to the city if requested.

#### 4. Guest Conduct

- **Code of Conduct:** All Guests will receive the House Rules at the time of the booking, and a physical copy will be displayed inside the dwelling.
- **Noise and Anti-Social Behaviour:**  
No Parties, events or gatherings are permitted.  
Anti-Social behaviour and excessive noise will not be tolerated.
- **Quite Hours:**  
9:00pm to 7:00AM  
Noise must be kept to a minimum especially in outdoor patio area.  
Check in time 2pm. No later than 10pm arrivals to reduce headlight impact on neighbouring properties
- **Enforcement:**  
One Warning will be issued for breaches  
Subsequent Breach will result in immediate eviction without refund
- **No Pets are allowed on the property**

#### 5. Access & Car Parking

- **Onsite Parking:** One (1) dedicated parking bay is available for guest use.
- **Parking Rules:** Parking on the street, verge, lawn or in a manner restricting neighbours is strictly prohibited.
- **Alternative Transport**  
Guests will be advised of nearby public transport options including Transperth bus and train routes and stations.  
**Elizabeth Quay & Perth City**  
• 200m walk (3min) to **Canavan Crescent After Pether Road (Bus Stop)** take bus #100 6 stops, to get off at **Canning Bridge Train Station**. Catch the train 1 stop to arrive at Elizabeth Quay station or 2 stops to hop off at **Perth Underground Station**.  
**South Perth Foreshore & Perth Zoo**  
• 200m walk (3min) to **Canavan Crescent After Pether Road (Bus Stop)** take bus #31 16 Stops to Arrive at Labouchere Road/Perth Zoo Station  
**Manning Shops/Restaurants/Park/Playground**  
700m Walk (10min) down Welwyn avenue  
**Karawarra Shops and Restaurants**  
200m walk (3min) to **Canavan Crescent After Pether Road (Bus Stop)** take bus #100 4 Stops to **Manning Road before Kent Street Stop**.

## 6. Booking and Registration

- Booking Platform: Airbnb
- WA STRA Registration number: **STRA6152OBFGTJJS**
- **Occupancy Limit:** Maximum number of 6 people at any time
- A Minimum 2 night stay will apply
- House Cleaning Service can be provided upon request for longer stay (more than 10 days)

## 7. Waste Management

- Bin Facilities  
Standard council bins for General Waste (Green) and Recycling (Yellow) are located at the side of the house.
- Guest Instructions:
  - Instructions for bin use and collection days are provided in the code of conduct and displayed in the kitchen.
- Collection:  
The property manager ensure bins are placed out on collection day and returned promptly once emptied.

## Sample Code of Conduct (for guests)

### Welcome to 27a Pether Road

We hope you enjoy your stay. To ensure a pleasant experience for you and our neighbours, please observe these house rules.

#### Manager Contact

- **Primary:** Stacey Moir-0400618485
- **Alternative:** Edward Moir 0429472024

#### Emergency

- For Police, Fire or Ambulance: **000**

#### Noise and Amenity

- Strictly **No Parties, events or gatherings.**
- Quiet Hours: **9:00 PM to 7:00 AM**
- Keep noise to a minimum
- Please be respectful of neighbours at all times.
- No Pets Allowed on the Property

**Guest and Occupancy**

- Maximum of **6 people** on the property at any time
- Only registered guests included in the booking may stay overnight
- Minimum of 2 nights and a maximum of 28 nights are permitted for any booking.
- House cleaning service can be provided upon request for a longer stay (more than 10 days)

**Parking**

- You have access to 1 parking bay in the carport.
- Vehicle may only be parked in this spot
- Do not park on the street, verge or lawn

**Waste Management**

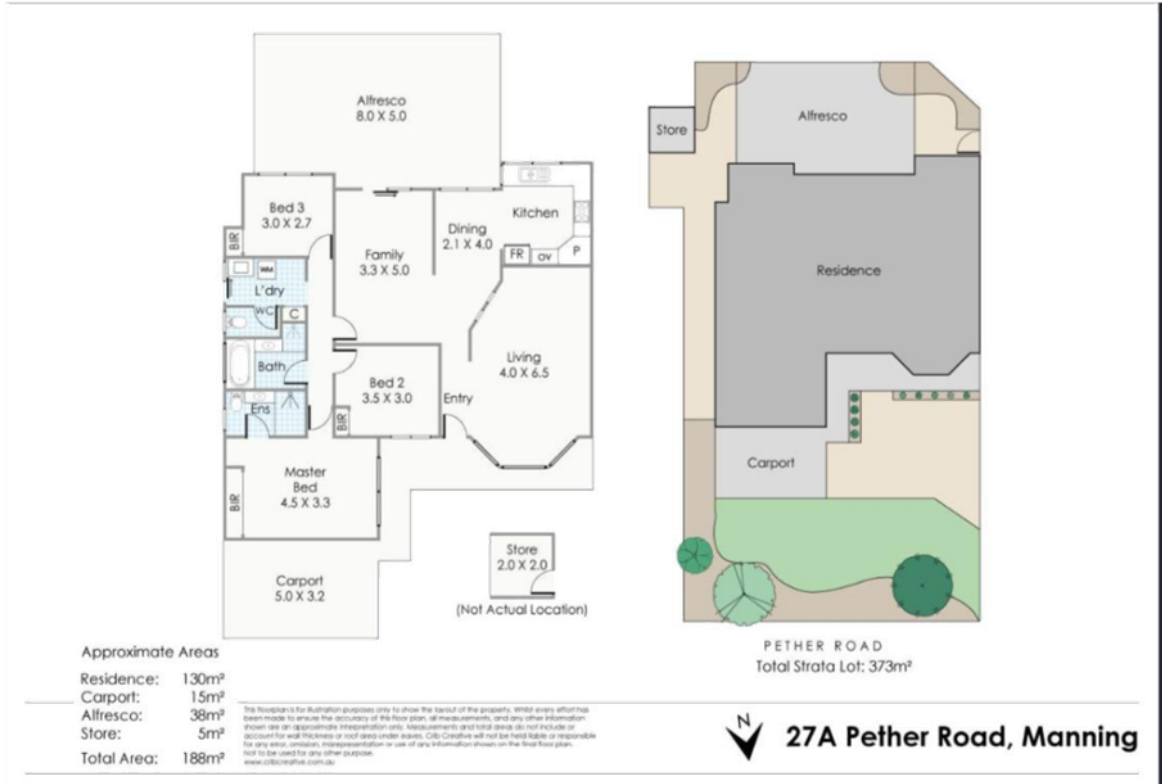
- Please sort waste correctly
- **Green**= General Waste
- **Yellow**= Recycling
- Instructions are displayed on the fridge
- Do not leave rubbish outside of the bins

**Check-In (2:00 PM)**

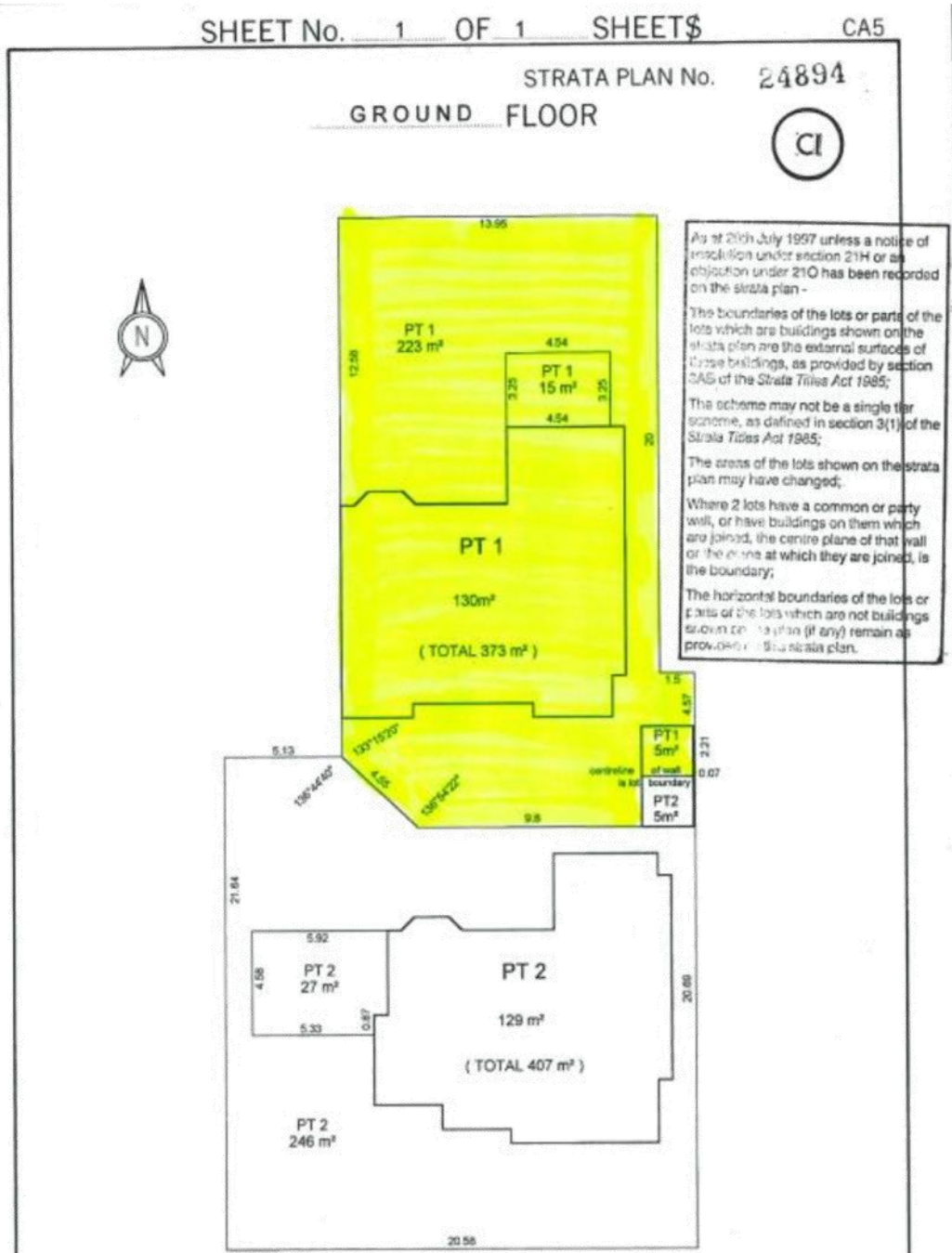
- Check in time no earlier than 2:00pm. Arrivals later than 10:00pm are discouraged to reduce the noise and light impact on neighbours.
- The Smart lock code to the entrance door will be provide one day prior to the start of the booking.
- Further information regarding house rules and location of the property will be provided 1 day prior to check in date.

**Check-out (10:00am)**

- Wash all dishes
- Place all used towels in the laundry
- Ensure all doors and windows are locked.

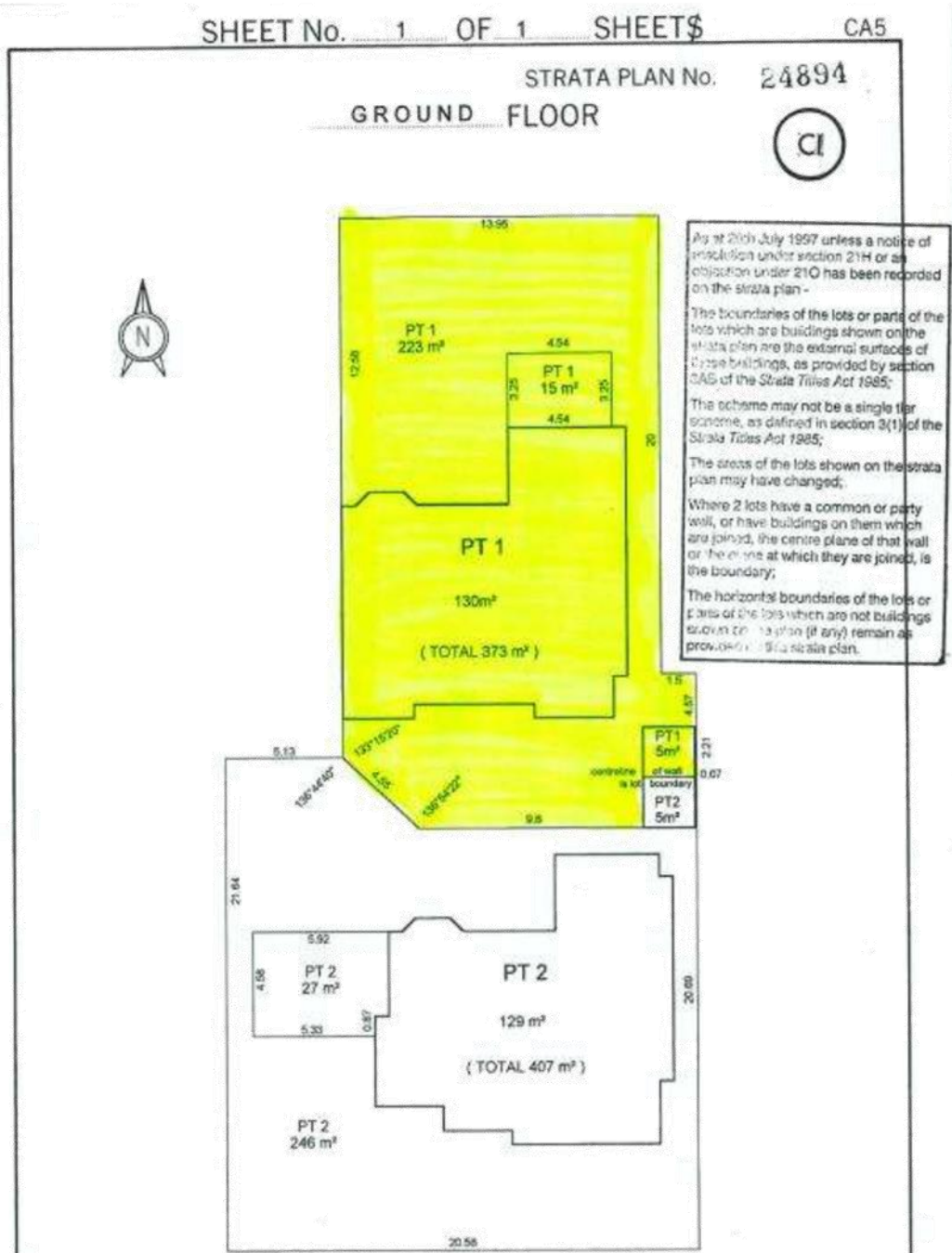


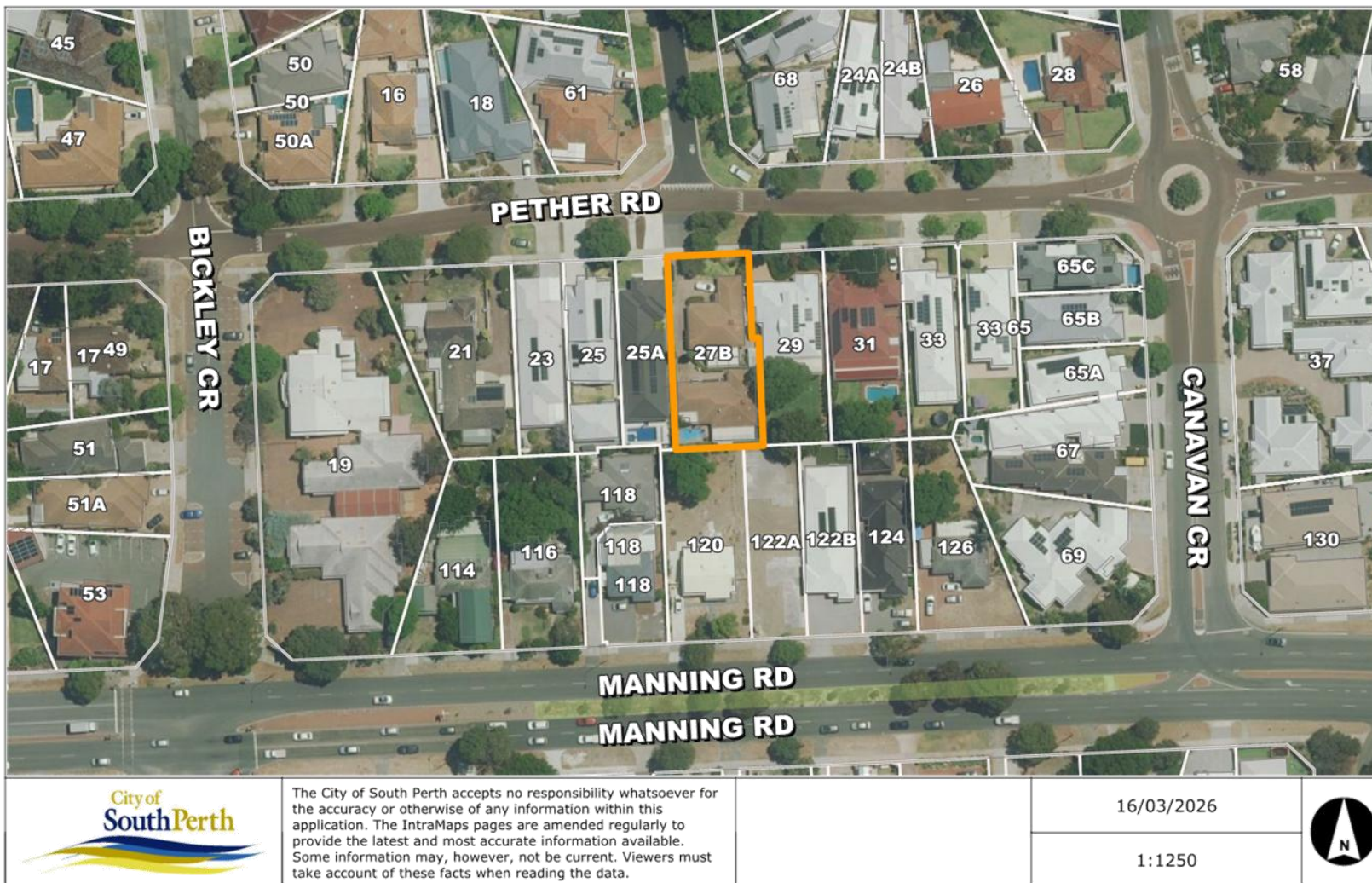


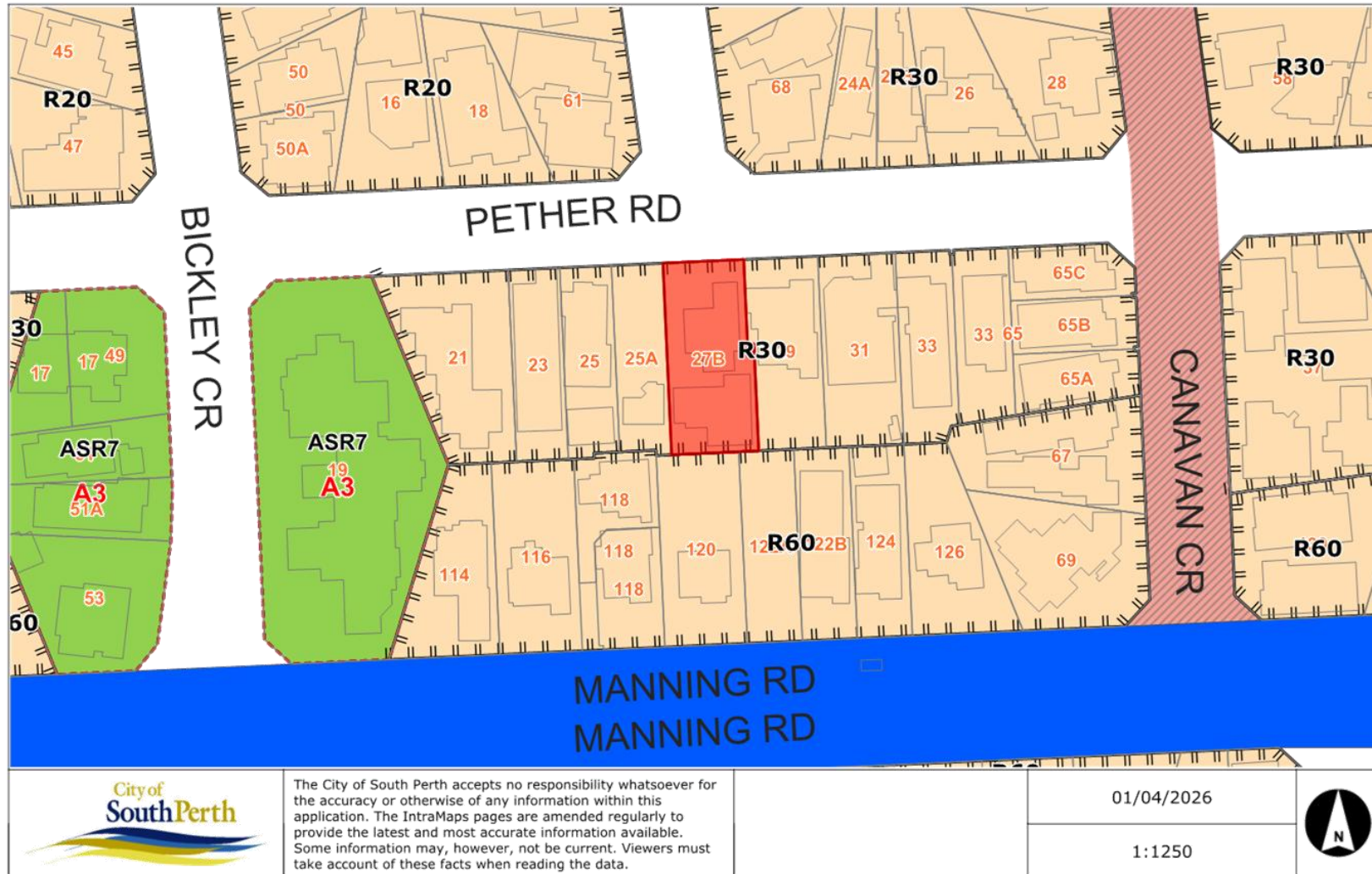












**Schedule of Submissions**

**Proposed Change of Use from a Grouped Dwelling to Unhosted Short Term Rental Accommodation on Lot 1, 27A Pether Road, Manning**

1	Cheryl Soames Via email - No address provided.	
<b>Objection</b>		
<b>Summary of Submission</b>		<b>Comment</b>
1.1	This application want [ <i>sic</i> ] maximum occupancy of 6 yet only has 1 car bay, no drive way as it is a small residence of front duplex with no extra space at all.	In accordance with Clause 5.1 of LPP 2.5, where the maximum number of guests is six or less, on-site parking should be provided in accordance with the R-Codes.  In accordance with R-Codes Volume 1, Part C, only one on-site parking bay is required.
1.2	Very easy to say no other parking allowed yet 6 people can only fit in a van so the chance of parking on a busy narrow street with a cycle path just made for Pether Rd. I live across the road and am already sick of parking on my lawn having sprinklers broken so now if 6 occupants are allowed it will be up to me to report it and who will pay for the lawn??	Noted.
1.3	If this place is short stay rented out with more than 1 vehicle do the surrounding residence have to put up with it or will they be terminated from the stay?	The Management Plan and Code of Conduct state that guests may only park in the designated car parking bay and that parking on the street, verge and lawn is prohibited.  Parking not in accordance with the Code of Conduct is a breach that can be reported to the property manager. As stated in the Management Plan, guests will receive one warning for breaches of the Code of Conduct and any subsequent breach will result in immediate termination of the stay without refund.  Notwithstanding, where no restrictions apply, guests may legally park on the street.

<b>2</b>	Martin Watts 68 Crawshaw Crescent, Manning	
<b>Objection</b>		
Summary of Submission		Comment
2.1	The dwelling is not suitable to accommodate 6 people due the bedroom sizes being small.	In accordance with Clause 5.3 of LPP 2.5, the maximum occupancy for this dwelling is 6 people (2 persons per bedroom).  LPP 2.5 does not specify minimum bedroom sizes.
2.2	The proximity to Curtin university lends itself to a high probability that the property could be used for student accommodation. This is easily achieved by simply by rotating the lease arrangement for 28day periods to different individuals residing at the property.	The proposal is for a change of use to 'Unhosted Short-Term Rental Accommodation' (USTRA).  In accordance with the Management Plan, all guests staying at the property are required to be registered and the 28-night maximum stay would subsequently apply to all guests.
2.3	Issues with multiple cars will cause traffic issues as the property in at the end of a T-junction. Any non-residing visitors to the property will encumber themselves onto other properties in the area. Issues with vehicles and people at the residence will not be easily enforced.	Guests are advised at the time of booking that there is only one on-site parking bay available and that parking on the street, verge, lawn or in a manner restricting neighbours is strictly prohibited.  Parking not in accordance with the Code of Conduct is a breach that can be reported to the property manager. Notwithstanding, where no restrictions apply, guests may legally park on the street  Unauthorised parking on adjacent verges and/or private property is dealt with under the City's <i>Parking Local Law 2017</i> .

<b>3</b>	Michael Studsor 29 Pether Road, Manning	
<b>Neutral</b>		
Summary of Submission		Comment
1.	The Access & Car Parking requirements are clear in both section 5 of the Management Plan and the Sample Code of Conduct for guests. These should be retained in entirety (and as currently shown) if the development is approved.	Noted. It is recommended that a condition of approval be imposed to require the use to be undertaken in accordance with the Management Plan.

<p>2. Pether Road is a narrow thoroughfare and has been previously adjusted by council to be a 30 km/hr cycleway. The property is on the intersection of Canavan Crescent, and one of the calming devices (ramp) for the cycle way is located in this intersection. Hence any parking external to the onsite dedicated parking bay has the potential to restrict the view of traffic at this location and present safety concerns.</p>	<p>In accordance with the Management Plan, guests are permitted to park in the one on-site bay only and not on the street, verge or lawn. Notwithstanding, where no restrictions apply, guests may legally park on the street</p> <p>Unauthorised parking on adjacent verges and/or private property is dealt with under the City's <i>Parking Local Law 2017</i>.</p>
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# UNHOSTED SHORT-TERM RENTAL ACCOMMODATION (USTRA)

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**Management Plan & Code of Conduct**

**Property Address:** 16 Saunders Street, Como WA 6152

**Prepared For:** City of South Perth

## PART A – MANAGEMENT PLAN (LPP 2.5 Section 5.2.2)

### 1. Property Description

The property located at **16 Saunders Street, Como WA 6152** is proposed to operate as Unhosted Short-Term Rental Accommodation (USTRA).

The accommodation will be offered for short-term stays exclusively via the Airbnb platform.

The USTRA approval applies to Unit 16 only (excluding the Studio / Granny Flat).

All guests will be provided with a copy of the Code of Conduct prior to arrival through the AirBnb booking platform and again within the guest information manual located inside the property.

A detailed Guest Information Manual (Welcome Book) will also be provided digitally prior to arrival. This manual outlines house rules, emergency contact information, waste management procedures, operational instructions for the property, and other information relevant to the guest stay.

A detached Studio / Granny Flat located on the property will **not form part of the short-term rental accommodation** and will **not** be accessible to guests at any time. This space will be retained by the owners for private storage of personal belongings and occasional personal use.

Guests will have access only to the designated guest areas associated with Unit 16, including the guest entrance, carport, and the allocated parking space.



\* Please refer to the sketch & photo above:

- The Studio / Granny Flat highlighted in **red** indicates the area **excluded** from the approved short-term rental accommodation and **not accessible** to guests.
- The **green** highlighted area indicates the approved guest access areas, including the entrance path, carport and Unit 16 accommodation. \*The location of the approved guest areas and restricted areas is illustrated in the annotated site plan included within this Management Plan.

## 2. Complaints Management Procedure

The owners are committed to ensuring the Unhosted Short-Term Rental Accommodation (USTRA) operates in a manner that respects the amenity of neighboring residents. A complaints management procedure will be in place to ensure any concerns are addressed promptly and effectively. Guests will be provided with a copy of the Code of Conduct prior to arrival and upon check-in and are required to comply with all house rules during their stay.

## 3. USTRA Managers

Designated USTRA Managers will be available 24 hours per day, 7 days per week to respond to any complaints or concerns relating to the operation of the short-term rental accommodation.

### USTRA Managers

1. Denise Ellul – 0484 830 147
2. David Carl Bugeja – 0460 781 521

Both managers reside next door to the property and are contactable at all times, allowing for a prompt response if issues arise.

### Alternative Contact

1. Peter Bell (Owner) – 0429 626 636

The contact details of the USTRA Managers and the alternative contact details will be provided to neighboring property owners and occupants and included within the guest information manual provided to guests.

## 4. Lodgement of Complaints

Neighbours may report concerns such as noise, anti-social behaviour, parking issues or other disturbances by contacting the USTRA Managers directly via telephone at any time.

In the event of an emergency requiring Police, Ambulance or Fire Services, guests and neighbouring residents should contact Western Australian Emergency Services on **000**.

Emergency contact information will also be clearly displayed in the guest information manual inside the property and included in the digital guest guide provided prior to arrival.

Guests will be instructed to contact emergency services immediately in situations involving:

- medical emergencies
- fire

- criminal activity
- any situation requiring urgent emergency assistance.

The USTRA Managers should also be notified as soon as practicable following any emergency incident.

## 5. Complaint Response Procedure

Upon receiving a complaint, the USTRA Managers will:

- Acknowledge the complaint immediately.
- Contact the guests promptly to investigate the issue.
- Request immediate compliance with house rules where necessary.
- Where required, attend the property in person within approximately one hour to resolve urgent matters.
- Take appropriate action if required, including:
  - issuing a warning to guests,
  - directing guests to cease disruptive behaviour immediately, or
  - requiring guests to vacate the premises if house rules are breached.

## 6. After-Hours Complaints

The USTRA Managers are contactable 24 hours a day, including evenings, weekends and public holidays.

Because the managers reside next door to the property, the USTRA Managers will acknowledge complaints immediately and investigate urgent matters within one hour where required.

## 7. Access & Parking

Unit 16 has a dedicated sheltered carport for 1 car. Guests are instructed to park only in the allocated carport. Parking in other areas of the lot & street parking is not permitted.





*\* The highlighted green areas indicate the designated sheltered carport for guest parking at Unit 16, Saunders Street, Como, as well as the access path to the parking space and the entrance to the unit. \**

To reduce potential disturbance to neighbors:

- guests will be requested to arrive and depart quietly
- vehicle doors and alarms should be used quietly
- headlights should not be directed towards neighboring dwellings where possible.





*\* The highlighted **purple** areas indicate the designated entrance, driveway and parking area for the Studio / Granny Flat. These areas are private and will not be accessible to guests staying at Unit 16. \**

The property is located within reasonable access to public transport and rideshare services such as Uber, taxis and public buses, which provides alternative transport options for guests.

Closest public transport options available to guests include:

- **Bus Stop – Canning Highway (before / after Coode Street)**  
Stop IDs 10240 and 10328 – Route 910 – approximately 280 m
- **Bus Stop – Robert Street (after Greenock Ave / after Saunders Street)**  
Stop IDs 11923 and 11922 – Routes 30 & 32 – approximately 260 m
- **Canning Bridge Train Station** – approximately **1.28 km**

*\* Bus stop pairs listed above represent stops on opposite sides of the road servicing both travel directions. \**

## 8. Booking Platform

The short-term accommodation will be advertised and managed through the Airbnb platform only. The maximum number of guests for this accommodation is limited to 4 people.

An electronic booking record will be maintained through the Airbnb platform.

The booking system records the guest name, number of occupants, and check-in/check-out dates.

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This information will be available to the USTRA Managers if required.

**STRA Registration Number:** STRA6152NYFK1ii9

## 9. Waste Management

Adequate waste management facilities are provided on site.

Guests will have access to clearly labelled general waste and recycling bins, and instructions will be provided within the guest information manual regarding correct waste disposal procedures.



Guests will be requested to:

- dispose of waste in the appropriate bins provided
- ensure bins are not left outside except on scheduled collection days
- maintain the property in a clean and tidy condition during their stay.

The USTRA Managers will ensure that bins are placed out for collection and returned after collection in accordance with the City of South Perth waste collection schedule.

### **Waste Collection Schedule**

Recycling (yellow lid): Fortnightly on Monday

General Waste (green/red lid): Weekly on Monday

10. Internal Floor Plan



( Not Actual Location )

Approximate Areas

Residence: 66m<sup>2</sup>

Alfresco: 42m<sup>2</sup>

Carport: 24m<sup>2</sup>

Total Area: 172m<sup>2</sup>

This floorplan is for illustration purposes only to show the layout of the property. Measurements and total areas do not include or account for wall thickness or roof area under eaves. Not to be used for any other purpose.  
[www.cfbcreative.com.au](http://www.cfbcreative.com.au)



## **PART B – CODE OF CONDUCT (LPP 2.5 Section 5.2.3)**

### **1. Expected Behavior**

Guests must respect the residential nature of the neighborhood. Anti-social behavior, excessive noise, and disturbances will not be tolerated.

Guests must comply with the Environmental Protection (Noise) Regulations 1997 and are required to keep noise to reasonable levels, particularly between 10:00pm and 7:00am.

### **2. Parking**

Guests must use the allocated sheltered carport only. Parking in other areas of the lot or obstructing access is not permitted.

### **3. Check-In / Check-Out**

Minimum stay: 3 nights.

Check-in: After 3:00pm (self-check-in via lockbox or in person).

Check-out: Before 11:00am.

### **4. Waste**

Guests must place all rubbish in garbage bags before placing them in bins. No rubbish is to be left outside the property.

### **5. Strata / Common Areas**

Guests must not obstruct shared access areas.

### **6. Pets**

Pets are not permitted on the property.

### **7. Visitors & Parties**

Only registered guests listed on the Airbnb booking may occupy the property. Parties, events, and large gatherings are strictly prohibited. Visitors are not permitted without prior approval from the USTRA Managers.

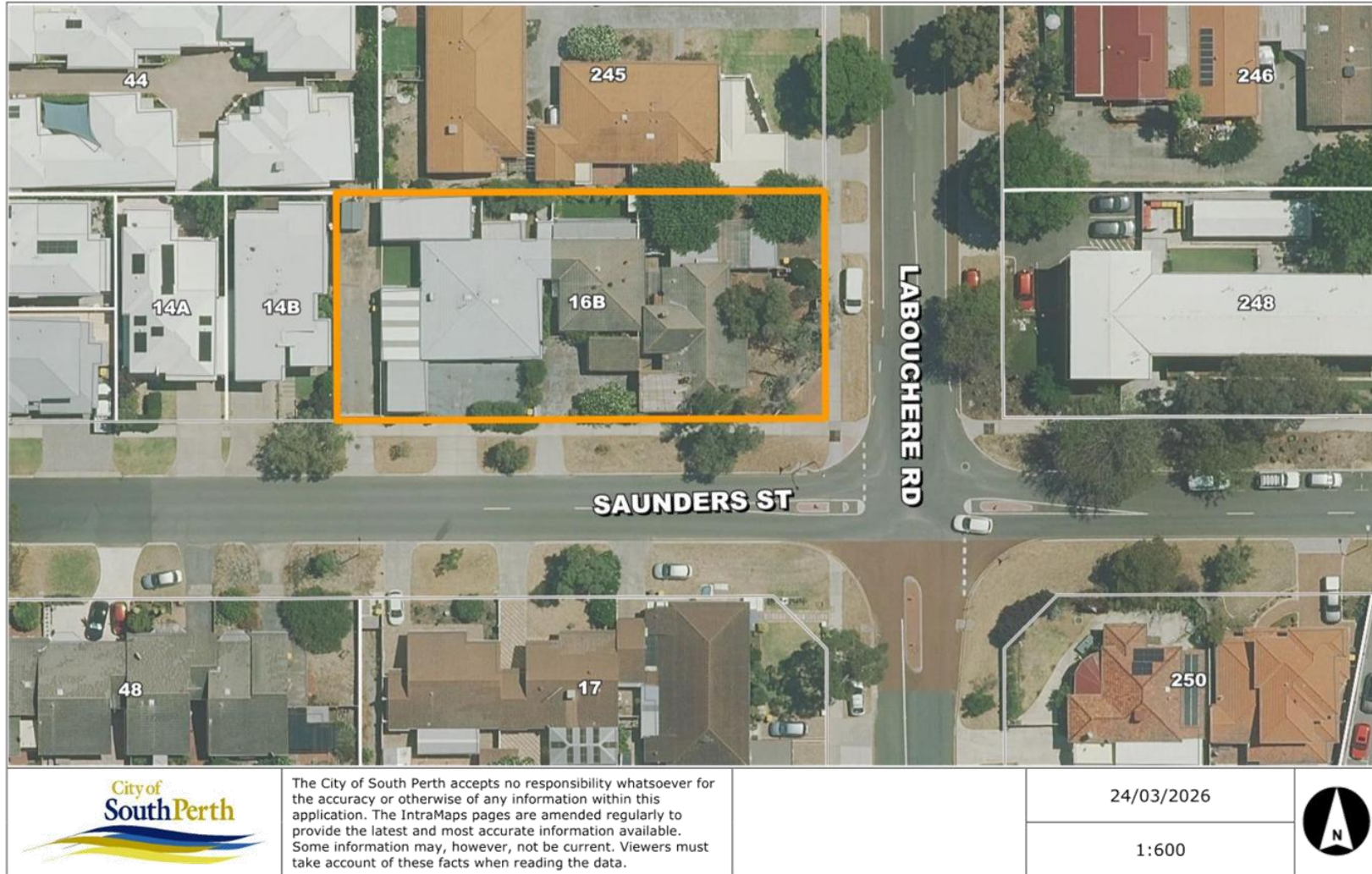
### **8. Bushfire Management**

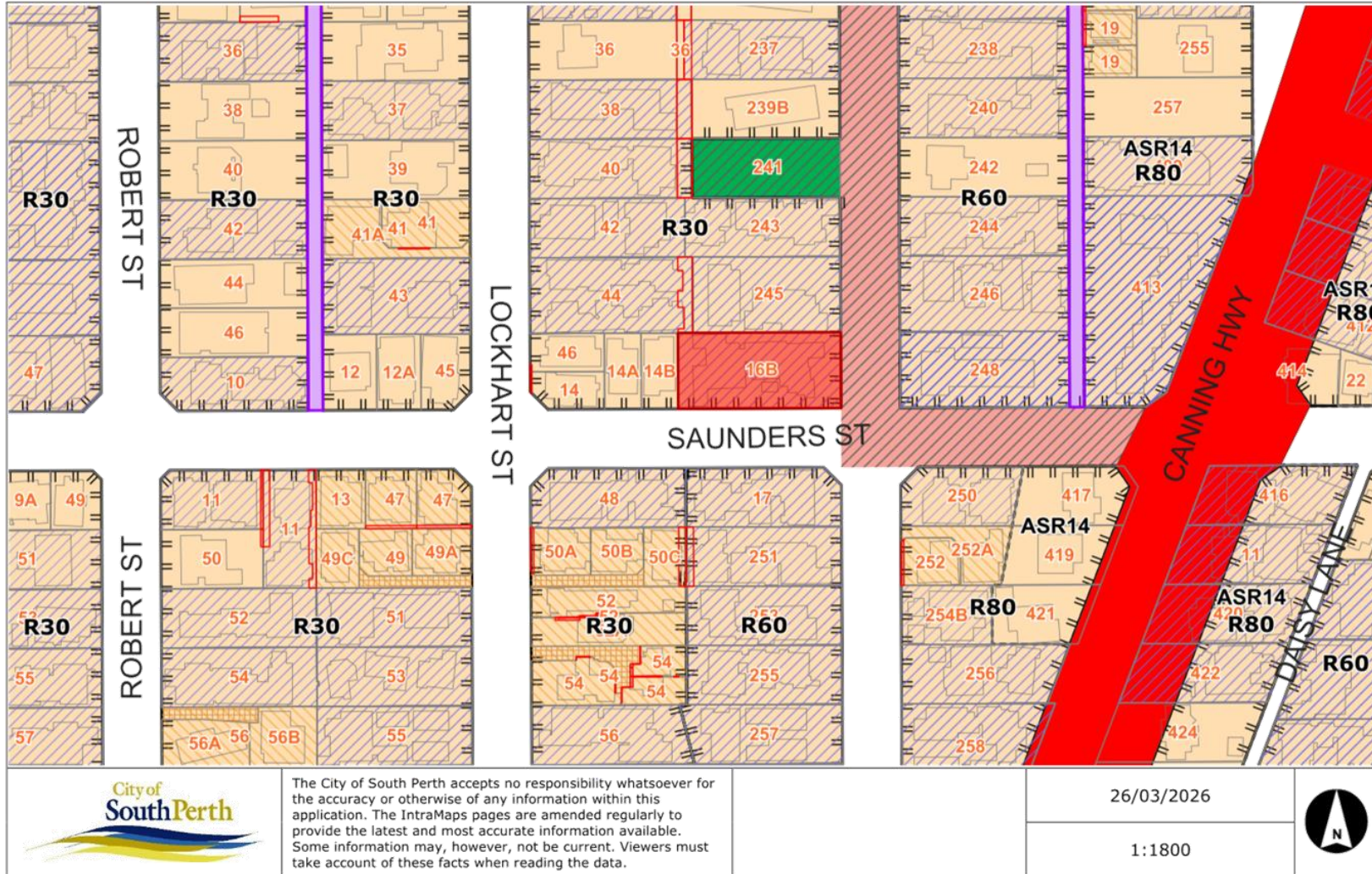
The property is not located within a designated bushfire prone area as identified by the Western Australian Map of Bush Fire Prone Areas administered by the Department of Fire and Emergency Services (DFES).

Emergency evacuation information and emergency contact details (**000**) are provided within the property.

### **9. Breaches**

Breaches of this Code of Conduct may result in termination of booking and immediate eviction.





### Schedule of Submission

#### Proposed Change of Use - Grouped Dwelling to Unhosted Short Term Rental Accommodation - Lot 5 (No. 16) Saunders Street, Como

T Lui 14B Saunders Street, Como	
Submission	Comment
This is a tranquil residential area that already has more traffic. Short term accommodation would be inappropriate in this area with mostly family homes and a primary school so close by.	It is noted that the subject site is in an area currently undergoing change due to its proximity to the Canning Bridge Activity Centre and Canning Highway, both of which are identified for urban intensification in the State and local planning frameworks. Whilst existing development may present as low density development, the site is surrounded by a range of density codes (R30, R60 and R80) capable of accommodating higher density development in future.  The proposed USTRA will occupy an existing dwelling, with no modifications to the building proposed.

## Management Plan for Short-Term Accommodation at 22/181 Mill Point Rd, South Perth

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### Introduction

This Management Plan outlines the operational procedures for the short-term accommodation at 22/181 Mill Point Rd, South Perth, in accordance with the City of South Perth Local Planning Policy: Short Term Accommodation. The property is operated as a short-term rental where the host is not present. Property management is conducted by Jonathon Hingley, who is contactable at 0415140764 and Jonathon.hingley@gmail.com.

This plan will act to minimise any impacts on neighbouring properties, promote a positive experience for guests while protecting the amenity of the surrounding community, and ensure compliance of noise regulations as per Environmental Protection Regulations 1997.

### Control of Noise and Other Disturbances

- All guests will be informed that noise levels must, at all times, comply with the Environmental Protection (Noise) Regulations 1997. This includes keeping music, conversations, and other sounds at a reasonable volume, especially outdoors.
- Quiet hours are enforced from 10:00 PM to 8:00 AM daily. During these hours, no loud music, parties, or excessive noise is permitted. Guests are required to keep windows and doors closed if engaging in activities that could generate noise.
- Outdoor areas (if applicable) will not be used for gatherings after 10:00 PM.
- The owner/operator will monitor compliance through guest screening and on-site checks where necessary. Any reported disturbances will be addressed immediately as per the complaints procedure.

### Screening and Assessment Procedures for Prospective Guests

- All bookings will be screened via the booking platform (e.g., Airbnb, Booking.com) to assess guest suitability. This includes reviewing past reviews, verifying identity, and requiring a brief description of the purpose of stay.
- The property is registered with the WA Short-Term Rental Accommodation Register under registration number: STRA6151UOWAK4GN
- Guests under 25 years old must provide additional references or be accompanied by an adult over 25.
- Bookings from large groups or for events/parties will be declined to minimise potential disturbances.
- A minimum stay of 2 nights applies.

### Complaints Management Procedures

- A dedicated complaints and emergency number (Jonathon - 0415140764) is available 24/7 for neighbours and guests.
- An alternative contact is: Louise Hingley (Co-Manager) - 0438905700
- Adjacent neighbours have been provided with the owner/operator's contact details via written notification.
- Guests will receive the Code of Conduct via email prior to arrival and a physical copy on check-in. They will be verbally informed that anti-social behaviour (e.g., excessive noise, littering) will not be tolerated and may result in immediate eviction.
- All complaints will be logged in a digital complaints logbook, including date, time, nature of complaint, actions taken, and resolution. This log will be available for review by the City of South Perth upon request.
- If a complaint is upheld, the owner/operator will contact the guests immediately to rectify the issue. Persistent issues may lead to involvement of local authorities.

### Security and Emergency Contact Details and Protocols

- Guests will be provided with emergency phone numbers upon arrival, including:
  - Emergency Services (Police, Fire, Ambulance): 000
  - Owner/Operator: 0415140764 – Jonathon Hingley
  - Local Police Station (non-emergency): (08) 6543 6543
  - Medical Assistance (non-emergency): (08) 9224 2244
- Emergency protocols: In case of fire, guests are to evacuate via front or rear exit and meet at front side-walk. A fire extinguisher is located in the kitchen area under the sink. A first-aid kit is located in the bathroom under the sink.
- Guests are instructed to lock all doors and windows when leaving the property.

### Waste Management Expectations

- Guests will be instructed to separate waste into the appropriate bins provided within the strata complex. Clear instructions will be included in the guest welcome guide, transmitted via instructions in their digital check-in messaging and be displayed within the property. Guests will be required to dispose of rubbish appropriately during their stay and prior to departure.

### Control of Parking

- Parking is limited to 1 car as per the property's code of conduct. This parking bay is signed for unit 22 use only.
- Guests must park only in designated areas on the property. There is no street parking.
- Guests will be informed verbally and in writing (via the Code of Conduct) of these rules.
- Oversized vehicles or additional cars are not permitted; guests are encouraged to use public transport or rideshares.
- Maximum number of vehicles: 1
- Vehicle movements are expected to be minimal and limited to guest arrival and departure. All parking is located within the designated on-site parking within the strata complex, the layout of the site provides a safe distance to any apartments, meaning vehicle lights and noise will not directly affect neighbouring properties. Guests should nevertheless be mindful of excessive car noise and light disruption as they enter or leave the premises.

### Public Transport

- Guests will be provided with information regarding nearby public transport options including bus routes operating along Mill Point Road and nearby ferry services connecting South Perth to the Perth CBD. This information will be included in the digital guest welcome guide and pre-arrival information.

### Number of Guests and Visitors Permitted

- Maximum occupancy: 2 persons.
- Visitors: Day visitors are permitted but limited to 2 additional people at a time, and must depart by 9:00 PM. No overnight visitors allowed.

### Implementation and Review

- This Management Plan will be reviewed annually or as required by the City of South Perth.
- The owner/operator commits to operating in full compliance with this plan and the Code of Conduct.

## Code of Conduct for Guests at 22/181 Mill Point Rd, South Perth

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Welcome to your stay. To ensure a safe and enjoyable environment for you and our neighbours, please follow the house rules below. Breaches of these rules may result in termination of your stay.

### Contact Details of Owner/Operator

- Manager: Jonathon Hingley
- Phone: 0415140764 [24/7 for emergencies]
- Email: [Jonathon.hingley@gmail.com](mailto:Jonathon.hingley@gmail.com)

### Emergencies

- Contact/telephone 000 for police, fire, or ambulance in an emergency.
- Emergency evacuation through back door as option in case of fire

### Parking Rules and Regulations

- Park only in designated on-site bay
- No parking on verges, neighbouring properties, or blocking driveways. Observe all street signs for restrictions (e.g., time limits or no-parking zones).
- Maximum vehicles: 1 (a guest car may park adjacent but may not remain for an extended duration)
- Violations may result in towing at guest expense

### Booking Requirements and Specifics

- Minimum stay: 2 nights.
- Guests must complete booking through an approved booking platform (e.g., Airbnb or similar) and comply with all house rules prior to arrival.
- Check-in instructions will be provided electronically prior to arrival. Check-in is 2PM.
- Check-out instructions are provided digitally 6AM the day of check-out. Check-out is 10PM.
- Guests must confirm the number of occupants prior to arrival and must not exceed the maximum occupancy of 2 persons.

### Requirements Around Noise and Anti-Social Behaviour

- Comply with quiet hours: 10:00 PM to 8:00 AM – no loud music, shouting, or disturbances.
- Keep noise low at all times to respect neighbours. No parties or large gatherings.
- Anti-social behaviour (e.g., littering, vandalism, excessive alcohol consumption leading to disruption) is strictly prohibited and may lead to immediate eviction.
- No parties, functions, or gatherings allowed.

### House Rules for Guests

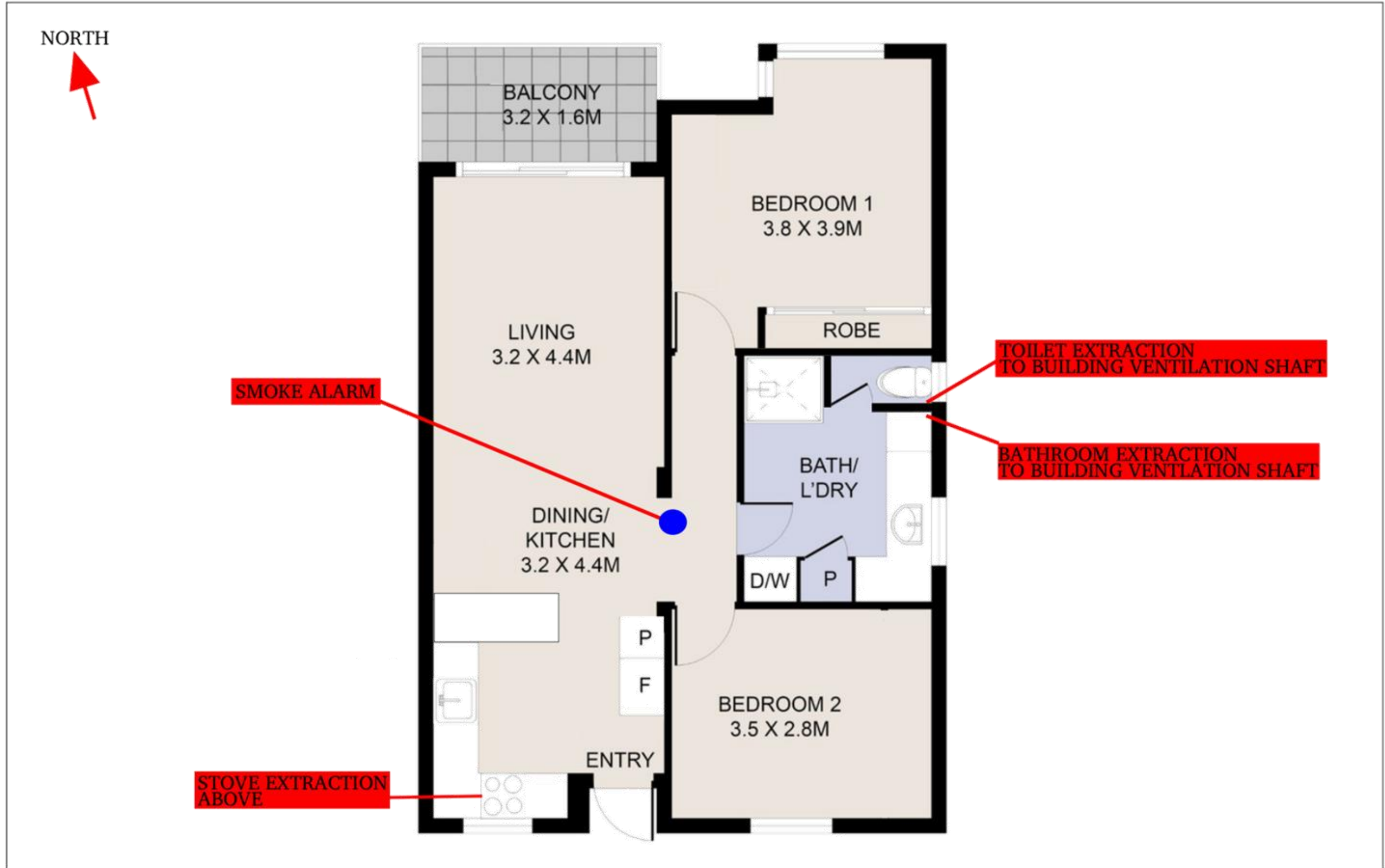
- No smoking inside the property or within 5 meters of doors/windows.
- No pets allowed [excepting service animals following correspondence with the owner].
- Keep the property clean and tidy; report any damages immediately.
- Maximum guests: 2 [No additional overnight visitors without approval]
- Day visitors: Limited to 2 people, must leave by 10:00 PM.
- Check-out by 10:00 AM; unless prior agreement with host. Leave keys in lockbox.
- Waste must be disposed of in the designated bins within the strata complex. Guests must ensure rubbish is disposed of appropriately during their stay and prior to departure.
- Security: Lock doors/windows when absent; do not duplicate keys.

### Acknowledgment

By staying here, you agree to abide by this Code of Conduct. Breaches will not be tolerated and may result in eviction, loss of deposit, or reporting to authorities. Enjoy your stay responsibly!



SITE PLAN	22/181 MILL POINT ROAD SOUTH PERTH	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2">REVISIONS</th> </tr> <tr> <th style="width: 10%;">DD/MM/YY</th> <th>REMARKS</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>27/01/26</td> </tr> <tr> <td>2</td> <td>-----</td> </tr> <tr> <td>3</td> <td>-----</td> </tr> <tr> <td>4</td> <td>-----</td> </tr> <tr> <td>5</td> <td>-----</td> </tr> </tbody> </table>	REVISIONS		DD/MM/YY	REMARKS	1	27/01/26	2	-----	3	-----	4	-----	5	-----	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">A</td> <td style="text-align: center;">02</td> </tr> </table>	A	02
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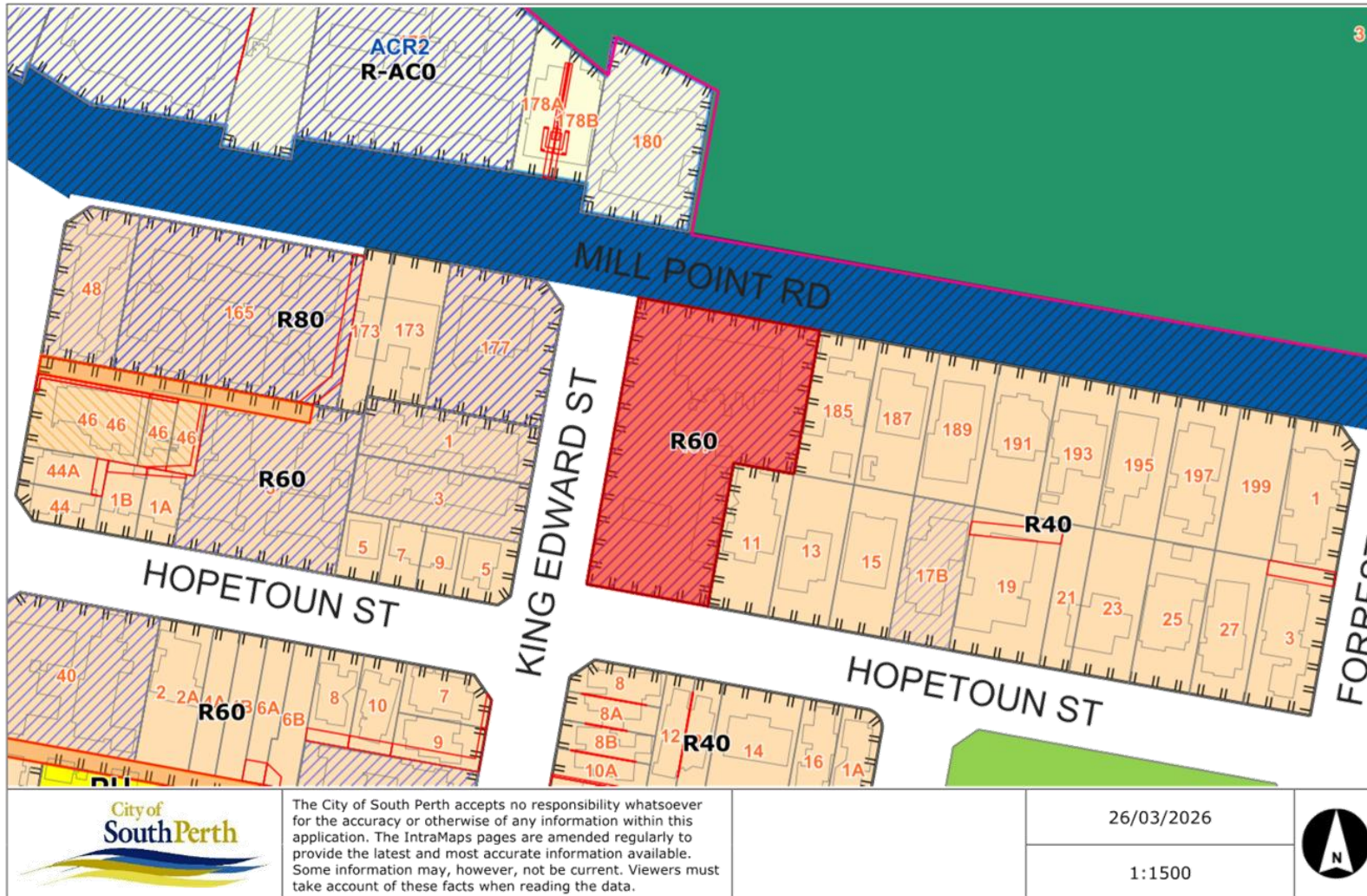
FLOOR PLAN	22/181 MILL POINT ROAD SOUTH PERTH		REVISIONS	A 01										
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24/03/2026  
1:600





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26/03/2026  
1:1500



### Schedule of Submission

#### Proposed Change of Use - Multiple Dwelling to Unhosted Short Term Rental Accommodation - Lot 22 (No. 22/181) Mill Point Road, South Perth

A Smith 177 Mill Point Road, South Perth	
Submission	Comment
I believe this will directly impact on the housing market as this dwelling houses some of our most vulnerable people in WA and is one of the last remaining affordable accommodation in the area. Due to high demand and prime location the owners would like to sell. This is very disappointing that money is coming before community interest. In the already extremely competitive housing market where are the many people that live in this dwelling supposed to reside. Absolutely appalling and please do not approve this!	The State Government has mandated that in the Perth Metropolitan Area, Unhosted Short-Term Rental Accommodation (USTRA) is required to be assigned a 'D' (i.e. discretionary) or 'A' (i.e. discretionary subject to advertising) land use in all zones where any type of dwelling is capable of approval. As such, USTRA is a land use that is capable of approval in the Residential zone.  The development satisfies the objectives and requirements of the LPP 2.5 and the <i>Short Term Rental Accommodation Act 2024</i> and the land use is capable of consideration and approval under Local Planning Scheme No. 7.

Design Sketch Unit 1\_A3

1:100

Special  
Dales Specification

UNIT 1	
Ground Floor	155.51
Garage-Str	39.55
Alfresco	14.50
Porch	2.46
<b>Total:</b>	<b>212.02 m<sup>2</sup></b>
Perimeter:	60.55m

31c ceilings throughout  
(unless otherwise noted)

28c high internal doors  
throughout home  
(unless otherwise noted)

LOT 1	
Zoning	R20/R30
Percentage allowed	60%
Site-Lot Area	375m <sup>2</sup>
Site Cover Allowed	206.25m <sup>2</sup>
Site Cover Used	197.13m <sup>2</sup>
Actual Coverage	52.57%

Mandatory Design Compliance  
(City of South Perth)

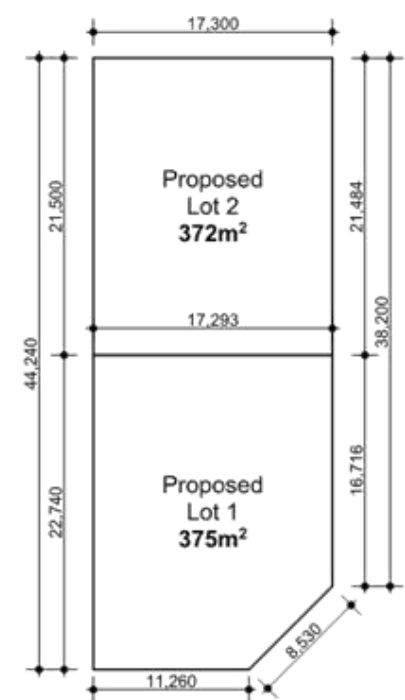
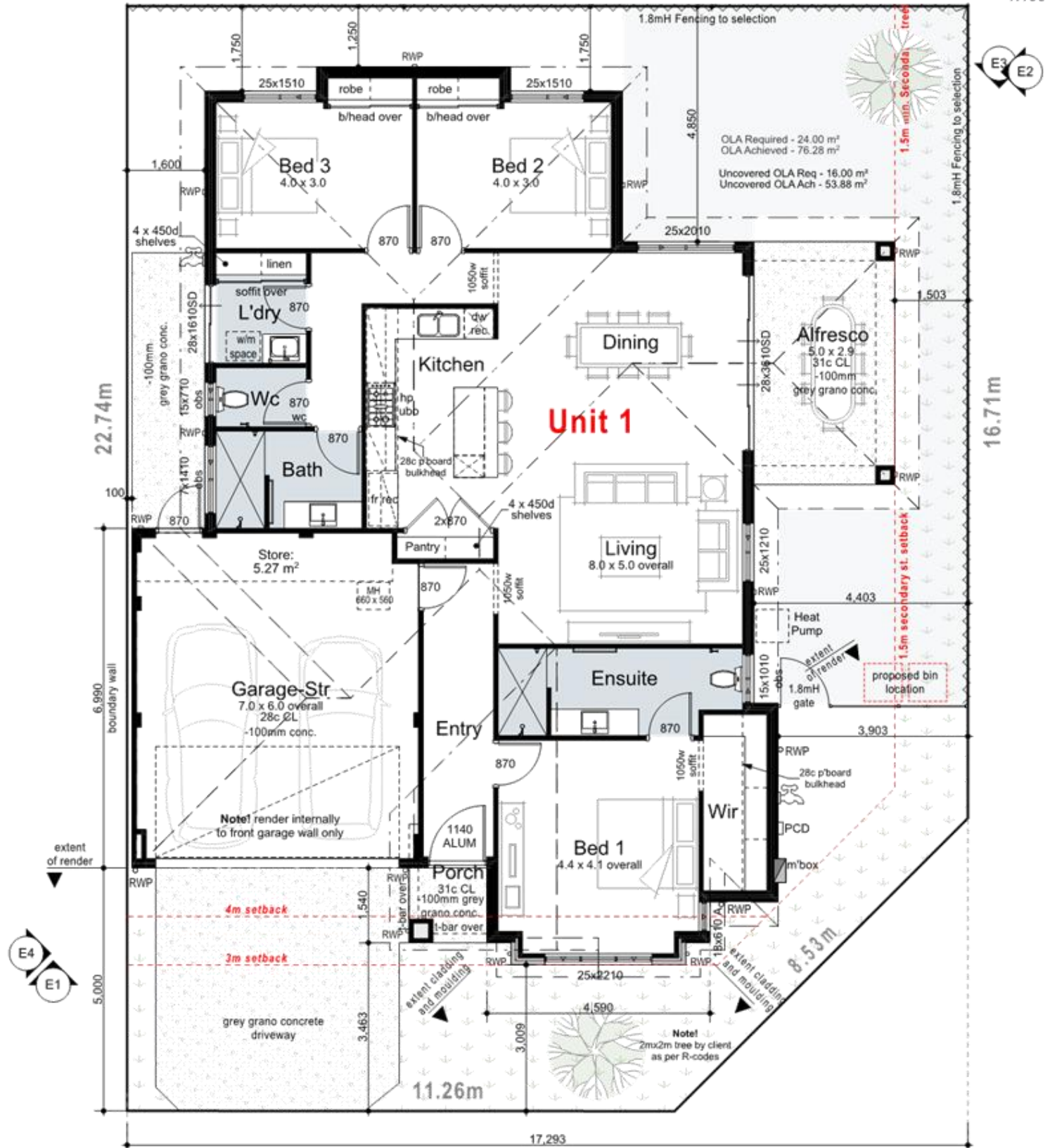
Preliminary drawing:  
This design is subject to receipt of  
an accurate site survey &  
dimensions.

Miscellaneous:  
BAL fire rating req's: N/A  
Noise attenuation req's: N/A

Local Planning Policies Applicable:

Planning Approval

R-Code Variation  
Acknowledgement:  
The proposed design requires a  
variation to the Residential Design  
Codes and therefore will be at the  
discretion of the local authority. As  
a result proceeding with this design  
may incur additional costs and time  
delays.  
REASONS:  
- Grouped Dwelling development  
- Unit 1: Entry & Garage facing  
same street  
- Proposed crossovers for Unit 1 &  
2 within 3m of Verge tree trunk.



Strata Lot Plan  
1:500



Page 5 of 9

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins

CONCEPT#:	DATE	STATUS
02CD	4/06/2025	EP
03TP	2/07/2025	EP
04TP	11/02/2026	EP
05TP	5/03/2026	EP

CLIENT: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
BUILDER: \_\_\_\_\_

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# Special Dales Specification

## UNIT 2

Ground Floor	161.64
Garage-Str	37.52
Alfresco	16.72
Portico	4.43
<b>Total:</b>	<b>220.31 m<sup>2</sup></b>
Perimeter:	63.88m

31c ceilings throughout  
(unless otherwise noted)

28c high internal doors  
throughout home  
(unless otherwise noted)

### LOT 2

Zoning	R20/R30
Percentage allowed	60%
Site-Lot Area	372m <sup>2</sup>
Site Cover Allowed	204.60m <sup>2</sup>
Site Cover Used	200.23m <sup>2</sup>
Actual Coverage	53.83%

Mandatory Design Compliance  
(City of South Perth)

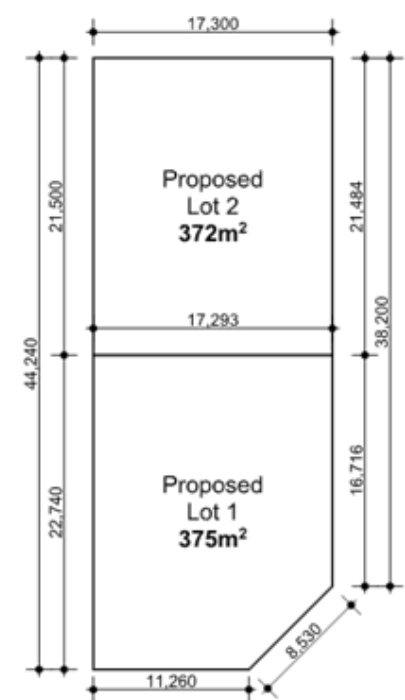
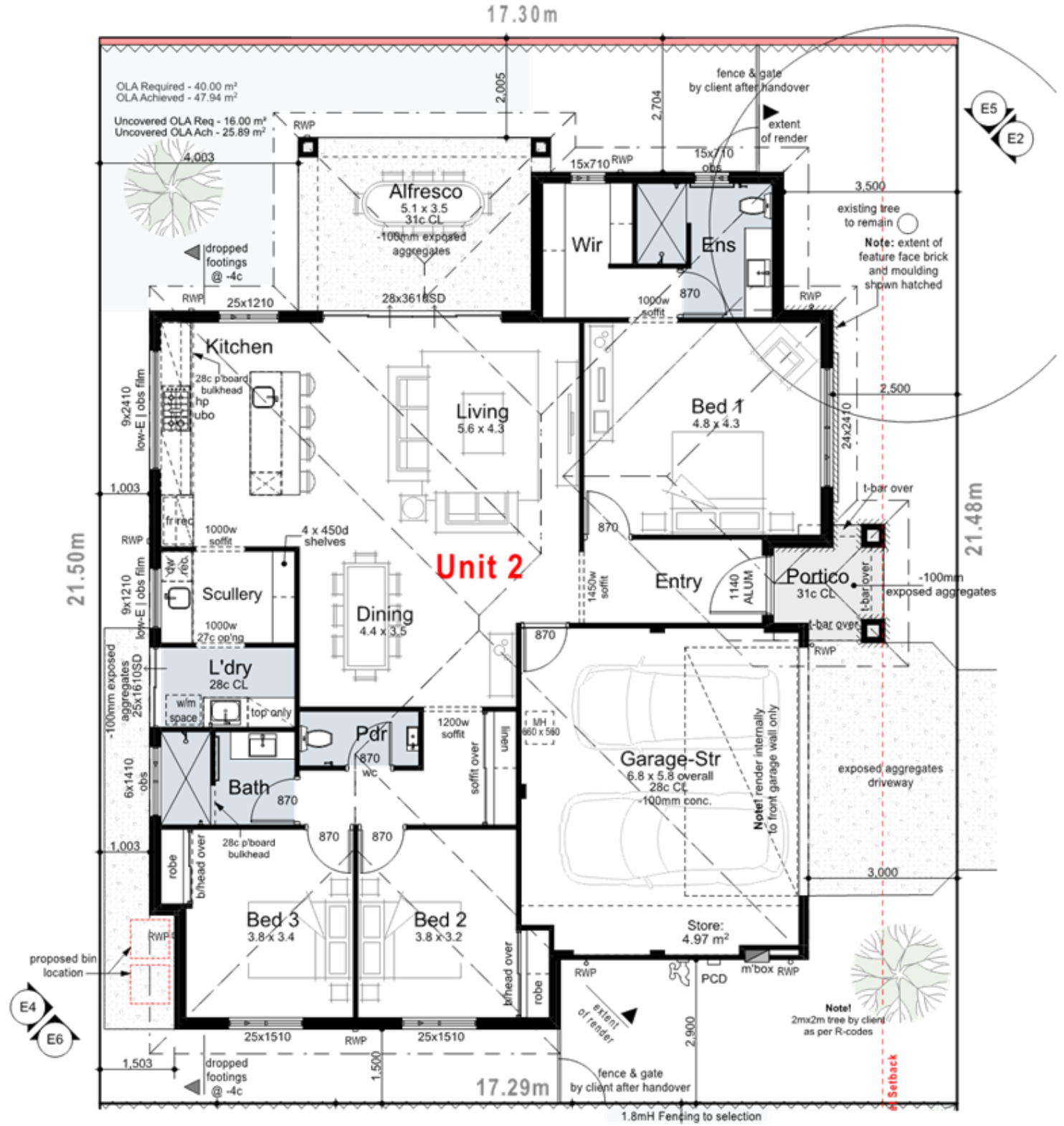
Preliminary drawing:  
This design is subject to receipt of  
an accurate site survey &  
dimensions.

Miscellaneous:  
BAL fire rating req's: N/A  
Noise attenuation req's: N/A

Local Planning Policies Applicable:

Planning Approval

R-Code Variation  
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Strata Lot Plan  
1:500



Page 6 of 9

CLIENT: Pamela Kidd & Joan Gosbell  
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CONSULTANT: Stuart Jenkins  
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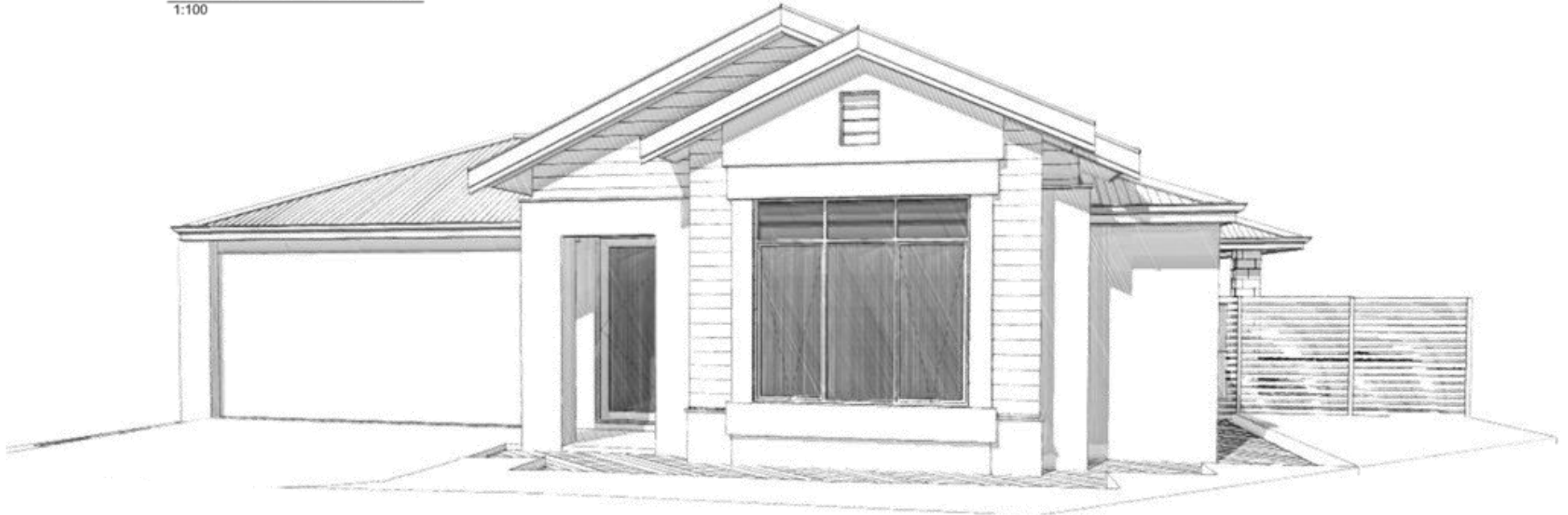
Elevation & Perspective

Special  
Dales Specification

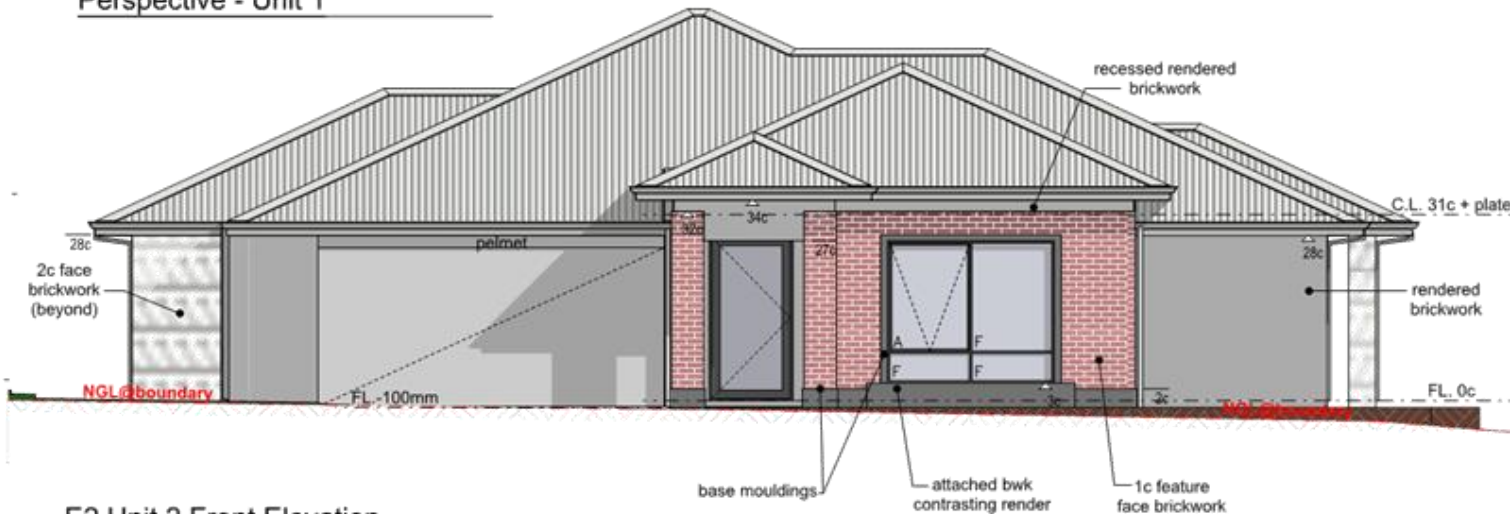
Roofing Note  
24°43' Roof Pitch  
Metal Roof



E1 unit 1 Front Elevation  
1:100



Perspective - Unit 1



E2 Unit 2 Front Elevation  
1:100



Perspective - Unit 2



Page 7 of 9

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins  
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CONCEPT#:

01	7/04/2025	MH
02CD	4/06/2025	EP
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Special  
Dales Specification

Elevations  
1:100

Roofing Note  
24°43' Roof Pitch  
Metal Roof



E4 Unit 2 Rear Elevation  
1:100



E4 Unit 2 Rear Elevation  
1:100



E6 Unit 2 Side Elevation  
1:100



Page 8 of 9

CLIENT: Pamela Kidd & Joan Gosbell  
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JOB NUMBER: 57209  
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CONCEPT#:  
02CD 4/06/2025 EP  
03TP 2/07/2025 EP  
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Special  
Dales Specification

Elevations  
1:100

Roofing Note  
24°43' Roof Pitch  
Metal Roof



E3 Unit 1 Rear Elevation  
1:100



E2 Unit 1 Side Elevation  
1:100



E4 Unit 1 Side Elevation  
1:100



Page 9 of 9

CLIENT: Pamela Kidd & Joan Gosbell  
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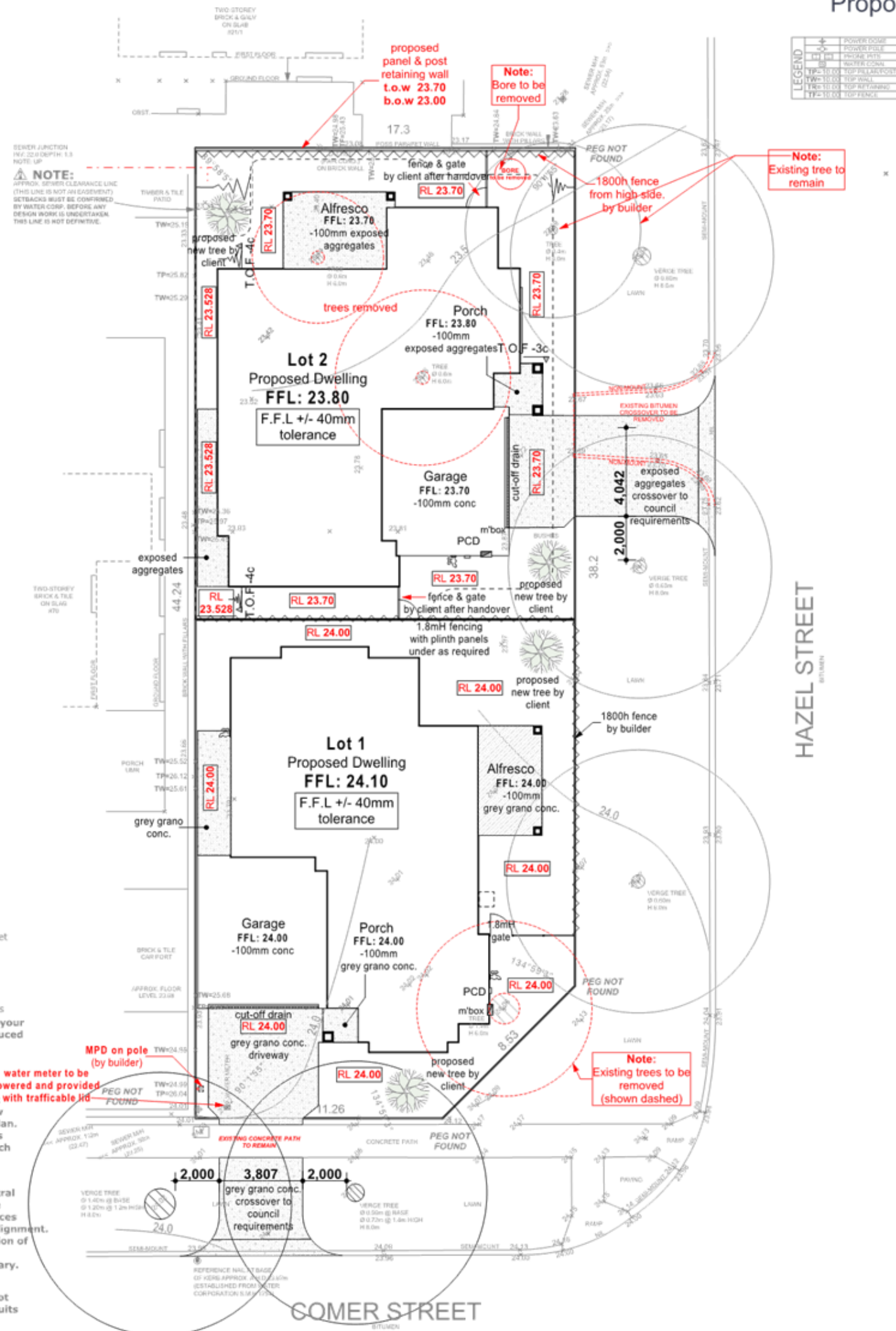
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01 7/04/2025 MH  
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Special  
Dales Specification

Proposed Site  
1:200



LOT MISCLOSE  
0.009 m

- DISCLAIMER:**  
Due to lack of survey marks/pegs, all building offset dimensions & features are approximate only and positioned from existing pegs/fences and walls which may not be on the correct alignment. Any design that involves additions to any structures shown or portion of structures remaining after any demolition has taken place requires boundaries to be repegged and exact offsets provided to your designer/architect before any plans are produced and before any work is started on site.
- DISCLAIMER:**  
Lot boundaries drawn on survey are based on landgate plan only. Survey does not include title search and as such may not show easements or other interests not shown on plan. Title should be checked to verify all lot details and for any easements or other interests which may affect building on the property.
- DISCLAIMER:**  
Survey does not include verification of cadastral boundaries. All features and levels shown are based on orientation to existing pegs and fences only which may not be on correct cadastral alignment. Any designs based or dependent on the location of existing features should have those features' location verified in relation to the true boundary.
- DISCLAIMER:**  
Survey shows visible features only and will not show locations of underground pipes or conduits for internal or mains services. Verification of the location of all internal and mains services should be confirmed prior to finalisation of any design work.
- DISCLAIMER:**  
Cottage & Engineering surveys accept no responsibility for any physical on site changes to the parcel or portion of the parcel of land shown on this survey including any adjoining neighbours levels and features that have occurred after the date on this survey. All Sewer details plotted from information supplied by Water Corporation.



87-89 Guthrie Street Osborne Park, WA 6017	JOB # 602504	GPS Lat: -31.990960 Long: 115.86486	ROADS Bitumen	ELEC. U/Ground
PO Box 1611 Osborne Park Business Centre WA 6917	CLIENT Kidd	ORDER # 57209	KERBS See Survey	COMMS. Yes
P: (08) 9446 7361 E: perth@cottage.com.au W: www.cottage.com.au	ADDRESS #72 Comer Street	LOT Lot 23 (Diag. 24566)	FOOTPATH Concrete	WATER Yes
	SUBURB Como	LGA CITY OF SOUTH PERTH	SOIL Sand	GAS Check Alinta
	DRAWN B. Smith	DATE 13 Mar 25	DRAINAGE Good	SEWER Yes
		AREA 746m <sup>2</sup> VOL. 1227 FOL. 132	VEGETATION Light Grass Cover	COASTAL No



CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins

CONCEPT#:  
01 7/04/2025 MH  
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Special  
Dales Specification

Proposed Landscape Plan  
1:200

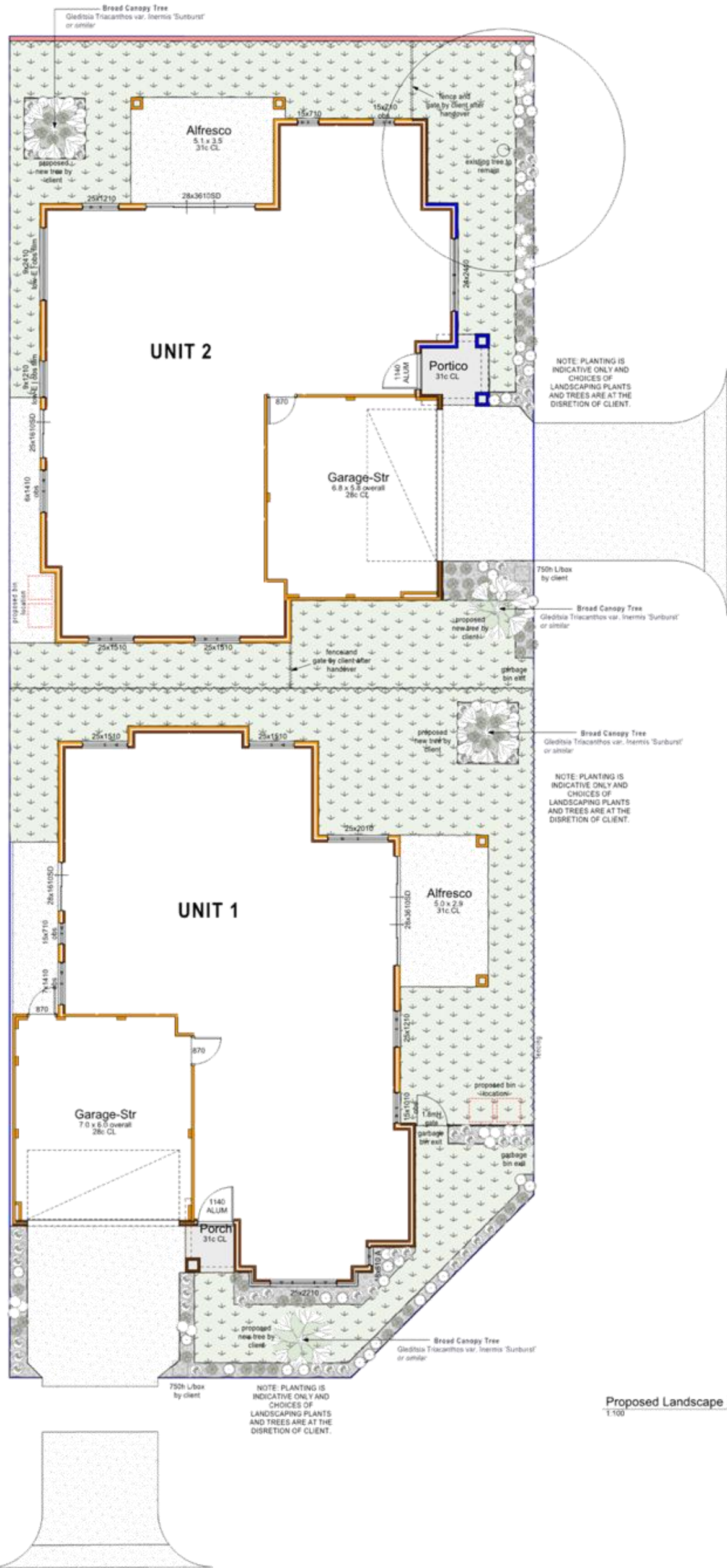
Landscaping Legend	
	Paved Areas/grass
	Paved Areas/bricks
	Turf/Lawn
	Mulch - garden beds & ground cover
	1. Phormium 'chief'
	2. Pennisetum advena rubrum
	3. Dracaena 'black knight'
	4. Cordyline sudanica
	5. Daniella 'little jess'



**Broad Canopy Tree**  
*Gleditsia triacanthos* var. *inermis* 'Surburst' or similar

Graceful and pendulous style tree forming into an open rounded tree. New growth is bright yellow, maturing to yellow green. Golden yellow in autumn

Environment: Full sun to partly shaded  
Soil: Well - drained  
Irrigation: can tolerate dryness  
Height: 8-10m high x 6-8m wide  
Flower: N/A  
Maintenance: Deciduous Tree  
Lifespan: 100-120 years



Proposed Landscape Plan  
1:100




Page 4 of 9

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins

CONCEPT#:  
04TP 11/02/2026 EP  
05TP 5/03/2026 EP

CLIENT: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
BUILDER: \_\_\_\_\_

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CF Town Planning & Development

5 March 2026

Chief Executive Officer  
City of South Perth  
Civic Centre  
Cnr Sandgate Street & South Terrace  
SOUTH PERTH WA 6151

Attention: Lucas Korica – Urban Planner

Dear Lucas


**APPLICATION FOR DEVELOPMENT APPROVAL  
PROPOSED TWO (2) GROUPED DWELLINGS (SINGLE STOREY)  
LOT 23 (NO.72) COMER STREET, COMO  
CITY OF SOUTH PERTH (REF: PDDA-2025/3288)**

Reference is made to the City's email correspondence to Dale Alcock Homes dated 20 January 2026 and our phone discussion held on 26 February 2026 regarding the abovementioned application wherein it:

- i) Advised that the application will be assessed under Part C of the R-Codes, as the subdivision of the land has yet to be finalised;
- ii) Advised that the proposed grouped dwelling development on the subject land does not meet the 'deemed to comply requirements' of Part C of the R-Codes, with specific reference to the following:
  - a) Element 3.3 C3.3.1 – Street setbacks; and
  - b) Element 3.7 C3.7.1 – 'Access'.
- iii) Advised that the proposed grouped dwelling development on the subject land does not meet the 'deemed to comply requirements' of the City's Local Planning Policy No.3.2 entitled 'Tree Retention';
- iv) Requested the preparation and submission of a revised landscaping plan;
- v) Requested the preparation and submission of amended plans illustrating the location of the bin storage area for each dwelling;
- vi) Requested the preparation and submission of amended plans illustrating the natural ground level at the boundary for each dwelling; and
- vii) Requested the preparation and submission of amended plans and/or a detailed statement addressing the relevant 'design principles criteria' of the R-Codes.

---

**Planning & Development Consultants**  
Address: 3/1 Mulgool Road, Malaga WA 6090  
Tel: 9249 2158 Mb: 0407384140 Email: carlo@cftp.com.au  
CVF Nominees Pty Ltd ABN: 86 110 067 395



CF Town Planning & Development

Having regard for the abovementioned matters amended plans have been prepared in support of the application. In addition, we hereby submit the following information for the City of South Perth's consideration in determining the application.

### AMENDED PLANS

Amended plans have been prepared (see copy attached herewith) illustrating the following changes to the proposed development on the subject land to address some of the matters raised by the City as part of its assessment:

- i) A revised landscaping plan has been prepared in support of the application to assist the City with its assessment of the application. It should be noted that the extent of landscaping provided for the development meets the 'deemed to comply requirements' of Element 1.2 ('Trees & landscaping') of the R-Codes.
- ii) The amended plans now include the natural ground level for each unit on the elevations as requested;
- iii) The amended plans illustrate the location of the bin stores for each dwelling. The bin stores are screened from the street and address Element 2.4 ('Waste management') of the R-Codes;
- iv) The front setback of Unit 1 has been increasing to a minimum of 3 metres, with 30% of the dwelling intruding into the 4 metre front setback area. This now satisfies Element 3.3 ('Street setback') of the R-Codes for Unit 1; and
- v) The revised plans include the retention of one (1) existing tree within the front setback area of Unit 2. In addition, the plans illustrate the provision of new trees throughout the development. It should be noted that Unit 1 will include the planting of two (2) new trees, meanwhile Unit 2 will include the planting of two (2) new trees and the retention of one (1) existing tree.

### EXISTING TREE RETENTION (LOCAL PLANNING POLICY No.3.2 – TREE RETENTION)

The site plan has been amended to ensure the retention of the existing tree within the front setback area of Unit 2. Furthermore, Unit 2 will comprise adequate separation from the tree to ensure the survival and the provision of adequate deep soil/growth zone.

Notwithstanding the above, the application does propose the removal of three (3) existing trees on the subject land to enable the site to accommodate two (2) grouped dwellings. Whilst it is recognised that tree retention is important, the location of the three trees being removed provide a constraint for any development of the land and alternative design layouts are very limited to enable an appropriately sized dwelling to be constructed on the land that would meet the modern needs of the occupants.

It should be noted that the verge areas abutting the subject land contains a total of five (5) street trees which are not being impacted by the proposed development. Furthermore, the proposed development will include the planting of four (4) new mature trees (i.e. two per dwelling) to address the requirements of the R-Codes and provide additional tree canopy coverage. As such, the subject land and verge area will contain a total of ten (10) trees.

In light of the above, the proposed removal of three (3) existing trees on the subject land can be justified on the following grounds:

1. The trees being removed are not substantial, with any replacement tree being of a more appropriate species that will allow for healthy growth.



2. The location of the existing trees on the land provides a constraint to any development of the subject land. Retention of all trees will result in less housing being provided within the established urban area. This would result in a poor planning outcome.
3. The overall development will include the retention of one existing tree and the planning of four new trees to provide additional canopy coverage for the site.
4. The proposal is consistent with the stated objective prescribed within the City’s Local Planning Policy No. 3.2 in that it:
  - Retains an existing tree on the subject land and does not impact the existing street trees within the abutting verge areas;
  - The overall development provides a balance between the provision/retention of trees and establishing a desired built form along the street;
  - The total number of trees associated with the development (both on the land and within the verge areas) will enhance the amenity and character of the area; and
  - The overall number of trees associated with the development will provide sufficient canopy coverage that will reduce urban heat island effect.

In light of the above, we request that the City of South Perth review the overall development on the subject land and support the removal of the three (3) existing trees as depicted on the site development plans to facilitate the development of the land.

**JUSTIFICATION FOR NON-COMPLIANT MATTERS**

Despite the preparation of amended plans, the application proposes the following variations to the ‘deemed to comply requirements’ of the R-Codes:

- i) R-Code Element 3.3 C3.3.1 & C3.3.2 – ‘Street setbacks’; and
- ii) R-Code Element 3.7 C3.7.1 – ‘Access’.

The following table provides justification for those aspects of the new development on the subject land seeking a variation to the ‘deemed to comply requirements’ of the relevant planning framework.

**Table 1 – Written Justification**

R-CODE DESIGN ELEMENT & ‘DESIGN PRINCIPLES’	PROPOSED VARIATION TO ‘DEEMED TO COMPLY REQUIRMENTS’	JUSTIFICATION
<p><b>R-Code Element 3.3 C3.3.1 &amp; C3.3.2 – ‘Street setbacks’</b></p> <p><i>P3.3.1 Buildings are set back from street boundaries an</i></p>	<p>The application proposes that the following aspects of the proposed development on the subject land do not meet the ‘deemed to comply requirements’ of Element C3.3.1 &amp; C3.3.2 of the R-Codes:</p>	<ol style="list-style-type: none"> <li>1. The variation to the maximum allowable intrusion into the front setback area for Unit 2 is considered to be minor and will not have an adverse impact on the streetscape of adjoining properties in terms of bulk and scale.</li> <li>2. Unit 2 has been designed to comprise a larger than required private garden area to the rear of the dwelling which will allow for good access to the northern winter sun. It is viewed that a larger outdoor space is a better outcome for the amenity of the dwelling than an increased front setback, which is not a usable</li> </ol>

**Planning & Development Consultants**  
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<p><i>appropriate distance to ensure they:</i></p> <ul style="list-style-type: none"> <li><i>i. are consistent with the existing or future streetscape and local character;</i></li> <li><i>ii. provide sufficient space for tree planting and other landscaping, as well as community interaction;</i></li> <li><i>iii. provide adequate privacy to the dwellings;</i></li> <li><i>iv. accommodate site planning requirements such as parking and utilities; and</i></li> <li><i>v. allow safety clearances for easements for essential service corridors and sightlines.</i></li> </ul> <p><b>P3.3.2 Buildings mass and form that:</b></p> <ul style="list-style-type: none"> <li><i>i. uses design features to affect the size and scale of the building;</i></li> <li><i>ii. provide the opportunity for building articulation, such as well-defined entries, varying setbacks across the building width, verandahs, porches and balconies;</i></li> <li><i>iii. uses appropriate minor projections that do not detract from the character of the streetscape;</i></li> <li><i>iv. minimises the proportion of the façade at ground</i></li> </ul>	<ul style="list-style-type: none"> <li>i) Unit 2 will comprise a minimum front setback of 2.5 metres in lieu of 4 metres; and</li> <li>ii) Unit 2 will comprise more than 30% intrusion into the front setback area.</li> </ul>	<p>space. As such, it is recognised that the dwelling could be moved further back to allow for a larger front setback and a reduced private garden area. This would be a poor planning outcome.</p> <p>3. This part of Hazel Street streetscape is currently characterised as having secondary frontages of dwellings, with limited connectivity or little passive surveillance. Figure 1 illustrates the development adjacent the subject land along Hazel Street, which contains solid fencing and no connectivity/passive surveillance of the street. Unit 2 of the subject land will provide activation of this street, improved passive surveillance and connectivity along Hazel Street (i.e. a better outcome).</p> <div data-bbox="726 801 1423 1160" data-label="Image"> </div> <p>Figure 1 – The existing development on the adjacent property which provides no connectivity/passive surveillance over Hazel Street.</p> <ul style="list-style-type: none"> <li>4. The proposed variation to the front setback requirements for Unit 2 will not have an adverse impact on the streetscape in terms of bulk and scale or the amenity of any adjoining properties given the open nature of the frontage of Unit 2 along Hazel Street.</li> <li>5. Unit 2 has been designed to include a varying front setback to provide articulation and some visual interest of the building when viewed from the public realm.</li> <li>6. The overall development on the subject land will include landscaping within the front setback area (including the planting of a new tree for each dwelling) to enhance the development when viewed from the street and soften any impact that Unit 2 may have on the street. In addition, the verge areas abutting the subject land contains five (5) street trees that will be retained as part of this application. Given the extent of landscaping, there is merit in the City granting a front setback variation for Unit 2.</li> <li>7. Unit 2 includes a major opening orientated towards the street to assist with providing improved passive surveillance of the street.</li> <li>8. The development will comprise the use of quality materials, along with the use of varying material types and colours which will assist with providing visual interest when viewed from the</li> </ul>
--	---	---



level taken up by building services, vehicle entries, parking supply, blank walls, servicing infrastructure access, meters and the like; and

v. positively contributes to the prevailing or future development context and streetscape as outlined in the local planning framework.

public realm which will enhance the local streetscape (see Figure 2).



Figure 2 – Unit 2 façade includes varying materials and design feature to provide an element of visual interest.

9. The overall development makes effective use of all available space and provides for the creation of adequate internal and external living areas which will benefit all future occupants of the development.
10. Abutting the subject land is a verge area with a width of approximately 6.9 metres along the land's frontage with Hazel Street. The verge width provides an increased setback between Unit 2 and the road pavement, therefore minimizing any potential built form impacts the development may have on the Hazel Street streetscape.
11. The reduced front setback for Unit 2 will not have an adverse impact on the visual outlook from any existing dwellings on the adjoining properties over the street.
12. Unit 2 comprises sufficient space to accommodate any required easements within the front setback area of the development required by any servicing authorities.
13. Unit 2 is single storey and complies with the visual privacy provisions of the R-Codes.

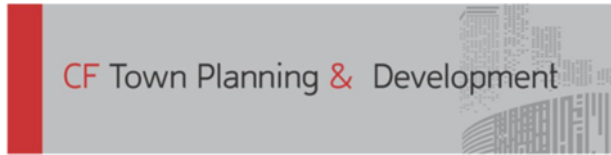
Having regard for the above it is contended that the proposed variation to the minimum front setback and to the allowable intrusion within the front setback area for Unit 2 within the proposed grouped dwelling development on Lot 23 satisfies the 'design principles' of Element 3.3 of the R-Codes, will not have a detrimental impact on the streetscape or the adjoining properties, is consistent with the building form of recent development within the immediate area and may therefore be approved by the City.

**R-Code Element 3.7 C3.7.1 - 'Access'**

*P3.7.1 Access for each development site is to:*

The application proposes that Unit 1 within the new development on the subject land will comprise vehicular

1. A review of the local road network has identified that Cromer Street is a low traffic volume roadway, which will comprise a low traffic speed (i.e. 50 km/hour max) and does not experience any district or regional traffic movements. As such, it is contended that placing additional traffic movements (in particular a reversing movement from Unit 1 on Lot 23) along the primary



<p><i>i. balance pedestrian and cyclist safety while providing safe vehicle access;</i></p> <p><i>ii. minimise the extent of impervious surfaces;</i></p> <p><i>iii. provide legible access; and</i></p> <p><i>iv. include high quality landscaping features.</i></p> <p><i>P3.7.2 Vehicle access is designed and located to:</i></p> <p><i>i. minimise the number and width of vehicle access points and the impact on the streetscape;</i></p> <p><i>ii. provide access to the street with the lowest volume of traffic; and</i></p> <p><i>iii. accommodate sloping sites and retaining walls.</i></p>	<p>access from the primary street (i.e. Comer Street) in lieu of the secondary street (i.e. Hazel Street) as required by the 'deemed to comply requirements' of Element 3/7 C3.7.1 of the R-Codes.</p>	<p>street frontage of the subject land will not compromise traffic and pedestrian safety along this road.</p> <ol style="list-style-type: none"> <li>2. The location of the proposed crossover from the corner truncation complies with Element 3.7 C3.7.3 of the R-Codes and will contain adequate separation from the road pavement at the corner. Given the low traffic speeds, this separation allows for sufficient and a safe distance for vehicle movements at the intersection of Comer Street and Hazel Street (i.e. adequate sightlines &amp; braking distances).</li> <li>3. The proposed design of Unit 1 with access from the primary street frontage, results in the effective use of space and the creation of usable internal and external living areas for the benefit of the future occupants of the dwelling.</li> <li>4. Unit 1 has been designed to locate the private garden area with exposure to the northern winter sun. Any requirement to relocate the vehicular access point along the secondary street frontage of the land will compromise the solar orientation of the dwelling. This would be a poor planning outcome.</li> <li>5. The overall development on Lot 23 has been designed to preserve the five (5) street trees located within the verge area abutting the subject land.</li> <li>6. The design of Unit 1, including the proposed vehicle access point from the primary street frontage in lieu of the secondary street frontage, will not have an adverse impact on the local streetscape or the adjoining properties including not obstructing the outlook of any existing dwellings on the adjoining properties over the street.</li> <li>7. The proposed crossover for Unit 1 along the primary frontage will assist with providing a legible vehicle access point, with the crossover being below the maximum permitted width to assist with minimising crossover widths. In addition, the front setback area and verge area of the overall development on the subject land will be comprehensively landscaped (including the planting of a mature tree within the front setback area) to enhance the dwelling when viewed from the street and limit any impact that the hardstand may have on the streetscape.</li> <li>8. The proposed location of the driveway/garage for Unit 1 along the primary frontage of the new dwelling will result in the effective use of space and will provide a defined/legible entry point for the dwelling when viewed from the street. This will provide a conventional dwelling design and enable ease of access for pedestrians (i.e. visitors).</li> <li>9. In light of the above points, the design and location of the proposed crossover for Unit 1 along the primary street frontage will not adversely impact traffic movements, traffic safety or pedestrian safety along the local road network.</li> </ol> <p>Having regard for the above it is contended that the configuration/location of the vehicle access point for Unit 1 along the primary street frontage of Lot 23 satisfies the 'design principles' of Element 3.7 of the R-Codes, will not have an adverse impact on the streetscape or the adjoining properties, will not have an adverse</p>
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		impact on traffic and pedestrian safety along the local road network. Given these facts, it is contended that this application can be approved by the City.
--	--	---

**CONCLUSION**

The proposed development on the subject land will provide much needed housing within a well-established area and in close proximity to various key nodes (i.e. public transport and public open space). This reflects the State Governments strategic direction for the provision of greater housing densities within well-established and serviced areas. Furthermore, the proposed development will enhance the streetscape and improve the overall built form character of the area.

In reviewing the proposed development it is concluded that the variations being sought as part of this application will not result in the development having an adverse impact on the adjoining properties and/or the streetscape in terms of bulk and scale. Furthermore, it is contended that the variation being sought for the proposed new dwelling in terms of the vehicular access point will not have an adverse impact on the traffic and pedestrian safety along the local road network.

In light of the amended plans and above justification, we respectfully request the City of South Perth’s favorable consideration and approval of the Application for Development Approval for the construction of two (2) new grouped dwellings on Lot 23 (No.72) Comer Street, Como in accordance with the plans prepared in support of the application at its earliest convenience.

Should you have any queries or require any additional information regarding any of the matters raised above please do not hesitate to contact me on 0407384140 or [carlo@cftp.com.au](mailto:carlo@cftp.com.au).

Yours faithfully,

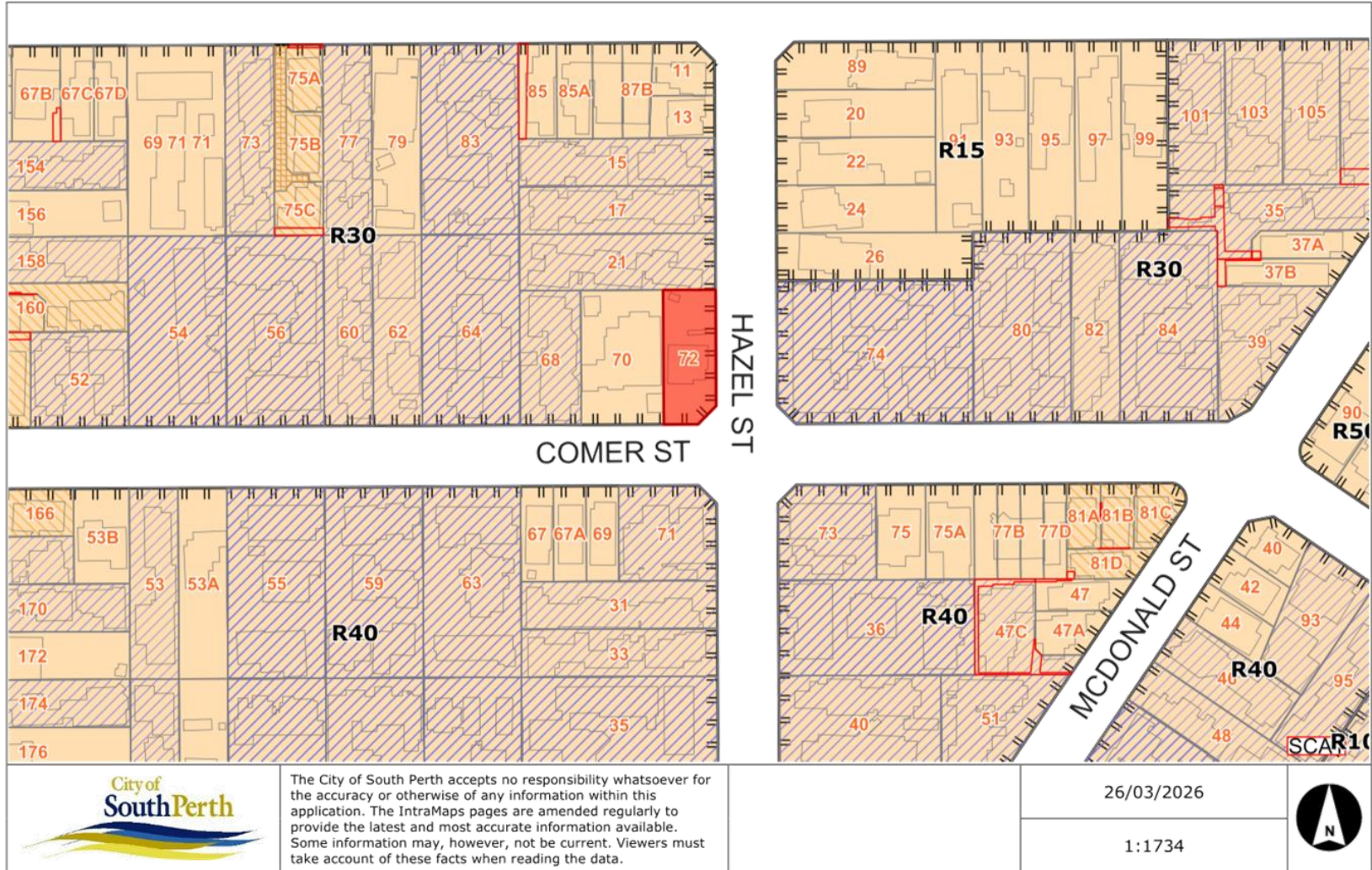
**Carlo Famiano**  
**Town Planner**  
**CF Town Planning & Development**

cc Dale Alcock Homes (Applicant)

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**Schedule of Submissions**

**Proposed Grouped Dwellings - Lot 23 (No. 72) Comer Street, Como**

M Thompson 2/21 Hazel Street, Como (Support)	
<b>Submission</b>	<b>Comment</b>
My wife and I fully support this development. It will add to the street decor. Cant understand why an Oleander is a regulated tree.	The Oleander tree meets the requirements of Local Planning Policy 3.2 – Tree Retention for a regulated tree and is required to be assessed against the policy. This is because it has a canopy spread of 6.0m or more.
C Della Bosca Address N/A (Support)	
<b>Submission</b>	<b>Comment</b>
As the owner of the neighbouring property I have o objection to the applicants proposal.	Noted.



Arbor Centre - Visual Tree Assessment (VTA)		
<p><b>Tree Identification Number -</b> AC0003  <b>Genus Species -</b> <i>Dracaena marginata</i>  <b>Common Name -</b> Dragon Tree  <b>Tree Origins -</b> Exotic  <b>Site Address -</b> 72 Comer St  <b>Suburb -</b> Como  <b>Postcode -</b> 6152  <b>Name of Assessor -</b> Veronica Lehman  <b>Date -</b> 17/11/2025  <b>Time -</b> 13:12</p>		
<p><b>Height Estimate -</b> 4 (Metres)  <b>Canopy Spread -</b> 3 (Metres)  <b>Approx Diameter at Breast Height (DBH) -</b> 0.330 (m)  <b>Approx Bole/Root Flare -</b> 0.750 (m)  <b>AS 4970 Nominal TPZ -</b> 3.96 (Metre Radius)  <b>AS 4970 Nominal SRZ -</b> 2.93 (Metre Radius)  <b>Estimated Life Expectancy (ELE) -</b> 10 - 40 Years  <b>Age -</b> Mature  <b>Tree Type -</b> Evergreen  <b>Tree Health -</b> Acceptable  <b>Tree Structure -</b> Acceptable</p>		
<p><b>Observations &amp; Comments</b></p> <p><b>Site -</b></p> <p>Location - Garden bed in back yard                      Character - Residence                      Landscape Features - Shared Garden Bed                      Site History -                      Infrastructure - Yes</p> <p><b>Health -</b></p> <p>Leaf Colouration - Typical                      Leaf Size - Acceptable                      Canopy Density - Good                      Wound Occlusion - None Noted                      Seasonal Growth - Acceptable</p> <p><b>Canopy Structure -</b></p> <p>Previous Failures (mm) - None Noted                      Deadwood (mm) - 0-50                      Hollows (mm) - None Noted                      Rubbing/Crossing Stems (mm) - 100-150                      Unions - Bark Inclusions                      Taper - Acceptable                      Decay - None Noted                      Cracks - None Noted                      Suppression - Minor                      Symmetry - Intermediate                      Previous Pruning - Multiple Pruning Events                      Form - Multi-Stemmed Form</p> <p><b>Root Circumstance -</b></p> <p>Damage - None Noted                      Encroachment - None Noted                      Girdling - None Noted                      Surface Roots - None Noted                      Scaling - None Noted                      Base Movement - None Noted</p> <p><b>Acoustic Sounding -</b></p> <p>Hollow Sounding - No                      Visual Decay - No</p> <p><b>Pest and Disease -</b></p> <p>Sporophores - None Noted                      Pests - None Noted</p> <p><b>Soil -</b></p> <p>Drainage Issues - No                      Shallow - No                      Compaction - No                      Soil Type - Loamy - Sand</p> <p><b>Recommendations -</b></p> <p>Preliminary Recommendation - Retain - Seek Further Arboricultural Advice                      Tree Management Works - Monitor and Inspect                      Specific Pruning - N/A</p>	<p><b>Additional Comments -</b></p> <p>Adjacent shed</p> <p>Tree has occluded over cord tied around lateral branch</p> <p>Narrow unions, bifurcates between ground level and 1m</p> <p>Poor prior pruning, previously lopped</p>	





Arbor Centre - Visual Tree Assessment (VTA)		
<p><b>Tree Identification Number -</b> AC0001  <b>Genus Species -</b> Hibiscus species  <b>Common Name -</b> Hibiscus  <b>Tree Origins -</b> Exotic  <b>Site Address -</b> 72 Comer St  <b>Suburb -</b> Como  <b>Postcode -</b> 6152  <b>Name of Assessor -</b> Veronica Lehman  <b>Date -</b> 17/11/2025  <b>Time -</b> 12:54</p>		
<p><b>Height Estimate -</b> 4 (Metres)  <b>Canopy Spread -</b> 6 (Metres)  <b>Approx Diameter at Breast Height (DBH) -</b> 0.370 (m)  <b>Approx Bole/Root Flare -</b> 0.407 (m)  <b>AS 4970 Nominal TPZ -</b> 4.44 (Metre Radius)  <b>AS 4970 Nominal SRZ -</b> 2.27 (Metre Radius)  <b>Estimated Life Expectancy (ELE) -</b> 10 - 40 Years  <b>Age -</b> Mature  <b>Tree Type -</b> Evergreen  <b>Tree Health -</b> Acceptable  <b>Tree Structure -</b> Acceptable</p>		
<p><b>Observations &amp; Comments</b></p> <p><b>Site -</b>                  Location - Garden bed in back yard                  Character - Residence                  Landscape Features - Turfed                  Site History -                  Infrastructure - Yes</p> <p><b>Health -</b>                  Leaf Colouration - Typical                  Leaf Size - Acceptable                  Canopy Density - Slightly Sparse                  Wound Occlusion - Acceptable                  Seasonal Growth - Acceptable</p> <p><b>Canopy Structure -</b>                  Previous Failures (mm) - None Noted                  Deadwood (mm) - 0-50                  Hollows (mm) - None Noted                  Rubbing/Crossing Stems (mm) - 50-100                  Unions - Acceptable                  Taper - Leggy Form                  Decay - None Noted                  Cracks - None Noted                  Suppression - Major                  Symmetry - Intermediate                  Previous Pruning - Multiple Pruning Events                  Form - Multi-Stemmed Form</p> <p><b>Root Circumstance -</b>                  Damage - None Noted                  Encroachment - None Noted                  Girdling - None Noted                  Surface Roots - None Noted                  Scalping - None Noted                  Base Movement - None Noted</p> <p><b>Acoustic Sounding -</b>                  Hollow Sounding - No                  Visual Decay - No</p> <p><b>Pest and Disease -</b>                  Sporophores - None Noted                  Pests - Yes - Minor</p> <p><b>Soil -</b>                  Drainage Issues - No                  Shallow - No                  Compaction - No                  Soil Type - Sand</p> <p><b>Recommendations -</b>                  Preliminary Recommendation - Consider Removal/Replacement                  Tree Management Works - N/A                  Specific Pruning - N/A</p>	<p><b>Additional Comments -</b></p> <p>Patches of minor chlorosis throughout canopy</p> <p>Minor seasonal growth in canopy</p> <p>Poor prior pruning, previously extensively lopped</p> <p>Small boreholes noted in deadwood only - Polyphagous Shothole Borer not suspected                  Minor herbivorous insect damages to leaves</p>	





Arbor Centre - Visual Tree Assessment (VTA)		
<p><b>Tree Identification Number -</b> AC0004  <b>Genus Species -</b> Nerium oleander  <b>Common Name -</b> Oleander  <b>Tree Origins -</b> Exotic  <b>Site Address -</b> 72 Comer St  <b>Suburb -</b> Como  <b>Postcode -</b> 6152  <b>Name of Assessor -</b> Veronica Lehman  <b>Date -</b> 17/11/2025  <b>Time -</b> 13:22</p>		
<p><b>Height Estimate -</b> 5 (Metres)  <b>Canopy Spread -</b> 7 (Metres)  <b>Approx Diameter at Breast Height (DBH) -</b> 0.580 (m)  <b>Approx Bole/Root Flare -</b> 0.638 (m)  <b>AS 4970 Nominal TPZ -</b> 6.96 (Metre Radius)  <b>AS 4970 Nominal SRZ -</b> 2.74 (Metre Radius)  <b>Estimated Life Expectancy (ELE) -</b> 10 - 40 Years  <b>Age -</b> Mature  <b>Tree Type -</b> Evergreen  <b>Tree Health -</b> Acceptable  <b>Tree Structure -</b> Questionable</p>		
<p><b>Observations &amp; Comments</b></p> <p><b>Site -</b>                  Location - Front yard lawn                  Character - Residence                  Landscape Features - Turfed                  Site History -                  Infrastructure - Yes</p> <p><b>Health -</b>                  Leaf Colouration - Typical                  Leaf Size - Acceptable                  Canopy Density - Acceptable                  Wound Occlusion - None Noted                  Seasonal Growth - Acceptable</p> <p><b>Canopy Structure -</b>                  Previous Failures (mm) - None Noted                  Deadwood (mm) - 0-50                  Hollows (mm) - None Noted                  Rubbing/Crossing Stems (mm) - 50-100                  Unions - Acceptable                  Taper - Leggy Form                  Decay - None Noted                  Cracks - None Noted                  Suppression - None Noted                  Symmetry - Intermediate                  Previous Pruning - Multiple Pruning Events                  Form - Multi-Stemmed Form</p> <p><b>Root Circumstance -</b>                  Damage - None Noted                  Encroachment - None Noted                  Girdling - None Noted                  Surface Roots - None Noted                  Scalping - None Noted                  Base Movement - None Noted</p> <p><b>Acoustic Sounding -</b>                  Hollow Sounding - No                  Visual Decay - No</p> <p><b>Pest and Disease -</b>                  Sporophores - None Noted                  Pests - None Noted</p> <p><b>Soil -</b>                  Drainage Issues - No                  Shallow - No                  Compaction - No                  Soil Type - Loamy - Sand</p> <p><b>Recommendations -</b>                  Preliminary Recommendation - Consider Removal/Replacement                  Tree Management Works - N/A                  Specific Pruning - N/A</p>	<p><b>Additional Comments -</b></p> <p>Adjacent footpath and letter box</p> <p>Minor seasonal growth in canopy</p> <p>Epicormic regrowth at base</p> <p>Narrow unions, bifurcates between ground level and 1m</p> <p>Poor prior pruning, previously lopped near ground level</p>	





Arbor Centre - Visual Tree Assessment (VTA)		
<p><b>Tree Identification Number -</b> AC0002  <b>Genus Species -</b> Plumeria rubra  <b>Common Name -</b> Frangipani  <b>Tree Origins -</b> Exotic  <b>Site Address -</b> 72 Comer St  <b>Suburb -</b> Como  <b>Postcode -</b> 6152  <b>Name of Assessor -</b> Veronica Lehman  <b>Date -</b> 17/11/2025  <b>Time -</b> 13:05</p>	<p><b>Height Estimate -</b> 5 (Metres)  <b>Canopy Spread -</b> 6 (Metres)  <b>Approx Diameter at Breast Height (DBH) -</b> 0.310 (m)  <b>Approx Bolt/Root Flare -</b> 0.341 (m)  <b>AS 4970 Nominal TPZ -</b> 3.72 (Metre Radius)  <b>AS 4970 Nominal SRZ -</b> 2.11 (Metre Radius)  <b>Estimated Life Expectancy (ELE) -</b> 10 - 40 Years  <b>Age -</b> Mature  <b>Tree Type -</b> Evergreen  <b>Tree Health -</b> Acceptable  <b>Tree Structure -</b> Acceptable</p>	
<p><b>Observations &amp; Comments</b></p> <p><b>Site -</b>                  Location - Garden bed in back yard                  Character - Residence                  Landscape Features - Shared Garden Bed                  Site History -                  Infrastructure - Yes</p> <p><b>Health -</b>                  Leaf Colouration - Typical                  Leaf Size - Acceptable                  Canopy Density - Acceptable                  Wound Occlusion - Acceptable                  Seasonal Growth - Acceptable</p> <p><b>Canopy Structure -</b>                  Previous Failures (mm) - None Noted                  Deadwood (mm) - 0-50                  Hollows (mm) - None Noted                  Rubbing/Crossing Stems (mm) - 50-100                  Unions - Acceptable                  Taper - Acceptable                  Decay - None Noted                  Cracks - None Noted                  Suppression - None Noted                  Symmetry - Intermediate                  Previous Pruning - Multiple Pruning Events                  Form - Leggy Form</p> <p><b>Root Circumstance -</b>                  Damage - None Noted                  Encroachment - None Noted                  Girdling - None Noted                  Surface Roots - None Noted                  Scalping - None Noted                  Base Movement - None Noted</p> <p><b>Acoustic Sounding -</b>                  Hollow Sounding - No                  Visual Decay - No</p> <p><b>Pest and Disease -</b>                  Sporophores - None Noted                  Pests - None Noted</p> <p><b>Soil -</b>                  Drainage Issues - No                  Shallow - No                  Compaction - No                  Soil Type - Sand</p> <p><b>Recommendations -</b>                  Preliminary Recommendation - Retain and/or relocate. Develop and implement tree retention specifications                  Tree Management Works - Monitor and Inspect                  Specific Pruning - N/A</p>		<p><b>Additional Comments -</b></p> <p>Adjacent car port</p> <p>Poor prior pruning, previously lopped</p>





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# Transportation Noise Assessment

**Lot 23 (#72) Comer Street, Como**

Reference: 250610373-01

Prepared for:  
Dale Alcock Homes



**Reference: 250610373-01**

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Date	Rev	Description	Author	Verified
22-Jun-25	0	Issued to Client	Hao Tran	

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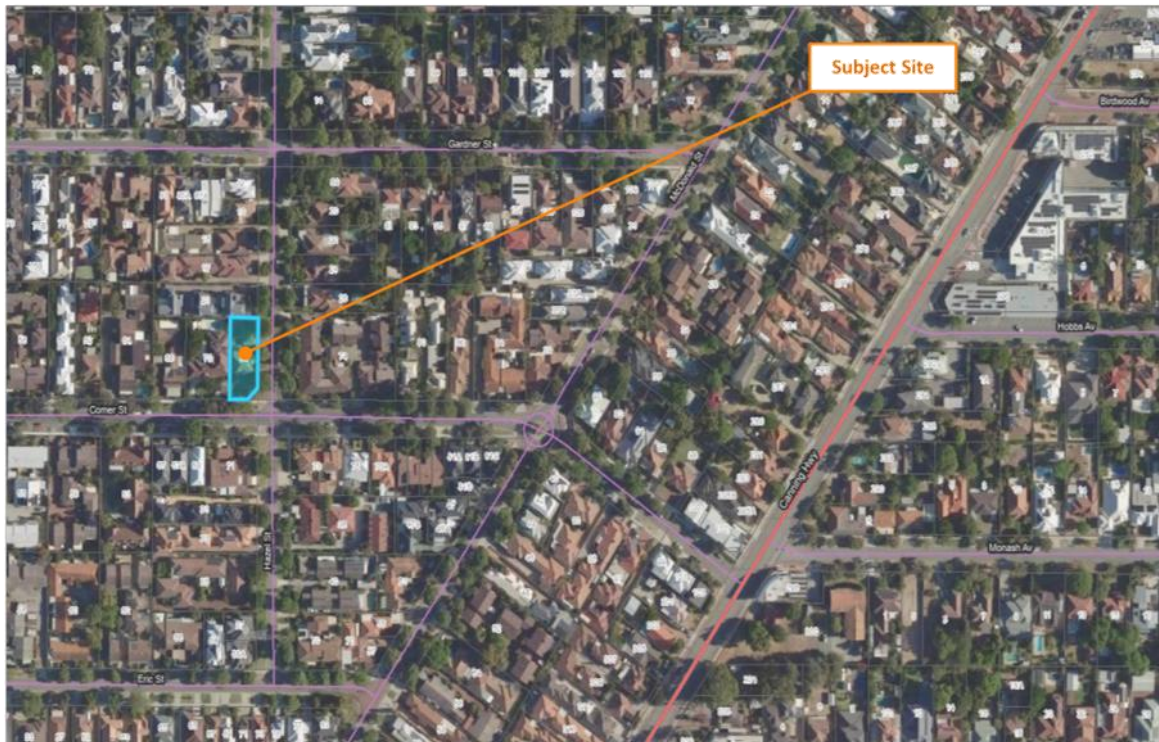
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## 1. INTRODUCTION

Dale Alcock Homes is proposing to construct two dwellings at Lot 23 (#72) Comer Street, Como - refer *Figure 1-1*. The proposed dwellings are single storey, with the plans provided in *Appendix A*.

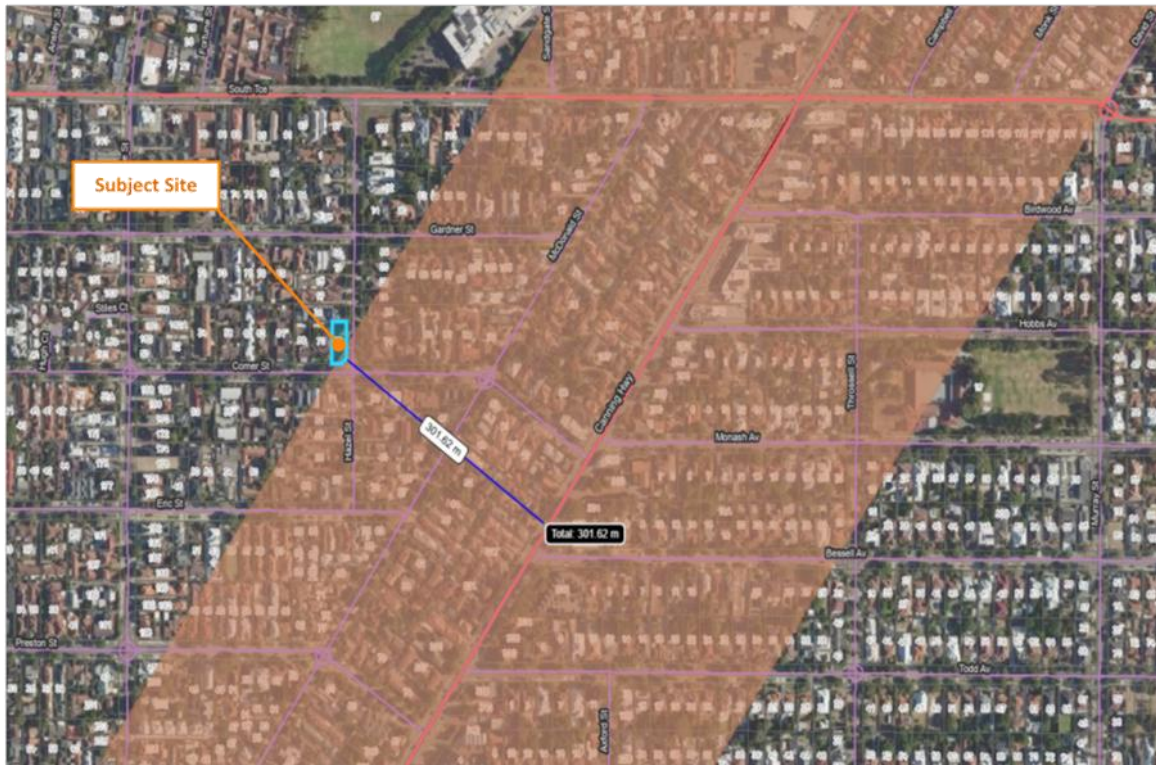


**Figure 1-1: Subject Site Location (Source: DPLH PlanWA)**

The nearest proposed residence is approximately 300 metres from Canning Highway. This road is considered a 'Strategic Freight/Major Traffic Route' as shown on the PlanWA Maps and the subject site is within the trigger distance (refer *Table 1-1* and *Figure 1-2*) such that a noise assessment is required in accordance with *State Planning Policy No. 5.4 Road and Rail Noise*, being the subject of this report.

**Table 1-1: Transport Corridor Classification and Trigger Distances**

Transport Road Classification	Trigger Distance	Distance Measured From
<p><b>Strategic Freight and Major Traffic Routes</b></p> <p>Roads as defined by Perth and Peel Planning Frameworks and/or roads with either 500 or more Class 7 to 12 Austroads vehicles per day, and/or 50,000 per day traffic volume</p>	300 metres	Road carriageway edge
<p><b>Other Significant Freight/Traffic Routes</b></p> <p>These are generally any State administered road and/or local government road identified as being a future State administered road (red road) and other roads that meets the criteria of either <math>\geq 100</math> Class 7 to 12 Austroads vehicles daily or <math>\geq 23,000</math> daily traffic count (averaged equivalent to 25,000 vehicles passenger car units under region schemes)</p>	200 metres	Road carriageway edge



**Figure 1-2: Subject Site Locality in Relation to Road (Source: DPLH PlanWA)**

Appendix B contains a description of some of the terminology used throughout this report.

## 2. CRITERIA

The criteria relevant to this project is provided in *State Planning Policy No. 5.4 Road and Rail Noise* (hereafter referred to as SPP 5.4) produced by the Western Australian Planning Commission (WAPC). SPP 5.4 is supported by the *Road and Rail Noise Guidelines* (the Guidelines) and the Department of Planning, Lands and Heritage mapping. The objectives of SPP 5.4 are to:

- Protect the community from unreasonable levels of transport noise;
- Protect strategic and other significant freight transport corridors from incompatible urban encroachment;
- Ensure transport infrastructure and land-use can mutually exist within urban corridors;
- Ensure that noise impacts are addressed as early as possible in the planning process; and
- Encourage best practice noise mitigation design and construction standards.

*Table 2-1* sets out noise targets that are to be achieved by proposals under which SPP 5.4 applies. Where the targets are exceeded, an assessment is required to determine the likely level of transport noise and management/mitigation required.

The application of SPP 5.4 is to consider anticipated traffic volumes for the next 20 years from when the noise assessment has been undertaken.

**Table 2-1: Noise Targets for Noise Sensitive Land-Use**

Scenario	Outdoor Noise Target		Indoor Noise Target	
	55 dB L <sub>Aeq</sub> (Day)	50 dB L <sub>Aeq</sub> (Night)	40 dB L <sub>Aeq</sub> (Day) (Living and Work Areas)	35 dB L <sub>Aeq</sub> (Night) (Bedrooms)
Noise-sensitive land-use and/or development				

Notes:

- Day period is from 6am to 10pm and night period from 10pm to 6am.
- The outdoor noise target is to be measured at 1-metre from the most exposed, habitable<sup>1</sup> facade of a noise sensitive building.
- For all noise-sensitive land-use and/or development, indoor noise targets for other room usages may be reasonably drawn from Table 1 of Australian Standard/New Zealand Standard AS/NZS 2107:2016 *Acoustics – Recommended Design Sound Levels and Reverberation Times for Building Interiors* (as amended) for each relevant time period.
- Outdoor targets are to be met at all outdoor areas as far as is reasonable and practicable to do so using the various noise mitigation measures outlined in the Guidelines.

In the application of the noise targets, the objective is to achieve:

- Indoor noise levels as specified in *Table 2-1* in noise-sensitive areas (e.g. bedrooms and living rooms of houses); and
- A reasonable degree of acoustic amenity for outdoor living areas on each residential lot.

<sup>1</sup> A habitable room is defined in *State Planning Policy 3.1* as a room used for normal domestic activities that includes a bedroom, living room, lounge room, music room, sitting room, television room, kitchen, dining room, sewing room, study, playroom, sunroom, gymnasium, fully enclosed swimming pool or patio.

### 3. METHODOLOGY

The methodology used in this assessment is to follow the screening assessment procedure provided in the Guidelines. From Table 2 of the Guidelines (refer Figure 3-1), noise levels at the proposed residence are assessed as 50 dB  $L_{Aeq(Day)}$ , with Canning Highway being a total of 4 lanes and at a distance of 300 metres from the proposed site.

The forecast levels provided in the Guidelines assume open and level ground. The Guidelines allow a 4 dB reduction in noise level where:

- an existing building or structure screens more than 50% of the most exposed part of the noise-sensitive land-use; or
- where a solid continuous minimum 1.8 metre noise wall/fence exists or is proposed; or
- through a combination of permanent structures and terrain so there is no direct line of sight.

In this project, the 4 dB reduction is applicable due to other houses located between the subject site and road corridor, such that the level for assessment purposes is 45 dB  $L_{Aeq(Day)}$ , which is no more than the outdoor noise target and is therefore compliant with the requirements of SPP 5.4.

Transport Corridor Classification	Number of lanes (both directions), including bus/priority lanes and entrance/exit ramps	Forecast noise exposure category based on lot distance(m) from edge of nearest main road carriageway (not entrance/exit ramps)																											Forecast Noise Level, dB	Exposure Category	Policy requirements for noise-sensitive land-use and/or development																													
		10	20	30	40	50	60	70	80	90	100	110	120	130	140	150	175	200	225	250	275	300																																						
Strategic freight/roadier traffic route • 500 or more Class 7-12 Austroads vehicles per day, or • 50,000+ vehicles per day	2 to 4 lanes	72	68	64	61	58	55	53	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
	5 to 6 lanes	70	66	62	59	56	53	51	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0		
	7 to 8 lanes	68	64	60	57	54	51	49	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0				
	9 to 10 lanes	66	62	58	55	52	49	47	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0						
	10 or more lanes	64	60	56	53	50	47	45	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0								
Other significant freight/traffic routes • Any actual or planned future State Administered Road • Local Government Roads Carrying 100 or more Class 7 - 12 Austroads vehicles/day • 25,000+ vehicles per days vehicles/day	Urban Region Scheme areas 0-50 km/hr	1 to 2 lanes	62	58	54	51	48	45	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0								
		3 to 6 lanes	60	56	52	49	46	43	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0										
	Urban Region Scheme areas 100+ km/hr	1 to 2 lanes	70	66	62	59	56	53	51	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0	
		3 to 6 lanes	68	64	60	57	54	51	49	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0			
	Rural areas 60-80 km/hr	1 to 2 lanes	62	58	54	51	48	45	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0								
		3 to 4 lanes	60	56	52	49	46	43	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0										
	Rural areas 700+ km/hr	1 to 2 lanes	62	58	54	51	48	45	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0								
		3 to 4 lanes	60	56	52	49	46	43	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0										

Figure 3-1: Noise Exposure Forecast Table from Guidelines

### 4. RESULTS

From Section 3, the dwellings are considered to be located in an area no more than the outdoor noise target. As a result, no further mitigation measures are required.

*Lloyd George Acoustics*

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## **Appendix A – Proposed House Plans**



# Special Dales Specification

UNIT 1	
Ground Floor	157.58
Garage-Str	39.55
Alfresco	14.50
Porch	2.88
<b>Total:</b>	<b>214.51 m<sup>2</sup></b>
Perimeter:	61.56m

31c ceilings throughout  
(unless otherwise noted)

### LOT 1

Zoning	R20/B30
Percentage allowed	55%
Site-Lot Area	375m <sup>2</sup>
Site Cover Allowed	206.25m <sup>2</sup>
Site Cover Used	197.13m <sup>2</sup>
Actual Coverage	52.57%

### Mandatory Design Compliance (City of South Perth)

**Preliminary drawing:**  
This design is subject to receipt of an accurate site survey & dimensions.

**Miscellaneous:**  
BAL fire rating req's: N/A  
Noise attenuation req's: N/A

**Local Planning Policies Applicable:**

### ✓ Planning Approval

#### R-Code Variation Acknowledgement:

The proposed design requires a variation to the Residential Design Codes and therefore will be at the discretion of the local authority. As a result proceeding with this design may incur additional costs and time delays.

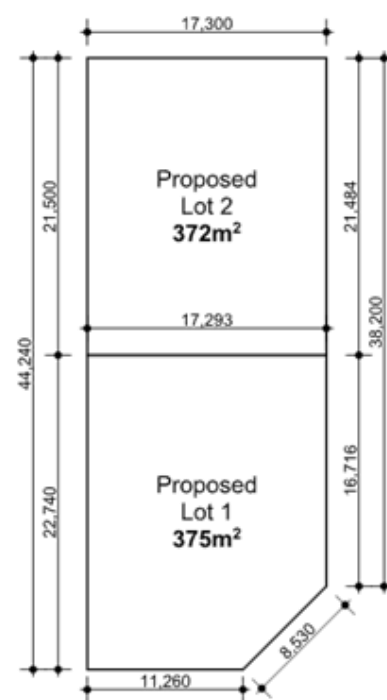
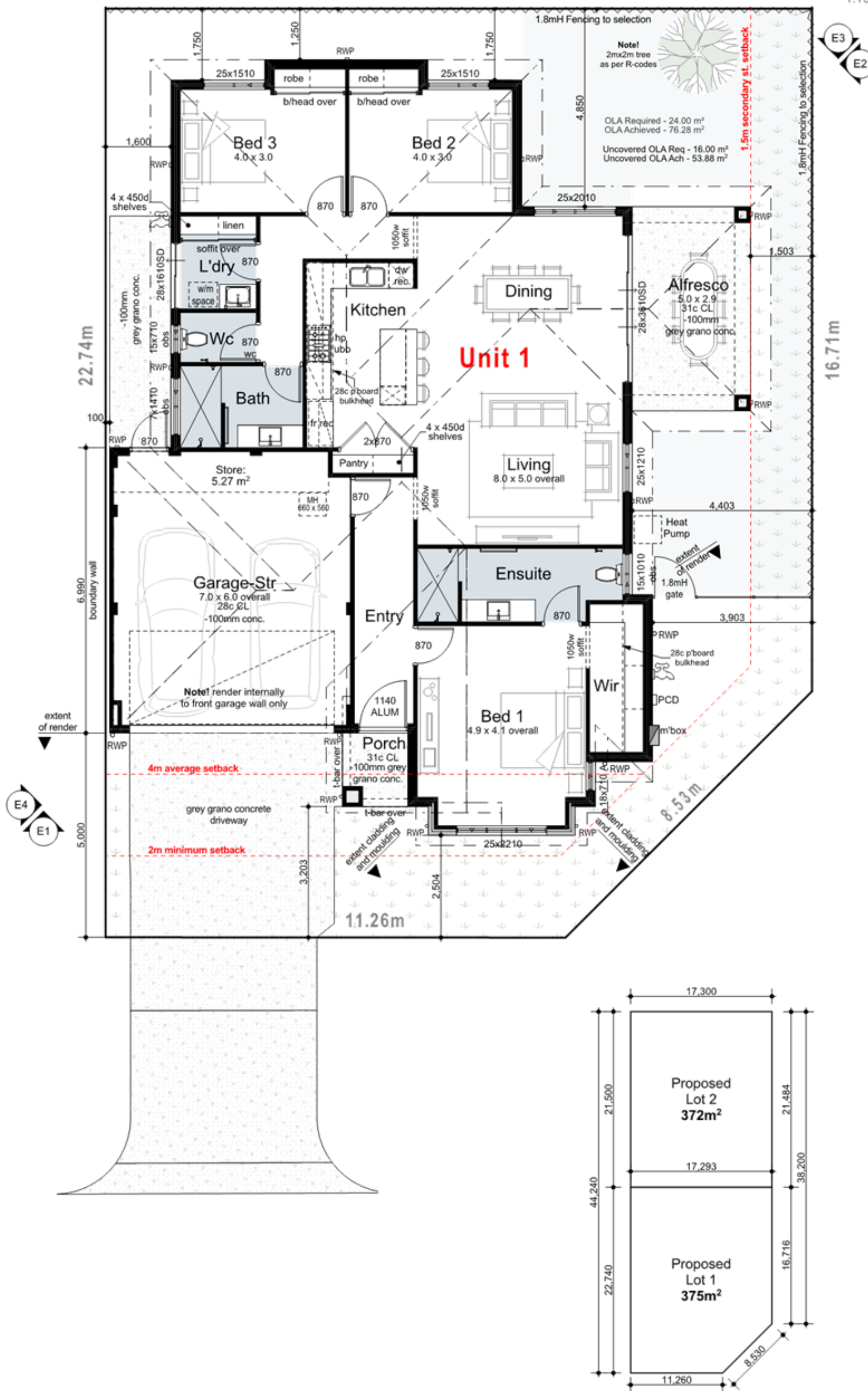
#### REASONS:

- Grouped Dwelling development
- Unit 1: Entry & Garage facing same street
- Unit 1 Alfresco within secondary street setback.
- Proposed crossovers for Unit 1 & 2 within 3m of Verge tree trunk.



## Design Sketch Unit 1\_A3

1:100



Strata Lot Plan

1:500



Page 4 of 8

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins

CONCEPT#: 02CD 4/06/2025 EP

CLIENT: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
BUILDER: \_\_\_\_\_

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# Special Dales Specification

**UNIT 2**

Ground Floor	161.64
Garage-Str	37.52
Alfresco	16.72
Portico	4.43
<b>Total:</b>	<b>220.31 m<sup>2</sup></b>
Perimeter:	63.88m

31c ceilings throughout  
(unless otherwise noted)

**LOT 2**

Zoning	R20/R30
Percentage allowed	55%
Site-Lot Area	372m <sup>2</sup>
Site Cover Allowed	204.60m <sup>2</sup>
Site Cover Used	200.23m <sup>2</sup>
Actual Coverage	53.83%

**Mandatory Design Compliance  
(City of South Perth)**

**Preliminary drawing:**  
This design is subject to receipt of an accurate site survey & dimensions.

**Miscellaneous:**  
BAL fire rating req's: N/A  
Noise attenuation req's: N/A

**Local Planning Policies Applicable:**

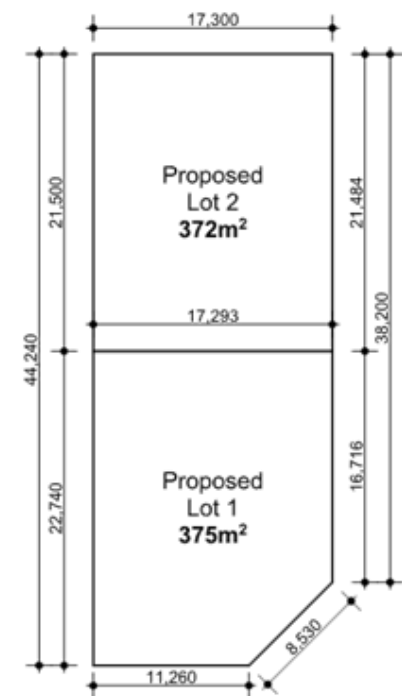
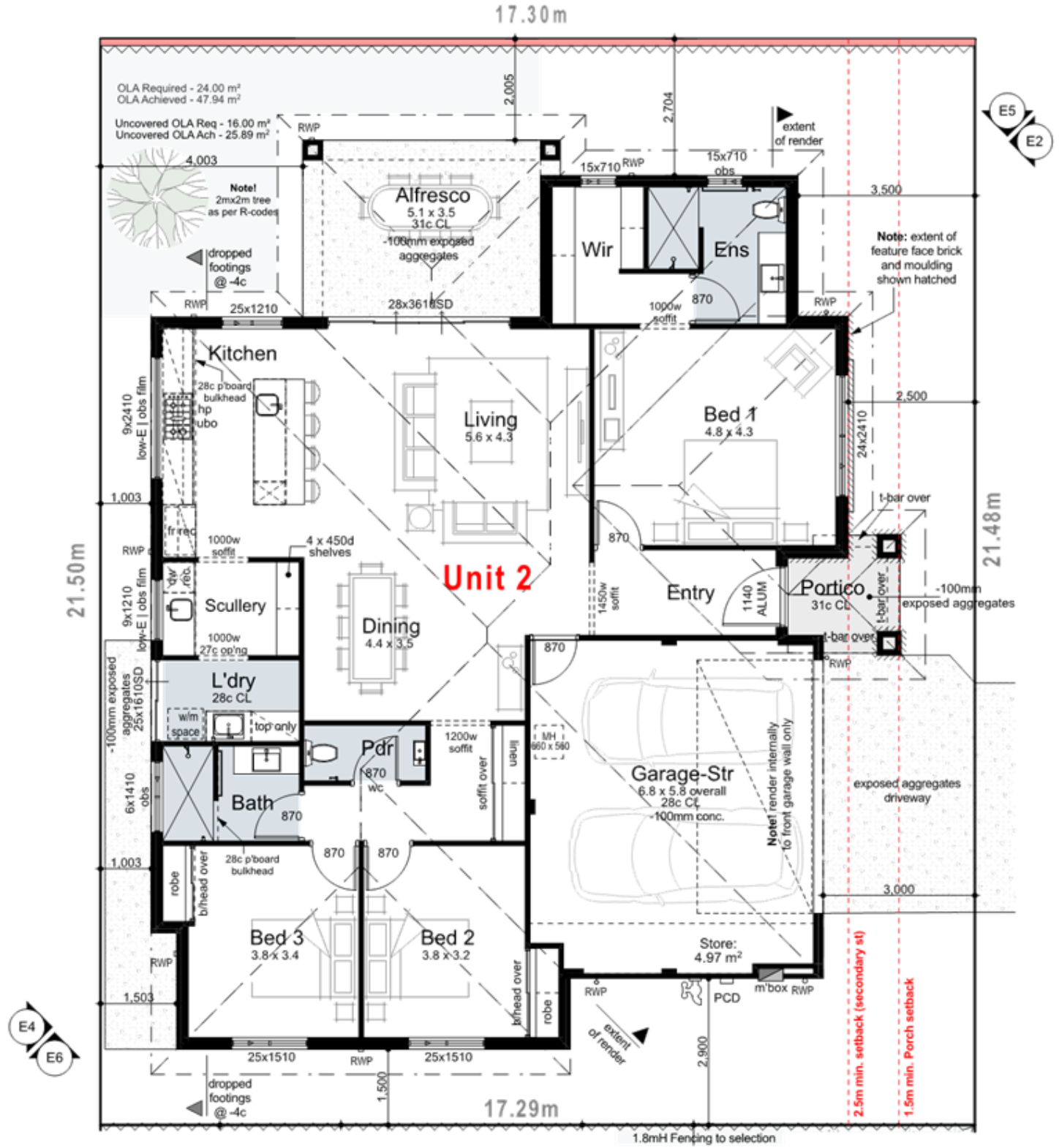
**Planning Approval**

**R-Code Variation  
Acknowledgement:**

The proposed design requires a variation to the Residential Design Codes and therefore will be at the discretion of the local authority. As a result proceeding with this design may incur additional costs and time delays.

**REASONS:**

- Grouped Dwelling development
- Unit 1: Entry & Garage facing same street
- Unit 1 Alfresco within secondary street setback.
- Proposed crossovers for Unit 1 & 2 within 3m of Verge tree trunk.



**Strata Lot Plan**  
1:500



Page 5 of 8

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins

CONCEPT#: 02CD 4/06/2025 EP

CLIENT: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
BUILDER: \_\_\_\_\_

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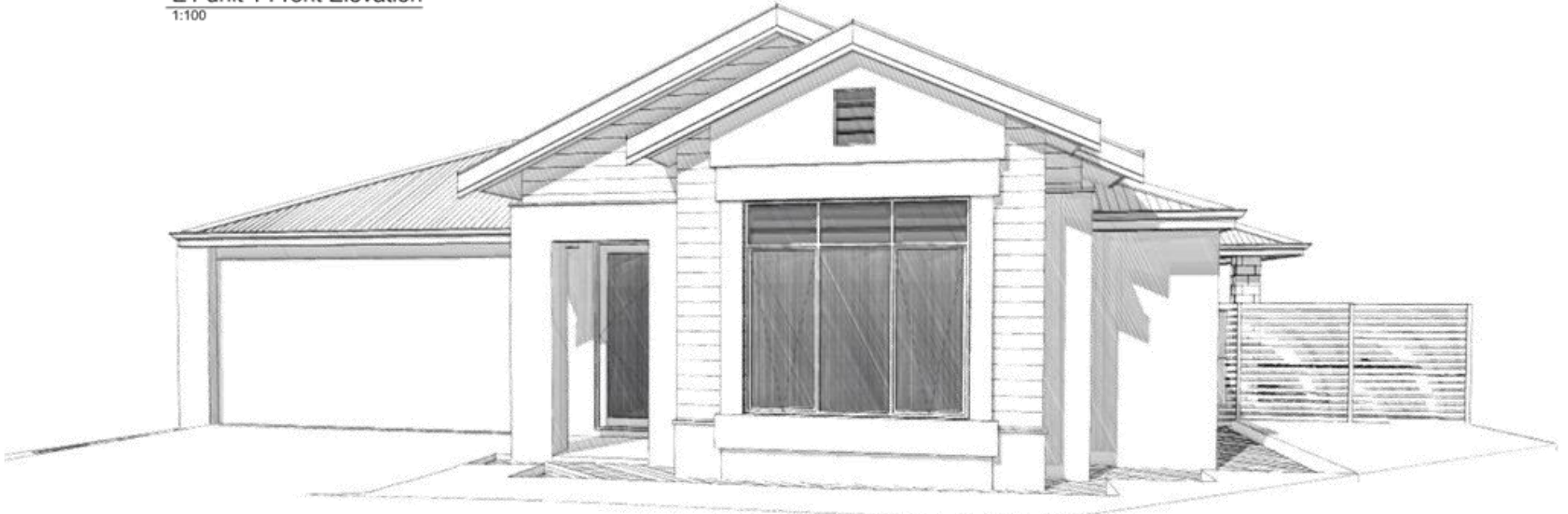
**Special**  
Dales Specification

**Roofing Note**  
24°43' Roof Pitch  
Metal Roof

Elevation & Perspective



**E1 unit 1 Front Elevation**  
1:100



**Perspective - Unit 1**



**E2 Unit 2 Front Elevation**  
1:100



**Perspective - Unit 2**



Page 6 of 8

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins

CONCEPT#:  
01 7/04/2025 MH  
02CD 4/06/2025 EP

CLIENT: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
BUILDER: \_\_\_\_\_

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Special  
Dales Specification

Elevations  
1:100

Roofing Note  
24°43' Roof Pitch  
Metal Roof



**E4 Unit 2 Rear Elevation**  
1:100



**E5 Unit 2 Side Elevation**  
1:100



**E6 Unit 2 Side Elevation**  
1:100



Page 7 of 8

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins  
11ab7-ges.pndrfsd4jxla2design5701165709d72010design-PL1010701\_2.jpg

CONCEPT#: 02CD 4/08/2025 EP

CLIENT: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
BUILDER: \_\_\_\_\_

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Special  
Dales Specification

Elevations  
1:100

Roofing Note  
24°43' Roof Pitch  
Metal Roof



**E3 Unit 1 Rear Elevation**  
1:100



**E2 Unit 1 Side Elevation**  
1:100



**E4 Unit 1 Side Elevation**  
1:100



Page 8 of 8

CLIENT: Pamela Kidd & Joan Gosbell  
ADDRESS: Lot 72 (#23) Comer Street COMO  
JOB NUMBER: 57209  
CONSULTANT: Stuart Jenkins  
31ab7-ges.pndrfsd4jxka2design5701165709d28190design-PL1017201\_2.jpg

CONCEPT#:  
01 7/04/2025 MH  
02CD 4/06/2025 EP

CLIENT: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
BUILDER: \_\_\_\_\_

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## **Appendix B – Terminology**

The following is an explanation of the terminology used throughout this report:

- **Decibel (dB)**

The decibel is the unit that describes the sound pressure levels of a noise source. It is a logarithmic scale referenced to the threshold of hearing.

- **A-Weighting**

An A-weighted noise level has been filtered in such a way as to represent the way in which the human ear perceives sound. This weighting reflects the fact that the human ear is not as sensitive to lower frequencies as it is to higher frequencies. An A-weighted sound level is described as  $L_A$ , dB.

- **$L_{eq}$**

The  $L_{eq}$  level represents the average noise energy during a measurement period.

- **$L_{Aeq(Day)}$**

The  $L_{Aeq(Day)}$  level is the logarithmic average of the  $L_{Aeq}$  levels from 6.00am to 10.00pm.

- **$L_{Aeq(Night)}$**

The  $L_{Aeq(Night)}$  level is the logarithmic average of the  $L_{Aeq}$  levels from 10.00pm to 6.00am.

- **Noise-sensitive land use and/or development**

Land-uses or development occupied or designed for occupation or use for residential purposes (including dwellings, residential buildings or short-stay accommodation), caravan park, camping ground, educational establishment, child care premises, hospital, nursing home, corrective institution or place of worship.

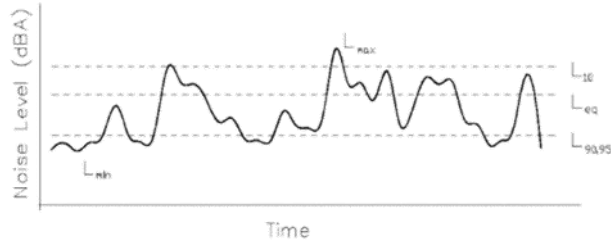
- **$R_w$**

This is the weighted sound reduction index. It is a single number rating determined by moving a grading curve in integral steps against the laboratory measured transmission loss until the sum of the deficiencies at each one-third-octave band, between 100 Hz and 3.15 kHz, does not exceed 32 dB. The higher the  $R_w$  value, the better the acoustic performance.

- **$C_{tr}$**

This is a spectrum adaptation term for airborne noise and provides a correction to the  $R_w$  value to suit source sounds with significant low frequency content such as road traffic or home theatre systems. A wall that provides a relatively high level of low frequency attenuation (i.e. masonry) may have a value in the order of -4 dB, whilst a wall with relatively poor attenuation at low frequencies (i.e. stud wall) may have a value in the order of -12 dB.

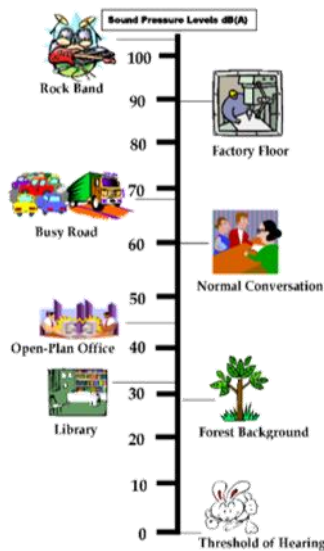
• **Chart of Noise Level Descriptors**



• **Austrroads Vehicle Class**

VEHICLE CLASSIFICATION SYSTEM	
AUSTRROADS	
<b>CLASS</b>	<b>VEHICLE TYPES</b>
<b>1</b>	<b>LIGHT VEHICLES</b> Car, Van, Motor, and Other Motor Vehicles
<b>2</b>	<b>BIKE - MOTOR</b> Motor Cycle, Scooter
<b>3</b>	<b>HEAVY VEHICLES</b> Two axle truck or bus > 12 tonnes
<b>4</b>	<b>THREE AXLE TRUCK OR BUS</b> > 12 tonnes, 3 axle group
<b>5</b>	<b>FOUR AXLE TRUCK OR BUS</b> > 12 tonnes, 4 axle group
<b>6</b>	<b>THREE AXLE ARTICULATED</b> > 12 tonnes, 3 axle group
<b>7</b>	<b>FOUR AXLE ARTICULATED</b> > 12 tonnes, 4 axle group
<b>8</b>	<b>SIX AXLE ARTICULATED</b> > 12 tonnes, 6 axle group
<b>9</b>	<b>SEVEN AXLE ARTICULATED</b> > 12 tonnes, 7 axle group or 14 tonnes, 7 axle group
<b>LONG VEHICLES AND ROAD TRAINS</b>	
<b>10</b>	<b>TRUCKS AND MOTOR BUSES AND TRAILERS</b> > 12 tonnes, 6 axle group
<b>11</b>	<b>TRUCKS AND MOTOR BUSES</b> > 12 tonnes, 8 axle group
<b>12</b>	<b>TRUCKS AND MOTOR BUSES</b> > 12 tonnes, 11 axle group

• **Typical Noise Levels**



## Payment Listing March 2026

This schedule of accounts to be passed for payments covering the following:



AMOUNT (\$)

### ELECTRONIC PAYMENTS

Electronic payments to creditors	402	7,112,964.83
Less: Cancelled EFT transactions		0.00
<b>Total Electronic Payments to Creditors</b>		<b>7,112,964.83</b>

### CHEQUE PAYMENTS

Cheque payments to creditors	1	62.75
Less: Cancelled cheque transactions		0.00
<b>Total Cheque Payments to Creditors</b>		<b>62.75</b>

### Total monthly payments to creditors

403 7,113,027.58

### EFT payments to non creditors

29 36,071.59

### Cheque payments to non creditors

1 1,948.13

### Total payments to non creditors

38,019.72

### Total EFT & Cheque payments

433 7,151,047.30

### Credit Card Payments

50 12,274.94

### Fleet Card Payments

29 1,838.38

### Total March Payments

512 7,165,160.62

### Payment Listing

#### EFT Payments

Reference	Date	Payee	Description	Amount (\$)
15233717	19/03/2026	Department Of Fire & Emergency Services	2025/26 ESL 3rd Qtr	2,803,419.86
15233717	19/03/2026	Asphaltech	Works at Roseberry Ave	301,447.11
15233717	19/03/2026	Hydroquip Pumps and Irrigation Pty Ltd	CPGC- Irrigation Mainline Realignment	300,064.82
10213451	12/03/2026	Clublinks Management	Development agreement	275,756.25
08545348	11/03/2026	Deputy Commissioner of Taxation	PAYG	220,302.00
10213451	12/03/2026	Cleanaway	Rubbish services	220,017.38
10440048	25/03/2026	Deputy Commissioner of Taxation	PAYG	216,651.00
10585546	5/03/2026	JCB Construction Equipment Australia	Industrial Telehandler	162,690.00
15233717	19/03/2026	West to West Carpentry Services Pty Ltd	Works at SP Tennis Club	154,451.98
15233717	19/03/2026	Kwinana Energy Recovery	Waste Disposal-Feb 26	134,836.65
10213451	12/03/2026	Classic Tree Services	Tree works-Various	106,776.25
11544124	26/03/2026	Synergy	Electricity usage	105,244.86
15233717	19/03/2026	WESTERN METROPOLITAN REGIONAL COUNCIL	Verge valet service	75,436.79
10213451	12/03/2026	Synergy	Electricity usage	69,970.75
11544124	26/03/2026	Axiis Contracting Pty Ltd	Path replacement- various	68,560.66
11544124	26/03/2026	Western Aust Treasury Corp	Loan repayment	65,825.87
11544124	26/03/2026	NRP Electrical Services	BMS UPGRADE	55,000.00
14143968	3/03/2026	LGISWA	Performance based adjustments	51,154.05
15233717	19/03/2026	Axiis Contracting Pty Ltd	Path replacement- South Perth Esplanade	46,283.56
10213451	12/03/2026	Enviro Sweep	Street Sweeping-various	42,783.40
10213451	12/03/2026	Jackson McDonald Lawyers	Legal services	42,695.73
15233717	19/03/2026	KIDS FIRST AUSTRALIA LTD	South Perth Outreach	38,588.00
10213451	12/03/2026	Uniting Global Pty Ltd	Cleaning services- various	34,910.64
10213451	12/03/2026	Bunyip Contracting Pty Ltd	Landscape maintenance- various	33,150.00
11544124	26/03/2026	Southcare Inc	25/26 Community Partnership Agreement	33,000.00
15233717	19/03/2026	BioKlenz Pty Ltd	Watermaze CLB Discharge System	31,114.60
10585546	5/03/2026	Definet Pty Ltd	GIS Consulting Services	30,769.20
10213451	12/03/2026	Water Corporation	Water charges	30,053.18
10213451	12/03/2026	Stantec Australia Pty Ltd	Traffic and Transport review	28,490.00
10213451	12/03/2026	Janissen Electrics	Electrical services- various	28,442.43
11544124	26/03/2026	Hydroquip Pumps and Irrigation Pty Ltd	Retic. Service and repairs - various	28,303.00
11544124	26/03/2026	Traffic Force	Traffic Management- 171 Lockhart St, Como	27,220.94
10213451	12/03/2026	MP Rogers & Associates Pty Ltd	Engineering services - various	27,099.79
11544124	26/03/2026	Peter Wood Fencing Contractors	Supply/install Bollards	25,694.63

Reference	Date	Payee	Description	Amount (\$)
10585546	5/03/2026	PEAP CONTRACTORS PTY LTD	Works at Civic centre	25,572.03
15233717	19/03/2026	Cleanflow Environmental Solutions	Gully Educting and Drain Cleaning- various	25,128.40
10213451	12/03/2026	Perth Zoo	Card & Coin Machine takings- Feb26	24,259.22
15233717	19/03/2026	CCS Strategic	Master plan Review-Challenger Reserve	23,184.70
10213451	12/03/2026	Jardine Lloyd Thompson Pty Ltd	Strategic OSH Contract	22,930.29
10585546	5/03/2026	Brightmark Group Pty Ltd	Cleaning services- various	22,248.13
11544124	26/03/2026	Emerge Associates	Design Doc- South Perth Foreshore	21,945.00
10585546	5/03/2026	Shade Engineering Pty Ltd	Supply/install umbrellas	21,348.80
10585546	5/03/2026	Phase 1 Audio	Event set up	21,294.90
10213451	12/03/2026	JBA Surveys	Survey work- various	19,701.00
10213451	12/03/2026	DEPT OF LOCAL GOVERNMENT, INDUSTRY REGULATION A	BS Levies Feb26	19,491.40
10213451	12/03/2026	Cleanflow Environmental Solutions	Gully Educting and Drain Cleaning- various	19,053.65
10585546	5/03/2026	Workpower Inc	Recycle Centre Customer Interface	17,031.58
15233717	19/03/2026	Apollo Fabrications	30m Hook bin	14,955.60
11544124	26/03/2026	Cleanflow Environmental Solutions	Gully Educting and Drain Cleaning- various	14,903.90
10585546	5/03/2026	ABM Landscaping	Verge Mowing and Landscape Maintenance- various	14,226.75
10585546	5/03/2026	Classic Tree Services	Tree removal and Tree Prunning- various	14,224.93
10585546	5/03/2026	Greenway Turf Solutions Pty Ltd	Turf maintenance supplies	14,080.00
15233717	19/03/2026	Classic Tree Services	Tree Pruning- various	13,600.73
11544124	26/03/2026	ABORIGINAL LAND CARE (NGALA BOODJA) PTY LTD	Landscape maintenance and Tree Watering	13,405.70
10585546	5/03/2026	ChoiceOne	Contract Staff	13,120.43
10585546	5/03/2026	Great Southern Fuel Supplies	Fuel	12,852.33
11544124	26/03/2026	Infinity Training Australia	Management training workshop	12,512.50
11544124	26/03/2026	City of Joondalup	LG staff LSL contribution	12,439.54
10213451	12/03/2026	INK STRATEGY PTY LTD	Council Plan Facilitation	12,375.00
11544124	26/03/2026	City Of Subiaco	LG staff LSL contribution	12,014.72
10585546	5/03/2026	ABORIGINAL LAND CARE (NGALA BOODJA) PTY LTD	Landscape maintenance and Tree Watering	11,787.78
11544124	26/03/2026	Riskwest	Risk Management Services	11,682.00
10585546	5/03/2026	Western Environmental Pty Ltd	PSI & SAQP for GB Park	10,994.50
15233717	19/03/2026	Tyke Electrical	Electrical works	10,802.00
15233717	19/03/2026	Bunyip Contracting Pty Ltd	Tree Pruning- various	10,736.00
10350237	25/03/2026	Aust Institute of Company Directors	Company directors course	10,670.00
10213451	12/03/2026	Data#3 Limited	Hardware yearly support	10,410.53
10213451	12/03/2026	Vision Cabling Systems	IT Hardware CBUS switches- Civic Centre	10,332.02
10213451	12/03/2026	ChoiceOne	Contract Staff	9,819.26
10585546	5/03/2026	Lobel Group Pty Ltd	Event setup	9,568.02
15233717	19/03/2026	Janissen Electrics	Electrical services- various	9,465.86
10213451	12/03/2026	ABORIGINAL LAND CARE (NGALA BOODJA) PTY LTD	Landscape maintenance and Tree Watering	9,018.90
10585546	5/03/2026	City of Bayswater	LG staff LSL contribution	8,677.38
11544124	26/03/2026	Green Skills	Contract Staff	8,399.47
11544124	26/03/2026	Cult Artists Pty Ltd	Event performance fee	8,250.00
15233717	19/03/2026	Precise Air Group Pty Ltd	Manning Kindy - Evap Upgrade	8,171.86
10213451	12/03/2026	Techworks Plumbing	Septic waste removal and plumbing works- various	7,926.59
10213451	12/03/2026	Swift Flow Pty Ltd	Plumbing services- various	7,853.50
11544124	26/03/2026	Sports Turf Technology	CPGC operating strategy	7,700.00
11544124	26/03/2026	WALLACE PM PTY LTD	PM services club amenity upgrades	7,700.00
10213451	12/03/2026	Optus Billing Services Pty Ltd	Phone Charges 28/11/25-27/12/25	7,614.76
15233717	19/03/2026	Australian HVAC Services	HVAC Remedial service	7,552.25
10213451	12/03/2026	Traffic Force	Traffic Management- various	7,453.87
10585546	5/03/2026	Green Skills	Contract Staff	7,349.54
15233717	19/03/2026	Woodlands Distributors Agencies	Pet friendly drink stations x2	7,194.00
11544124	26/03/2026	OBAN Group Pty Ltd	Installation of new gate and removal of reception desk	7,143.40
15233717	19/03/2026	ChoiceOne	Contract Staff	6,646.07
10213451	12/03/2026	Brajkovich Demolition & Salvage (WA) Pty Ltd	Cart & dispose mulch	6,600.00
15233717	19/03/2026	The Nordic Shutter & Blind Co	GBLC window furnishings upgrades	6,345.16
15233717	19/03/2026	Technology Pty Ltd	AMS Program 1/4/26-30/4/26	6,343.61
15233717	19/03/2026	Robinson Group	Office furniture	6,215.00
15233717	19/03/2026	Synergy	Electricity usage	6,182.57
10213451	12/03/2026	South Perth Bowling Club	Card & Coin Machine takings Feb26	6,141.77
10585546	5/03/2026	Kleenit	Graffiti removal-various	5,854.30
15233717	19/03/2026	Interia Systems	Office Furniture- various	5,836.60
15233717	19/03/2026	CS Legal	Legal services	5,823.07
10213451	12/03/2026	Kleenit	Quarterly Clean	5,710.47
11544124	26/03/2026	JCB Construction Equipment Australia	Plant Equipment	5,610.00
10585546	5/03/2026	Bunyip Contracting Pty Ltd	Tree Prunning- various	5,588.47
10213451	12/03/2026	SJR Civil Consulting Pty Ltd	Prepare design drawings	5,500.00
10585546	5/03/2026	Australian HVAC Services	HVAC Remedial services	5,380.10
11544124	26/03/2026	EEO Specialists Pty Ltd	Training workshop	5,335.00
10213451	12/03/2026	Setonix Digital Pty Ltd	ECM\IM Consulting	5,192.00
10585546	5/03/2026	Allied Security Australia	Event Security- Sounds in the Park	5,177.95
11544124	26/03/2026	Instant Products Hire	Toilet hire for Sounds in the Park	5,047.70
10213451	12/03/2026	RoadLogic	Road Safety Audit - Hope Ave	4,950.00
10585546	5/03/2026	Lightspeed Communications Aust Pty Ltd	Service & Maintenance- Power Generator	4,804.49
10213451	12/03/2026	Allied Security Australia	Security Services - various	4,714.54

Reference	Date	Payee	Description	Amount (\$)
11544124	26/03/2026	INK STRATEGY PTY LTD	Council Plan Facilitation and Engagement	4,620.00
11544124	26/03/2026	EasyPark	Easypark permit fee	4,480.08
10213451	12/03/2026	Living Turf	Turf maintenance supplies	4,430.80
10213451	12/03/2026	Greenway Turf Solutions Pty Ltd	Turf maintenance supplies	4,427.50
09503108	5/03/2026	Easi Salary	Novated Lease	4,320.19
10383777	25/03/2026	Easi Salary	Novated Lease	4,320.19
11544124	26/03/2026	Cameron Chisholm & Nicol (WA) Pty Ltd	DRP meetings	4,158.00
11544124	26/03/2026	Datacom Solutions (AU) Pty Ltd	SaaS monthly charges	4,086.56
15233717	19/03/2026	SUPERFLUID HYDRAULICS PTY. LTD.	Hydradrive Pump	4,015.00
10585546	5/03/2026	Australia Post Civic Centre	Postal charges	3,975.83
10213451	12/03/2026	Menopause Friendly Australia	Membership fee	3,960.00
10213451	12/03/2026	RW Quantity Surveyors	Survey services	3,850.00
15233717	19/03/2026	Baileys Fertilisers	Turf maintenance supplies	3,822.50
15233717	19/03/2026	Zircodata Pty Ltd	Storage service	3,751.77
10585546	5/03/2026	CS Legal	Legal services	3,724.95
11544124	26/03/2026	Imagesource Digital Solutions	Printing services	3,680.60
11544124	26/03/2026	Cleanaway Co	Waste services	3,643.51
11544124	26/03/2026	Fresh Catering and Events	Catering services - various	3,623.41
11544124	26/03/2026	Total Eden	Retic supplies	3,614.43
10213451	12/03/2026	People Sense Pty Ltd	Staff counselling	3,607.54
15233717	19/03/2026	SAFEPATH PTY LTD	Concrete Footpath Grinding- various	3,575.00
10213451	12/03/2026	Kyocera	Photocopier charges- various	3,549.10
10213451	12/03/2026	Swan Event Hire	Event setup-Sounds 2026	3,527.40
10213451	12/03/2026	Corsign WA Pty Ltd	Signage	3,492.50
10585546	5/03/2026	McLeods Lawyers	Legal services	3,455.82
10213451	12/03/2026	Australian HVAC Services	HVAC Remedial service	3,423.45
10213451	12/03/2026	SAFEPATH PTY LTD	Concrete Footpath Grinding various	3,410.00
10213451	12/03/2026	Contraflow Pty Ltd	Traffic Management- South Perth Sounds	3,340.02
10213451	12/03/2026	Cyclus Pty Ltd	Event set up	3,327.39
10213451	12/03/2026	Wall To Wall Carpets	Works at John McGrath	3,300.00
11544124	26/03/2026	RoadLogic	Traffic mgmt	3,267.00
10585546	5/03/2026	Hinds Sand Supplies	Turf maintenance supplies	3,212.00
15233717	19/03/2026	IPWEA - **National**	Staff Training course	3,190.00
11544124	26/03/2026	EVOTEC SERVICES PTY LTD	Electrical Maintenance	3,190.00
10585546	5/03/2026	Tool Kit Depot	Tools	3,145.14
15233717	19/03/2026	Allflow Industrial Australia Pty Ltd	Service charge- Removal & disposal of liquid waste	3,104.75
10585546	5/03/2026	WC Convenience Management Pty Ltd	Maintenance & cleaning	3,091.48
11544124	26/03/2026	Westbooks	Library supplies	2,998.84
10585546	5/03/2026	Seek Limited	Recruitment adverts.	2,975.85
10585546	5/03/2026	Cleanflow Environmental Solutions	Pressure Cleaning service	2,959.00
11544124	26/03/2026	MP Rogers & Associates Pty Ltd	Engineering services	2,908.18
15233717	19/03/2026	Rotorwest Pty Ltd T/A Heliwest	Mosquito Treatment	2,818.20
10213451	12/03/2026	Garden City Plastics	Nursery supplies	2,790.95
10585546	5/03/2026	Vision Intelligence Pty Ltd	Hire Charges- Mobile CCTV Towers	2,684.06
10213451	12/03/2026	StrataGreen	Supplies	2,639.30
15233717	19/03/2026	BFX FURNITURE PTY LTD	Library furniture	2,637.57
15233717	19/03/2026	ABORIGINAL LAND CARE (NGALA BOODJA) PTY LTD	Summer Park Tree Watering	2,598.75
11544124	26/03/2026	ChoiceOne	Contract Staff	2,582.47
15233717	19/03/2026	McLeods Lawyers	Legal services	2,552.15
10213451	12/03/2026	Element Advisory Pty Ltd	Review of Place Records	2,540.06
10213451	12/03/2026	Integrity Staffing	Contract Staff	2,537.06
10213451	12/03/2026	H.W. & Associates	Tender Review - WCG Thomas Pavilion	2,530.00
10585546	5/03/2026	Prime Locate	Ground Scan-Recycle centre	2,524.50
15233717	19/03/2026	Josh Byrne & Associates Pty Ltd	Urban Greening Strategy	2,523.51
15233717	19/03/2026	JBA Surveys	Survey service	2,500.00
10585546	5/03/2026	Techworks Plumbing	Plumbing services- various	2,468.70
10585546	5/03/2026	Australian Institute of Management	Staff course	2,385.00
10585546	5/03/2026	Baileys Fertilisers	Turf maintenance supplies	2,340.80
11544124	26/03/2026	WH Location Services Pty Ltd T/As Abaxa	Ground Penetrating Radar	2,326.03
10213451	12/03/2026	Fresh Catering and Events	Catering services - various	2,312.20
10585546	5/03/2026	Syrinx Environmental Pty Ltd	Mt Henry Watering	2,287.48
10213451	12/03/2026	West to West Carpentry Services Pty Ltd	Gate Replacement	2,263.80
10585546	5/03/2026	Messages on Hold Australia Pty Ltd	After hours calls	2,235.36
10213451	12/03/2026	Porter Consulting Engineers	Consultancy services	2,200.00
11544124	26/03/2026	WA Local Government Association	Waste Management	2,198.90
10585546	5/03/2026	Forpark Australia	Playground equipment	2,149.40
10213451	12/03/2026	T-Quip	Equipment	2,093.26
11544124	26/03/2026	BEE JAYS CANVAS PTY LTD	Supply pull on Tarps	2,079.00
15233717	19/03/2026	Contek Communications	Asbestos removal	2,076.80
10585546	5/03/2026	Prestige Alarms	Service charge- various	2,062.50
15233717	19/03/2026	Great Southern Fuel Supplies	Fuel	2,053.03
10213451	12/03/2026	Swan Valley Landscape Supplies	Turf maintenance supplies	2,040.00
10585546	5/03/2026	Rotary Club Of Millpoint	Parking services	2,000.00
10585546	5/03/2026	Hames Sharley	DRP Meetings	1,991.97

Reference	Date	Payee	Description	Amount (\$)
15233717	19/03/2026	Andreotta Cardenosa Consulting Engineers	Works at Manning Hub	1,980.00
11544124	26/03/2026	SCRIBBLEBARK DESIGN	Art workshop	1,964.71
10585546	5/03/2026	Bunnings Building Supplies P/L	Supplies	1,952.01
11544124	26/03/2026	Kleenit	Pressure cleaning - furniture	1,945.57
10213451	12/03/2026	Chindarsi Architects	Architectural Consultants	1,940.84
10585546	5/03/2026	Arthur D Riley	Monthly Support Charge	1,926.84
10213451	12/03/2026	EEO Specialists Pty Ltd	Overview of Leg Req - 26 Feb 2026	1,925.00
15233717	19/03/2026	Traffic Force	Traffic Management- various	1,873.49
10585546	5/03/2026	Flick Aticimex Pty Ltd	Sanitation service	1,840.03
15233717	19/03/2026	Cat Haven	Animal Welfare	1,820.00
10585546	5/03/2026	Zac Armistead	Spydus Consulting	1,725.00
10213451	12/03/2026	Jan McCahon Marshall	Library services	1,710.00
15233717	19/03/2026	Auslan (WA) Pty Ltd	Interpreter Services	1,669.86
10585546	5/03/2026	JBA Surveys	Lake Liner Survey	1,650.00
15233717	19/03/2026	Tecon Australia	Certificate of Design Compliance	1,650.00
11544124	26/03/2026	Baileys Fertilisers	Turf maintenance supplies	1,650.00
10585546	5/03/2026	ALPHA GROUP AUST	Equipment GBLC	1,649.48
11544124	26/03/2026	Work Clobber	Workwear	1,622.00
10213451	12/03/2026	Water2Water Pty Ltd	Service charge- various	1,608.82
15233717	19/03/2026	Di Candilo Steel City	Supplies	1,599.85
10213451	12/03/2026	TECHNOLOGY FOR AGEING AND DISABILITY WA INC	Data destruction services	1,564.60
11544124	26/03/2026	McLeods Lawyers	Legal services	1,542.72
15233717	19/03/2026	Connect Call Centre Services	After hours calls	1,528.67
10213451	12/03/2026	Able Westchem	Supplies	1,499.00
15233717	19/03/2026	Allied Security Australia	Security Services - various	1,495.58
10213451	12/03/2026	Imagesource Digital Solutions	Printing services	1,490.50
10585546	5/03/2026	Sifting Sands	Emergency Clean	1,463.00
10213451	12/03/2026	Acurix Networks	Public Wifi service	1,433.30
10213451	12/03/2026	Green Workz Pty Ltd	Turf maintenance supplies	1,408.00
10213451	12/03/2026	Allpest WA	Pest control services	1,384.92
10213451	12/03/2026	Michelle Culnane	Holiday art workshops	1,376.00
15233717	19/03/2026	Environmental Health Australia	WA Conference Registration	1,350.00
10213451	12/03/2026	Acrobatch	Event fees-Sounds in the Park	1,320.00
15233717	19/03/2026	Eastern Metropolitan Regional Council	Mattress Recycling	1,320.00
11544124	26/03/2026	The Study	Contract Drafting Services	1,320.00
11544124	26/03/2026	Classic Tree Services	Tree Pruning	1,283.98
11544124	26/03/2026	AGS Metalwork	Fabricate and install gully grate	1,265.00
15233717	19/03/2026	Repco Auto Parts	Auto parts	1,253.96
15233717	19/03/2026	Corsign WA Pty Ltd	Signage	1,243.66
10585546	5/03/2026	C & T Reticulation	Retic repairs	1,232.00
15233717	19/03/2026	SJR Civil Consulting Pty Ltd	Prepare road design drawings	1,232.00
10585546	5/03/2026	Landgate	Online Shop	1,231.91
10213451	12/03/2026	Plant Assessor	Membership fees	1,210.00
11544124	26/03/2026	Enchanted Characters Pty Ltd	Event performance fee	1,210.00
10585546	5/03/2026	T-Quip	Equipment	1,185.45
10213451	12/03/2026	WINC Australia Pty Ltd	Office supplies	1,179.46
11544124	26/03/2026	Alinta	Gas usage	1,173.75
15233717	19/03/2026	Bunnings Building Supplies P/L	Supplies	1,150.42
15233717	19/03/2026	Oliver Grimaldi	DRP Meetings	1,120.50
11544124	26/03/2026	Perth Region Tourism Organisation Inc	Social Media Video Content	1,100.00
10213451	12/03/2026	Hanson Construction Materials P/L	Road works-Como	1,096.25
10585546	5/03/2026	Action Fencing Services	Fence Repairs	1,078.00
10585546	5/03/2026	Water2Water Pty Ltd	Plumbing Maintenance & Repairs	1,050.76
15233717	19/03/2026	Nick Cook	Debtor & Rating Consultancy 25/26	1,050.00
10213451	12/03/2026	Green Skills	Contract Staff	1,049.93
10213451	12/03/2026	ART JAM	Community Mural Workshop	1,045.00
15233717	19/03/2026	Living Turf	Turf maintenance supplies	1,016.40
10213451	12/03/2026	AMCS AUSTRALIA PTY LTD	Software Installation	1,012.00
15233717	19/03/2026	Fresh Catering and Events	Catering services - various	1,007.88
10585546	5/03/2026	Como Panel And Paint	Car repairs	1,000.00
15233717	19/03/2026	Catch Create	Event photography	990.00
10585546	5/03/2026	Fresh Catering and Events	Catering services - various	965.25
10585546	5/03/2026	Sercul South East Region Centre Urban Landcare	Landscape maintenance	953.29
15233717	19/03/2026	Lightspeed Communications Aust Pty Ltd	Electrical works	908.49
10213451	12/03/2026	Prestige Alarms	Service Call	902.00
10213451	12/03/2026	West-Sure Group Pty Ltd	Cash collection	901.69
10213451	12/03/2026	Zac Armistead	Spydus Consulting	900.00
11544124	26/03/2026	Australian HVAC Services	HVAC Remedial Service	897.16
10585546	5/03/2026	Corsign WA Pty Ltd	Signage	893.75
11544124	26/03/2026	City of Belmont	Animal Welfare BE973D	890.00
10585546	5/03/2026	Sharon Haswell	Professional Membership Reimbursement	888.00
10585546	5/03/2026	Freo Fire Maintenance Services Pty Ltd	Service & maintenance	884.13
15233717	19/03/2026	Djoona Pty Ltd	Welcome to Country	880.00
10213451	12/03/2026	Aquamonix	Callout fee	873.40

Reference	Date	Payee	Description	Amount (\$)
10585546	5/03/2026	Westbooks	Library supplies	863.15
10213451	12/03/2026	Omnicom Media Group Australia Pty Ltd	Public notices	860.47
11544124	26/03/2026	Bunyip Contracting Pty Ltd	Landscape Maintenance	859.76
10585546	5/03/2026	WINC Australia Pty Ltd	Office supplies	827.48
15233717	19/03/2026	Sercul South East Region Centre Urban Landcare	Environmental Consultancy	825.00
15233717	19/03/2026	AE Hoskins Building Services	Repair works	800.00
10213451	12/03/2026	Total Green Recycling	E Waste Recycling	773.85
10585546	5/03/2026	Tanks for Hire	Hire of Trailer	765.60
10585546	5/03/2026	Western Aust Treasury Corp	Loan repayment	750.76
11544124	26/03/2026	Prestige Alarms	Service call	711.70
15233717	19/03/2026	Holcim (Australia) Pty Ltd	Concrete	702.90
10585546	5/03/2026	Omnicom Media Group Australia Pty Ltd	Sounds in the Park series	680.78
10213451	12/03/2026	FLOWBIRD AUSTRALIA PTY LTD	Credit card transactions	677.85
15233717	19/03/2026	Gardner Autos	Auto parts	674.28
10585546	5/03/2026	H.W. & Associates	Clydesdale Depot Estimates	660.00
10213451	12/03/2026	St John Ambulance Aust (WA) Inc.	Event Health Services	660.00
10213451	12/03/2026	RPS AAP Consulting Pty Ltd	Consultant Ecologist	660.00
10585546	5/03/2026	Tranen Revegetation Systems	Nursery supplies	653.40
15233717	19/03/2026	Budget Rent A Car - LOC 20008	Car hire	650.10
11544124	26/03/2026	Mr M McGuire	Welcome to Country	650.00
11544124	26/03/2026	University of Western Australia	Evaluation for CaLD Communities	643.50
15233717	19/03/2026	Sonic HealthPlus Pty Ltd	Staff Medicals	630.30
15233717	19/03/2026	EquipSAFE	Employee training	620.00
11544124	26/03/2026	Tool Kit Depot	Tools	610.01
10585546	5/03/2026	Dasco Supply Group	Workshop supplies	609.48
10213451	12/03/2026	Workpower Inc	Letter Folding & Stuffing.	605.99
15233717	19/03/2026	COMPLETE TYRE SOLUTIONS TYRE RECYCLING PTY LTD	Tyre recycling	601.04
10213451	12/03/2026	Bhavna Patel	Refresh & Reconnect content creation	600.00
10585546	5/03/2026	Scott Printers Pty Ltd	Business Cards	599.50
09503108	5/03/2026	Deputy Child Support Registrar	Child Support Agency	589.78
10383777	25/03/2026	Deputy Child Support Registrar	Child Support Agency	589.78
10213451	12/03/2026	Holcim (Australia) Pty Ltd	Concrete	586.30
10213451	12/03/2026	Cascada Group	Cover Wave Grate	585.20
15233717	19/03/2026	Prestige Alarms	Service Call	583.00
10585546	5/03/2026	Statewide Line Marking	Line marking	580.80
15233717	19/03/2026	Total Green Recycling	E-Waste Recycling	564.43
11544124	26/03/2026	Boral Construction Materials Group Ltd	Asphalt	558.23
11544124	26/03/2026	Think Green Landscapes	Works at CPGC	556.50
10585546	5/03/2026	Complete Office Supplies Pty Ltd	Office supplies	553.21
10585546	5/03/2026	Penrhos College	Carpark and attendant	551.10
15233717	19/03/2026	Aquotix Aquariums	Aquarium maintenance	550.61
10585546	5/03/2026	Paperbark Technologies Pty Ltd	Arboricultural Consultants	550.00
15233717	19/03/2026	Freo Fire Maintenance Services Pty Ltd	Service & Maintenance	539.00
15233717	19/03/2026	Workpower Inc	Letter folding- ANZAC day	528.99
11544124	26/03/2026	OCP Sales	Supplies	527.96
10585546	5/03/2026	Total Green Recycling	E-waste Recycling	526.75
10213451	12/03/2026	McLeods Lawyers	Legal services	513.92
10213451	12/03/2026	Hoopla ANZ LLC	Subscription fee	502.86
15233717	19/03/2026	Hames Sharley	DRP Meetings	497.99
11544124	26/03/2026	Bidfood Perth	Council chamber supplies	490.81
15233717	19/03/2026	Swan Towing Service	Towing services	484.00
10585546	5/03/2026	J Gourdis Landscapes	Maintenance for Kindergarten	480.00
15233717	19/03/2026	Preston Street IGA	Catering services - various	480.00
10585546	5/03/2026	PARCHEM CONSTRUCTION SUPPLIES PTY LTD	Supplies	478.04
15233717	19/03/2026	WA SAFETY SIGNS PTY LTD	Signs	475.20
10585546	5/03/2026	Harvey Fresh	Milk Supplies	459.48
11544124	26/03/2026	Town of Bassendean	Animal Welfare B929D	452.00
10213451	12/03/2026	Kelyn Training Services	Staff training	450.00
15233717	19/03/2026	Ms S Zulsdorf	Reimbursement-ARGC Meeting	450.00
15233717	19/03/2026	Leah Horton	Reimbursement-ARGC Meeting	450.00
10213451	12/03/2026	Preston Street IGA	Catering services - various	422.05
10585546	5/03/2026	Mollydag Faces	Entertainment at SJMP	420.00
10213451	12/03/2026	Two Way Hire Services Pty Ltd	2026 Sounds - Radios	415.80
11544124	26/03/2026	City Of Canning	Animal Welfare C238C	415.00
10213451	12/03/2026	City of Belmont	Animal Welfare BE950D	414.00
10585546	5/03/2026	Budget Rent A Car - LOC 20008	Car hire	407.00
10213451	12/03/2026	Bunnings Building Supplies P/L	Supplies	404.71
15233717	19/03/2026	Servicefm Pty Ltd	Electrical Testing	396.55
10585546	5/03/2026	Waterlogic Australia Pty Ltd	Rental & Service	385.21
10585546	5/03/2026	Laundry Express	Laundry service	380.26
10585546	5/03/2026	Training Services Australia	Staff training	363.00
10585546	5/03/2026	Fruit N Vegies R Us	Fruit baskets	360.00
10213451	12/03/2026	Family Pet Care Pty Ltd	Animal Welfare services	360.00
10213451	12/03/2026	Fruit N Vegies R Us	Fruit baskets	360.00

Reference	Date	Payee	Description	Amount (\$)
10213451	12/03/2026	Sonic HealthPlus Pty Ltd	Staff medicals	352.00
10585546	5/03/2026	Harrison Electrics Pty Ltd	Remove bee colony	346.50
10585546	5/03/2026	Vision Cabling Systems	CBUS Programming	330.00
10585546	5/03/2026	FETCH PRINT PTY LTD	Plaques	330.00
10213451	12/03/2026	Elliotts Filtration Pty Ltd	Cygnia Cove Iron Filter service	324.50
11544124	26/03/2026	Access Technologies	Service/callout fee	319.00
09503108	5/03/2026	Local Govt Racecourses & Cemetaries Emp Union	Union LGRCEU	312.00
11544124	26/03/2026	CS Legal	Debt Recovery	308.54
10585546	5/03/2026	CTI5 Pty Ltd	Cash collection Feb26	307.30
10585546	5/03/2026	City of Belmont	Animal Welfare BE946D	296.00
10585546	5/03/2026	VAN ZELLER COMMUNICATIONS	Author presentation	290.00
10213451	12/03/2026	Zanzara	Repairs	288.20
11544124	26/03/2026	Hospitality Worldwide Pty Ltd	Kitchen Supplies	277.32
10213451	12/03/2026	Instant Products Hire	Toilet hire for Event	273.36
11544124	26/03/2026	Local Drive Auto Parts	Auto parts	272.41
10383777	25/03/2026	Local Govt Racecourses & Cemetaries Emp Union	Union LGRCEU	264.00
15233717	19/03/2026	Tool Kit Depot	Tools	263.60
15233717	19/03/2026	Techworks Plumbing	Plumbing services	261.81
11544124	26/03/2026	Contraflow Pty Ltd	VMB for Sounds of Bunuru	247.50
15233717	19/03/2026	Harvey Fresh	Milk Supplies	247.43
10213451	12/03/2026	Swan Towing Service	Towing services	242.00
11544124	26/03/2026	Go Doors	Service & Maintenance	240.90
11544124	26/03/2026	Jason Signmakers	Roadside Sign	230.08
10585546	5/03/2026	Totally Workwear - Belmont	Workwear	226.34
11544124	26/03/2026	SEM Distribution	Newspaper supply	223.84
15233717	19/03/2026	WA Hino Sales & Service	Auto parts	221.12
11544124	26/03/2026	CHUNG WAH ASSOCIATION	Cultural Dance Performance	220.00
15233717	19/03/2026	T-Quip	Batteries	215.49
11544124	26/03/2026	Freo Fire Maintenance Services Pty Ltd	Service & Maintenance	209.00
10585546	5/03/2026	Tyke Electrical	Electrical service	198.00
10585546	5/03/2026	Battery World Welshpool	Batteries	189.28
11544124	26/03/2026	Sheridans	Name badges	183.98
10213451	12/03/2026	Western Resource Recovery Pty Ltd	Grease Trap	181.50
11544124	26/03/2026	Western Resource Recovery Pty Ltd	Grease Trap waste	181.50
10213451	12/03/2026	Landgate	GRV Interim Valuation	180.20
11544124	26/03/2026	Landgate	Supply of GRV Roll	178.70
09503108	5/03/2026	Health Insurance Fund of WA	Health Insurance Fund of WA	169.60
10383777	25/03/2026	Health Insurance Fund of WA	Health Insurance Fund of WA	169.60
15233717	19/03/2026	Westbooks	Library supplies	166.26
15233717	19/03/2026	Officeworks	Office supplies	163.36
10213451	12/03/2026	Fuji Xerox	Photocopier charges	159.72
10585546	5/03/2026	Repco Auto Parts	Auto parts	150.81
11544124	26/03/2026	Corsign WA Pty Ltd	Signage	143.88
10213451	12/03/2026	Westbooks	Library supplies	142.00
09503108	5/03/2026	Australian Services Union	Union ASU	132.50
10383777	25/03/2026	Australian Services Union	Union ASU	132.50
10585546	5/03/2026	Kulbardi	Office supplies	126.86
15233717	19/03/2026	Vetwest Animal Hospitals Pty Ltd	Animal Welfare	119.25
10585546	5/03/2026	Officeworks	IT Supplies	118.00
10213451	12/03/2026	Alinta	Gas usage	117.20
11544124	26/03/2026	Lock Stock & Farrell Locksmith	Locksmith service	114.00
10585546	5/03/2026	Elizabeth Ledger	Reimbursement	112.58
10213451	12/03/2026	Totally Workwear - Belmont	Workwear	112.40
11544124	26/03/2026	WINC Australia Pty Ltd	Office supplies	111.64
10585546	5/03/2026	Imagesource Digital Solutions	Printing services	104.50
10585546	5/03/2026	City Of Melville	Animal Welfare M104C	90.00
15233717	19/03/2026	Total Eden	Retic repairs	81.84
11544124	26/03/2026	Elizabeth Ledger	Reimbursement	79.38
15233717	19/03/2026	Aussie Natural Spring Water	Deposit for bottled water	75.81
11544124	26/03/2026	Harvey Fresh	Milk Supplies	70.21
10213451	12/03/2026	Harvey Fresh	Milk Supplies	69.49
15233717	19/03/2026	Martins Trailer Parts Pty Ltd	Trailer parts	57.74
10213451	12/03/2026	Complete Office Supplies Pty Ltd	Office supplies	56.54
15233717	19/03/2026	Department Of Transport-Vehicle Search fees	Disclosure of Information Fees	56.10
10585546	5/03/2026	BOC Gases	Dry ice pellets	55.77
10213451	12/03/2026	Envirocare Systems	Service charges	55.28
10585546	5/03/2026	Aussie Natural Spring Water	Deposit for water bottle	43.32
15233717	19/03/2026	Iron Mountain Aust Group Pty Ltd	Storage service	24.79
15233717	19/03/2026	Kulbardi	Office supplies	21.95
11544124	26/03/2026	Kulbardi	Office supplies	18.94
15233717	19/03/2026	WA Police Service - Revenue Section	Volunteer Police checks	17.60
10585546	5/03/2026	Zircodata Pty Ltd	Storage services	10.77
Sub Total				7,112,964.83

Reference	Date	Payee	Description	Amount (\$)
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Cheque Payments

Reference	Date	Payee	Description	Amount (\$)
10104697	5/03/2026	City of South Perth - Petty Cash	Petty Cash- Civic Centre	62.75
Sub Total				62.75

Non Creditor EFT Payments

Reference	Date	Payee	Description	Amount (\$)
10585546	5/03/2026	Manning Community Association	Community partnership funding	10,000.00
10213451	12/03/2026	McDougall Park Community Kindergarten	Community Funding Grant	5,500.00
11544124	26/03/2026	South Perth Baseball Club	Community Funding Grant	5,000.00
11544124	26/03/2026	Pankind Aust.Pancreatic Cancer Foundatio	Refund of PRB	2,600.00
10213451	12/03/2026	David Benton	RRAB [REDACTED]	2,200.00
10213451	12/03/2026	Melissa and Mathew Hatton	Overpayment [REDACTED]	1,457.15
11544124	26/03/2026	100 Women	Refund hall bond fee	1,000.00
15233717	19/03/2026	Mrs O'Rourke	Crossing Subsidy [REDACTED]	959.61
11544124	26/03/2026	Noel Puzey	Crossing Subsidy [REDACTED]	897.74
11544124	26/03/2026	Paul Walden	Crossing subsidy [REDACTED]	885.36
10213451	12/03/2026	Julian Wilmot	Crossing Subsidy [REDACTED]	646.36
10585546	5/03/2026	Rent Choice	Duplicate payment of the 3rd Instalment	557.14
10213451	12/03/2026	Adam Austin and Elyse Crane	Overpayment [REDACTED]	545.80
10213451	12/03/2026	Heidi Schmidt	Home Safety & Security Equipment	300.00
15233717	19/03/2026	Bryant Roberts	Individual Grant	300.00
11544124	26/03/2026	Sheila A McDonald	Home Safety & Security Equipment	300.00
10213451	12/03/2026	Tiffany Khoo	Home Safety & Security Equipment	250.00
10213451	12/03/2026	Angela Wilson	Home Safety & Security Equipment	250.00
10213451	12/03/2026	Mrs Amy C Dunjey	Home Safety & Security Equipment	250.00
10213451	12/03/2026	Martin D Dao	Home Safety & Security Equipment	250.00
10213451	12/03/2026	Ms Teneka Hall	Home Safety & Security Equipment	250.00
10213451	12/03/2026	Serrina Deas	Home Safety & Security Equipment	250.00
11544124	26/03/2026	JT7 Pty Ltd	Home Safety & Security Equipment	250.00
11544124	26/03/2026	Maria Thornton	Home Safety & Security Equipment	250.00
11544124	26/03/2026	Alexander Rumenos	Home Safety & Security Equipment	250.00
10213451	12/03/2026	Ruby York	Individual Grant	200.00
10213451	12/03/2026	Lucy Fergus	Individual Grant	200.00
10213451	12/03/2026	Priska Leona	Home Safety & Security Equipment	173.43
10213451	12/03/2026	Priska Leona	Home Safety & Security Equipment	99.00
Sub Total				36,071.59

Non Creditor CHQ Payments

Reference	Date	Payee	Description	Amount (\$)
09170739	12/03/2026	DM Stewart Pty Ltd	Overpayment [REDACTED]	1,948.13
Sub Total				1,948.13

**Excluding:** Voided Payments:

Reference	Date	Payee	Description	Amount (\$)
Total Cancelled EFT				0.00

**Excluding:** Cancelled Cheques

Reference	Date	Payee	Description	Amount (\$)
Total Cancelled Cheques				0.00

Credit Card Transactions

Reference	Date	Payee	Description	Amount (\$)
PC00002560	23/02/2026	Intuit Mailchimp Sydney AUS	Mailchimp subscription	981.66
PC00002560	5/02/2026	HBF RUN FOR A REASON PERTH WA	Staff registration HBF Run for a Reason	938.00
PC00002538	6/02/2026	HARVEY NORMAN COMMERCIAL OSBORNE PARKWA	Freezer & Fridge	903.10
PC00002560	20/02/2026	FACEBK *LS9Q8CHZ52 DUBLIN IRL	Meta advertising	733.70
PC00002538	10/02/2026	WATSON PLASTERBOARD WELSHPOOL	Ceiling tiles materials	645.48
PC00002537	12/02/2026	TARGET Williams LanVIC	Tools for Kids Craft Club	625.00
PC00002540	16/02/2026	BUNNINGS GROUP LTD HAWTHORN EAS	Sounds in the Park - event equipment	600.95
PC00002563	24/02/2026	COLES 0296 Angelo Stree06	Gift Card- Employee Separation as per policy -P637	500.00
PC00002487	3/02/2026	Coles Online Hawthorn EasWA	Hospitality riders - Sounds in the park concerts	497.45
PC00002560	20/02/2026	SKED SOCIAL MELBOURNE VIC	Sked Social subscription	343.75
PC00002559	12/02/2026	TICKETS*PUBLIC SPE 0272026035 AUS	Staff training	325.00

Reference	Date	Payee	Description	Amount (\$)
PC00002543	9/02/2026	AMAZON AU MARKETPLACE SYDNEY	Bags for Book Cub	295.50
PC00002491	3/02/2026	LOCAL GOVERNMENT MANA MT HAWTHORN	Local Government membership 2025- 2026	280.01
PC00002482	2/02/2026	INTERTEK INFORM SYDNEY NSW	Development & compliance assessments copy	279.79
PC00002540	16/02/2026	OFFICEWORKS Bentleigh EaVIC	First aid supplies and stationary - Sounds in the Park	267.61
PC00002494	6/02/2026	COLES 0356 KARAWARA 06	Gift Card- Employee Separation as per policy -P637	257.00
PC00002560	11/02/2026	STK*Shutterstock 8666633954 NY	Shutterstock subscription	218.90
PC00002538	10/02/2026	SP KEELER HARDWARE NORTH WILLOUNSW	Hinges hardware	214.42
PC00002562	20/02/2026	SP RIOT CREATPL CLAYTON VIC	GBLC Art Program Supplies	211.96
PC00002560	19/02/2026	REDBOOTH AUBURN CA	Redbooth subscription	203.37
PC00002540	10/02/2026	COLES 0296 Angelo Stree06	Culture counts survey prizes- Sounds in the Park	200.00
PC00002480	2/02/2026	FACEBK *LYV3DCMY52 DUBLIN IRL	Meta advertising	199.39
PC00002538	6/02/2026	BCJ PLASTIC PRODUCTS KEWDALE WA	Acrylic sheet materials	192.63
PC00002561	24/02/2026	Dick Smith J2ZALH6N Melbourne AUS	Trolley to use for programs and events	192.49
PC00002487	2/02/2026	DAN MURPHYS ONLINE BELLA VISTA NS	Concerts - Artist /performer riders	183.87
PC00002544	18/02/2026	Rebel unknown NSW	Sounds in the Park - Youth Makers Market - Catering	166.00
PC00002562	25/02/2026	OFFICEWORKS Bentleigh EaVIC	GBLC Program Supplies	163.00
PC00002560	10/02/2026	TICKETS*PERTH DIGI 0272026035 AUS	Perth Digital Accessibility Conference tickets	158.78
PC00002540	18/02/2026	VERNON SYSTEMS / EHIVE AUCKLAND ##0226	e-hive public art management subscription	157.08
PC00002541	18/02/2026	PLANNING INSTITUTE AUS BARTON ACT	Staff attendance at PIA event	150.00
PC00002544	6/02/2026	Rebel unknown NSW	Karawara Basketball Program	149.95
PC00002540	18/02/2026	Coles Online Hawthorn EasWA	Hospitality rider - Sounds in the Park	142.60
PC00002482	2/02/2026	INTERTEK INFORM SYDNEY NSW	Copy of the Australian Standards 4970	136.04
PC00002562	5/02/2026	Subway Karawara 20353 Karawara WA	GBLC All Staff Meeting catering	134.00
PC00002494	16/02/2026	POST COMO LPO COMO	Working with Children Check	87.00
PC00002496	5/02/2026	Subway South Perth South Perth WA	Catering for DRP meeting.	73.00
PC00002542	27/02/2026	OFFICEWORKS Bentleigh EaVIC	Craft Club supplies	68.00
PC00002563	4/02/2026	ASIC Sydney AUS	ASIC search	66.00
PC00002487	2/02/2026	COLES 0356 KARAWARA 06	Southside Summer - staff welfare	59.90
PC00002540	23/02/2026	VIBE BEDFORD BEDFORD WA	Ice for sounds in the park concert	57.90
PC00002544	20/02/2026	Coles Online Hawthorn EasWA	Kaya Karawara - Catering	56.50
PC00002537	5/02/2026	Coles Online Hawthorn EasWA	Supplies for Popcorn and Pictures 12/2/26	41.50
PC00002560	5/02/2026	CASA LEVY PHILLIP	Drone licence renewal	40.00
PC00002540	23/02/2026	COLES 0356 KARAWARA 06	Catering Sounds in the Park	38.27
PC00002537	5/02/2026	POST MANNING LPO MANNING	Australia Post delivery for Knitter Natter program	19.75
PC00002545	12/02/2026	COLES 0296 Angelo Stree06	Food for hosted mosquito management meeting	12.65
PC00002555	20/02/2026	COLES Express 6929 Karawara 06	Kaya Karawara - catering	10.98
PC00002560	19/02/2026	+INTNL TRANSACTION FEE	Redbooth subscription international transaction fee	5.08
PC00002540	18/02/2026	+INTNL TRANSACTION FEE	Credit Card international transaction fee	3.93
PC00002540	16/02/2026	OFFICEWORKS Bentleigh EaVIC	Officeworks refund	-14.00
				0.00
				12,274.94

Fleet Card Payments

Reference	Date	Payee	Description	Amount (\$)
F247181	30/01/2026	SOUTH PERTH (924) Unleaded (91 RON - E10)	1HZB419 Mazda CX5	77.30
F233532	14/02/2026	EG AMPOL 94230 STH FREMAN (417886) Unleaded (91 RC	1HMH370 Toyota RAV4	77.28
F247181	22/02/2026	CASUARINA (105) Unleaded (91 RON - E10)	1HZB419 Mazda CX5	76.85
F247181	17/02/2026	SOUTH PERTH (587) Unleaded (91 RON - E10)	1HZB419 Mazda CX5	75.76
F255163	21/02/2026	NORANDA (010811) Unleaded (91 RON - E10)	1KA369 Toyota RAV4	75.63
F236053	2/02/2026	KARAWARA (580) Unleaded (91 RON - E10)	1HOL268 Toyota RAV4	72.32
F270827	3/02/2026	VICTORIA PARK EAST (637) Unleaded (91 RON - E10)	1IPW546 Toyota RAV4	72.03
F255163	3/02/2026	NORTH PERTH (022714) Unleaded (91 RON - E10)	1KA369 Toyota RAV4	71.12
F273159	7/02/2026	COMO (128) Unleaded (91 RON - E10)	1ITG391 Toyota RAV4	70.28
F254784	3/02/2026	MOSMAN PARK (463) Unleaded (91 RON - E10)	1IJQ429 Toyota RAV4	70.05
F272932	24/02/2026	DUNCRAIG (788) Unleaded (91 RON - E10)	1ISF356 Toyota RAV4	67.09
F247181	9/02/2026	SOUTH PERTH (342) Unleaded (91 RON - E10)	1HZB419 Mazda CX5	66.45
F254784	17/02/2026	MOSMAN PARK (802) Unleaded (91 RON - E10)	1IJQ429 Toyota RAV4	61.74
F272932	8/02/2026	DUNCRAIG (151) Unleaded (91 RON - E10)	1ISF356 Toyota RAV4	58.89
F236053	13/02/2026	SOUTH PERTH (004277) Unleaded (91 RON - E10)	1HOL268 Toyota RAV4	57.50
F273160	2/02/2026	SOUTH PERTH (003718) Unleaded (91 RON - E10)	1ITG394 Toyota RAV4	55.63
F273160	21/02/2026	HALLS HEAD (337) Unleaded (91 RON - E10)	1ITG394 Toyota RAV4	53.02
F274319	8/02/2026	AMPOL FOODARY KARRINYUP (028309) Unleaded (91 ROI	1IUUV119 Lexus UX300H	52.43
F273160	6/02/2026	MANDURAH (006934) Unleaded (91 RON - E10)	1ITG394 Toyota RAV4	45.25
F240344	2/02/2026	MALAGA (327) Unleaded (91 RON - E10)	1HRX277 Yaris Cross Hybrid GXL	44.18
F241939	5/02/2026	AMPOL FOODARY MIDVALE (069908) Unleaded (91 RON -	1HTP234 Toyota YARIS CROSS HYBRID	44.16
F241092	23/02/2026	KARAWARA (778) Unleaded (91 RON - E10)	1HSW934 Yaris Cross Hybrid GXL	40.88
F240343	11/02/2026	SOUTH PERTH (001541) Unleaded (91 RON - E10)	1HRX276 Yaris Cross Hybrid GXL	39.55
F273160	10/02/2026	SOUTH PERTH (004120) Unleaded (91 RON - E10)	1ITG394 Toyota RAV4	38.33
F273159	30/01/2026	AMPOL FOODARY FREMANTLE E (018566) Unleaded (91 F	1ITG391 Toyota RAV4	35.10

Reference	Date	Payee	Description	Amount (\$)
F273160	15/02/2026	RAVENSWOOD (189) Unleaded (91 RON - E10)	1ITG394 Toyota RAV4	34.10
F247181	22/02/2026	SOUTH PERTH (004675) Clean and Detail	1HZB419 Mazda CX5	33.00
F247181	14/02/2026	PADBURY (005446) Unleaded (91 RON - E10)	1HZB419 Mazda CX5	18.51
F236052	3/02/2026	Replacement Card Fulfilment	1HOL267	18.15
<b>Grand Total</b>				<b>1,602.58</b>
<b>Management Fee</b>				<b>235.80</b>
<b>Total Fleetcare</b>				<b>1,838.38</b>

**City of South Perth**  
**Statement of Financial Position**  
**31 March 2026**

	31 March 2026	31 March 2025	30 June 2025
	\$	\$	\$
<b>CURRENT ASSETS</b>			
Cash & Cash Equivalents	89,931,009	89,835,878	77,087,809
Trade & Other Receivables	9,087,472	7,513,916	8,615,163
Other Current Assets	996,425	2,053,277	1,696,410
<b>TOTAL CURRENT ASSETS</b>	<b>100,014,906</b>	<b>99,403,071</b>	<b>87,399,382</b>
<b>NON-CURRENT ASSETS</b>			
Trade & Other Receivables	9,129,364	5,449,069	1,958,793
Investments (LGHT & RRC)	244,787	243,164	244,787
Property, Plant & Equipment	318,838,741	313,773,233	313,730,837
Infrastructure	498,946,746	479,848,223	502,812,415
Intangibles	19,655	85,243	44,326
<b>TOTAL NON-CURRENT ASSETS</b>	<b>827,179,292</b>	<b>799,398,932</b>	<b>818,791,158</b>
<b>TOTAL ASSETS</b>	<b>927,194,198</b>	<b>898,802,003</b>	<b>906,190,540</b>
<b>CURRENT LIABILITIES</b>			
Trade & Other Payables	8,221,374	9,074,930	7,448,918
Borrowings	1,224,119	3,457,899	3,486,139
Provisions	4,740,613	4,346,109	5,056,838
Grant Obligations	5,932,954	6,886,726	6,549,781
<b>TOTAL CURRENT LIABILITIES</b>	<b>20,119,061</b>	<b>23,765,664</b>	<b>22,541,675</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	2,782,294	4,006,413	3,124,214
Provisions	571,175	518,697	444,428
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>3,353,470</b>	<b>4,525,110</b>	<b>3,568,642</b>
<b>TOTAL LIABILITIES</b>	<b>23,472,530</b>	<b>28,290,774</b>	<b>26,110,317</b>
<b>NET ASSETS</b>	<b>903,721,668</b>	<b>870,511,228</b>	<b>880,080,223</b>
<b>EQUITY</b>			
Retained surplus	149,849,953	148,246,738	142,773,112
Reserves - Cash Backed	56,498,470	49,456,973	55,342,512
Revaluation Surplus	673,731,800	651,952,827	673,761,529
Net Profit/ Loss	23,641,445	20,854,691	8,203,071
<b>TOTAL EQUITY</b>	<b>903,721,668</b>	<b>870,511,228</b>	<b>880,080,223</b>

**City of South Perth  
Statement of Change in Equity  
31 March 2026**

	31 March 2026 \$	31 March 2025 \$	30 June 2025 \$
<b>RESERVES</b>			
<b>Cash Backed</b>			
Balance at beginning of reporting period	55,342,512	46,653,582	46,653,582
Aggregate transfers to Retained Earnings	(2,125,770)	(617,882)	(1,409,609)
Aggregate transfers from Retained Earnings	3,281,729	3,421,272	10,098,538
Balance at end of reporting period	<u>\$ 56,498,470</u>	<u>\$ 49,456,973</u>	<u>\$ 55,342,512</u>
<b>Non - Cash Backed</b>			
Asset Revaluation Reserve	673,731,800	651,952,827	673,761,529
Balance at end of reporting period	<u>\$ 673,731,800</u>	<u>\$ 651,952,827</u>	<u>\$ 673,761,529</u>
<b>TOTAL RESERVES</b>	<u><u>\$ 730,230,270</u></u>	<u><u>\$ 701,409,800</u></u>	<u><u>\$ 729,104,041</u></u>
<b>RETAINED EARNINGS</b>			
Balance at the beginning of reporting period	150,976,182	151,059,423	151,059,423
Realised Revaluation Reserve	29,729	(9,295)	402,618
Change in Net Assets from Operations	23,641,445	20,854,691	8,203,071
Aggregate transfers to Reserves	(3,281,729)	(3,421,272)	(10,098,538)
Aggregate transfers from Reserves	2,125,770	617,882	1,409,609
Balance at end of reporting period	<u>\$ 173,491,398</u>	<u>\$ 169,101,429</u>	<u>\$ 150,976,182</u>
<b>TOTAL EQUITY</b>	<u><u>\$ 903,721,668</u></u>	<u><u>\$ 870,511,228</u></u>	<u><u>\$ 880,080,223</u></u>

City of South Perth  
Statement of Financial Activity  
31 March 2026

Original Budget 2025/26	Revised Budget 2025/26		YTD Revised Budget	YTD Actual	YTD Variance Revised Budget	Note	YTD % Variance Revised Budget
<b>OPERATING ACTIVITIES</b>							
<b>Revenue from operating activities</b>							
47,742,872	47,811,053	Rates revenue	47,799,053	47,799,883	830	F	0%
21,445,010	21,480,295	Fees and charges	19,282,841	19,298,174	15,333	F	0%
2,068,700	2,105,100	Grants, subsidies and contributions	871,334	920,192	48,858	F	6%
10,027,989	10,039,240	Service charges	10,039,240	10,039,240	-		0%
4,333,538	4,553,079	Interest revenue	3,697,694	3,657,934	(39,760)	U	-1%
539,000	480,700	Other revenue	319,316	326,826	7,511	F	2%
<b>86,157,109</b>	<b>86,469,467</b>		<b>82,009,479</b>	<b>82,042,250</b>	<b>32,771</b>	<b>F</b>	<b>0%</b>
<b>Expenditure from operating activities</b>							
29,648,151	30,001,834	Employee expenses	22,944,213	22,958,598	(14,385)	U	0%
37,846,043	37,127,587	Materials and contracts	23,520,657	23,554,087	(33,431)	U	0%
2,096,000	2,016,200	Utility charges	1,489,355	1,430,309	59,046	F	4%
724,500	732,988	Insurance expenses	705,169	699,788	5,381	F	1%
14,296,224	14,818,513	Depreciation and amortisation	11,114,430	11,085,317	29,113	F	0%
1,312,344	1,313,925	Other expenses	946,016	964,446	(18,430)	U	-2%
231,401	231,401	Interest expenses	173,022	161,241	11,780	F	7%
<b>86,154,663</b>	<b>86,242,448</b>		<b>60,892,861</b>	<b>60,853,787</b>	<b>39,074</b>	<b>F</b>	<b>0%</b>
<b>2,446</b>	<b>227,020</b>	<b>Net operating surplus/ (deficit)</b>	<b>21,116,618</b>	<b>21,188,462</b>	<b>71,845</b>	<b>F</b>	<b>0%</b>
<b>Operating activities excluded from budgeted deficiency</b>							
14,296,224	14,818,513	Depreciation excluded from operating activity	11,114,430	11,085,317	(29,113)	U	0%
-	-	Other movement in non current assets/liabilities	-	175,749	175,749	F	0%
(7,551,542)	(7,568,055)	Underground power	(7,551,542)	(7,568,055)	(16,513)	U	0%
<b>6,747,129</b>	<b>7,477,478</b>	<b>Amount attributable to operating activities</b>	<b>24,679,505</b>	<b>24,881,474</b>	<b>201,968</b>	<b>F</b>	<b>1%</b>
<b>INVESTING ACTIVITIES - INFLOWS / (OUTFLOWS)</b>							
3,399,299	9,645,461	Capital grants, subsidies and contributions	2,370,281	2,392,951	22,670	F	1%
399,720	582,683	Proceeds on disposal of assets	239,783	240,750	967	F	0%
(20,274,565)	(19,468,055)	Payments for purchase of property, plant & equipment	(6,677,562)	(6,721,947)	(44,384)	U	-1%
(11,349,510)	(15,105,869)	Payments for construction of infrastructure	(5,756,046)	(5,761,651)	(5,606)	U	0%
<b>(27,825,056)</b>	<b>(24,345,780)</b>	<b>Amount attributable to investing activities</b>	<b>(9,823,545)</b>	<b>(9,849,897)</b>	<b>(26,353)</b>	<b>U</b>	<b>0%</b>
<b>FINANCING ACTIVITIES - INFLOW / (OUTFLOWS)</b>							
10,942,612	17,593,420	Transfers from cash backed reserves (restricted assets)	2,129,516	2,125,770	(3,746)	U	0%
55,919	55,919	Proceeds from self supporting loans	41,708	41,708	-		0%
6,215,298	6,215,298	Underground power	5,728,000	5,670,075	(57,925)	U	-1%
(3,486,139)	(3,486,139)	Loan principal repayments	(2,603,939)	(2,603,939)	-		0%
(12,758,910)	(13,225,728)	Transfers to reserves	(3,276,720)	(3,281,729)	(5,009)	U	0%
-	(5,313,322)	Movement in cash backed grant obligations	(337,110)	(337,648)	(538)	U	0%
12,500,000	7,500,000	Proceeds from new borrowings	-	-	-		0%
<b>13,468,780</b>	<b>9,339,449</b>	<b>Amount attributable to financing activities</b>	<b>1,681,454</b>	<b>1,614,238</b>	<b>(67,216)</b>	<b>U</b>	<b>-4%</b>
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>							
7,609,147	14,383,969	<b>Surplus or deficit at the start of the financial year</b>	7,609,147	14,383,969	6,774,822	F	89%
6,747,129	7,477,478	Amount attributable to operating activities	24,679,505	24,881,474	201,968	F	1%
(27,825,056)	(24,345,780)	Amount attributable to investing activities	(9,823,545)	(9,849,897)	(26,353)	U	0%
13,468,780	9,339,449	Amount attributable to financing activities	1,681,454	1,614,238	(67,216)	U	-4%
-	6,855,115	<b>Surplus or deficit at the end of the period</b>	<b>24,146,562</b>	<b>31,029,783</b>	<b>6,883,221</b>	<b>F</b>	<b>29%</b>

## City of South Perth 2025/2026 Operating Revenue and Expenditure Budget Versus Actual

31-March-2026

Key Responsibility Area	YTD Revised Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Revised Budget \$	Original Budget \$
<b>REVENUE</b>							
<b>Corporate Services</b>							
<i>Governance</i>							
Animal Care Facility	171,498	207,196	35,698	F	21%	198,487	204,700
Fire Prevention	5,971	5,955	(16)	U	0%	5,971	5,900
Parking	1,888,775	1,848,524	(40,252)	U	-2%	2,461,671	2,732,500
Rangers and Community Safety	16,177	17,458	1,281	F	8%	17,527	8,900
Property Management - Commercial	263,191	266,066	2,875	F	1%	312,000	312,000
Recoverable Costs	90,801	102,494	11,693	F	13%	130,000	130,000
Total Revenue - Governance	<b>2,436,413</b>	<b>2,447,693</b>	<b>11,280</b>	<b>F</b>	<b>0%</b>	<b>3,125,656</b>	<b>3,394,000</b>
<i>Finance</i>							
Investment Activities	3,392,406	3,369,742	(22,664)	U	-1%	4,917,388	4,760,134
Financial Services	2,250	2,729	479	F	21%	3,000	3,100
Rating Services	48,821,151	48,851,867	30,716	F	0%	48,932,501	48,809,072
Total Revenue - Finance	<b>52,215,807</b>	<b>52,224,338</b>	<b>8,531</b>	<b>F</b>	<b>0%</b>	<b>53,852,889</b>	<b>53,572,306</b>
<i>Information Systems</i>							
Information Services	-	575	575	F	100%	-	-
Total Revenue - Information System	-	<b>575</b>	<b>575</b>	<b>F</b>	<b>100%</b>	-	-
<i>People &amp; Performance</i>							
Human Resources	-	-	-		0%	-	2,300
Total Revenue - People & Performance	-	-	-			-	<b>2,300</b>
<b>Corporate Services Total</b>	<b>54,652,221</b>	<b>54,672,607</b>	<b>20,386</b>	<b>F</b>	<b>0%</b>	<b>56,978,545</b>	<b>56,968,606</b>
<b>Development &amp; Community Services</b>							
<i>Community, Culture &amp; Recreation</i>							
Community Projects	1,500	545	(955)	U	-64%	78,698	87,000
Community Events	32,000	30,555	(1,445)	U	-5%	66,000	54,000
Major Events	11,250	12,000	750	F	7%	15,000	15,000
Public Art	-	-	-		0%	6,000	6,000
Facility Hire	448,750	453,426	4,676	F	1%	585,000	585,000
Recreation Admin	157,625	156,905	(720)	U	0%	183,500	184,700
George Burnett Leisure Centre Operations	247,614	244,321	(3,292)	U	-1%	276,818	258,000
Total Revenue - Community, Culture & Recreation	<b>898,739</b>	<b>897,752</b>	<b>(986)</b>	<b>U</b>	<b>0%</b>	<b>1,211,016</b>	<b>1,189,700</b>
<i>Library Services</i>							
Library Services	3,656	3,656	-		0%	34,456	4,000
Civic Centre Library	13,500	16,248	2,748	F	20%	18,000	20,000
Manning Library	5,775	7,946	2,171	F	38%	7,700	8,700
Old Mill	3,750	5,925	2,175	F	58%	5,000	2,000
Total Revenue - Library Services	<b>26,681</b>	<b>33,775</b>	<b>7,094</b>	<b>F</b>	<b>27%</b>	<b>65,156</b>	<b>34,700</b>
<i>Development Services</i>							
Planning Services	500,000	491,351	(8,649)	U	-2%	620,000	655,000
Building Services	377,800	381,594	3,794	F	1%	402,800	422,800
Pool Services	220,000	218,056	(1,944)	U	-1%	220,000	215,000
Health Services	8,775	10,304	1,529	F	17%	11,700	11,700
Preventative Services	109,500	118,890	9,390	F	9%	132,000	125,000
Total Revenue - Development Services	<b>1,216,075</b>	<b>1,220,196</b>	<b>4,120</b>	<b>F</b>	<b>0%</b>	<b>1,386,500</b>	<b>1,429,500</b>
<b>Development &amp; Community Services Total</b>	<b>2,141,495</b>	<b>2,151,723</b>	<b>10,228</b>	<b>F</b>	<b>0%</b>	<b>2,662,672</b>	<b>2,653,900</b>

<b>Infrastructure</b>							
<b>Engineering</b>							
Network Operations	53,750	44,500	(9,250)	U	-17%	75,000	130,600
Underground Power	10,039,240	10,039,240	-		0%	10,039,240	10,027,989
Roads and Drainage	422,194	429,684	7,490	F	2%	714,963	769,300
<b>Total Revenue - Engineering</b>	<b>10,515,184</b>	<b>10,513,424</b>	<b>(1,760)</b>	<b>U</b>	<b>0%</b>	<b>10,829,203</b>	<b>10,927,889</b>
<b>Parks and Environment</b>							
CPGC	4,609,040	4,610,427	1,387	F	0%	5,664,411	5,406,510
Park Operations	226,000	233,800	7,800	F	3%	368,000	385,000
<b>Total Revenue - Parks and Environment</b>	<b>4,835,040</b>	<b>4,844,227</b>	<b>9,187</b>	<b>F</b>	<b>0%</b>	<b>6,032,411</b>	<b>5,791,510</b>
<b>Waste, Fleet &amp; Facilities</b>							
Fleet Management	22,500	24,461	1,961	F	9%	30,000	30,000
Recycling Centre	99,500	102,827	3,327	F	3%	122,000	112,000
Waste Collection	9,743,540	9,732,981	(10,558)	U	0%	9,814,637	9,673,204
<b>Total Revenue - Waste, Fleet &amp; Facilities</b>	<b>9,865,540</b>	<b>9,860,269</b>	<b>(5,271)</b>	<b>U</b>	<b>0%</b>	<b>9,966,637</b>	<b>9,815,204</b>
<b>Infrastructure Total</b>	<b>25,215,763</b>	<b>25,217,920</b>	<b>2,157</b>	<b>F</b>	<b>0%</b>	<b>26,828,251</b>	<b>26,534,603</b>
<b>Total Revenue</b>	<b>82,009,479</b>	<b>82,042,250</b>	<b>32,771</b>	<b>F</b>	<b>0%</b>	<b>86,469,467</b>	<b>86,157,109</b>
<b>EXPENDITURE</b>							
<b>Office of the CEO</b>							
<b>Office of the CEO</b>							
Office of the CEO	469,691	465,623	4,068	F	1%	693,644	647,716
<b>Total Expense - Office of the CEO</b>	<b>469,691</b>	<b>465,623</b>	<b>4,068</b>	<b>F</b>	<b>1%</b>	<b>693,644</b>	<b>647,716</b>
<b>Office of the CEO Total</b>	<b>469,691</b>	<b>465,623</b>	<b>4,068</b>	<b>F</b>	<b>1%</b>	<b>693,644</b>	<b>647,716</b>
<b>Corporate Services</b>							
<b>Director of Corporate Services</b>							
Corporate Services	202,380	210,204	(7,823)	U	-4%	270,399	300,296
<b>Total Expense - Director of Corporate Services</b>	<b>202,380</b>	<b>210,204</b>	<b>(7,823)</b>	<b>U</b>	<b>-4%</b>	<b>270,399</b>	<b>300,296</b>
<b>Customer, Communications &amp; Engagement</b>							
Customer Services Admin	1,024,546	1,007,533	17,013	F	2%	1,405,491	1,358,831
Marketing & Communications	631,034	642,125	(11,092)	U	-2%	926,444	802,431
Publications	15,155	15,996	(841)	U	-6%	34,655	45,000
<b>Total Expense - Customer, Communications &amp; Engagement</b>	<b>1,670,734</b>	<b>1,665,655</b>	<b>5,080</b>	<b>F</b>	<b>0%</b>	<b>2,366,590</b>	<b>2,206,262</b>
<b>Finance</b>							
Investment Activities	91,382	90,385	997	F	1%	128,395	128,395
Financial Services	2,139,657	2,135,651	4,006	F	0%	2,593,496	2,777,945
Rating Services	350,882	351,276	(394)	U	0%	783,146	662,547
<b>Total Expense - Finance</b>	<b>2,581,921</b>	<b>2,577,311</b>	<b>4,609</b>	<b>F</b>	<b>0%</b>	<b>3,505,036</b>	<b>3,568,888</b>
<b>Information Systems</b>							
Information Services	4,011,089	3,995,976	15,114	F	0%	5,628,751	5,571,298
Records Management	133,279	147,252	(13,973)	U	-10%	159,822	250,709
<b>Total Expense - Information Systems</b>	<b>4,144,369</b>	<b>4,143,228</b>	<b>1,141</b>	<b>F</b>	<b>0%</b>	<b>5,788,574</b>	<b>5,822,007</b>
<b>Governance</b>							
Governance Admin	925,761	944,098	(18,337)	U	-2%	1,370,344	1,223,863
Council Members	639,958	632,825	7,133	F	1%	708,691	723,904
Council Functions	134,131	123,277	10,854	F	8%	210,124	209,522
Animal Care Facility	301,008	309,761	(8,753)	U	-3%	391,380	353,147
Fire Prevention	66,711	68,545	(1,834)	U	-3%	71,727	85,808
Parking	722,533	734,217	(11,684)	U	-2%	1,137,047	1,056,468
Rangers and Community Safety	597,235	590,626	6,609	F	1%	855,541	613,499
Property Management - Commercial	36,917	35,229	1,688	F	5%	36,917	34,800
Recoverable Costs	143,068	135,702	7,366	F	5%	188,100	193,100
PreSchools	38,858	38,868	(10)	U	0%	51,763	51,345
<b>Total Expense - Governance</b>	<b>3,606,180</b>	<b>3,613,147</b>	<b>(6,967)</b>	<b>U</b>	<b>0%</b>	<b>5,021,635</b>	<b>4,545,458</b>
<b>People &amp; Performance</b>							
Organisational Performance	385,662	387,139	(1,477)	U	0%	526,634	486,915
Human Resources	980,453	977,609	2,844	F	0%	1,364,732	1,337,524
Work Health & Safety	247,148	251,399	(4,250)	U	-2%	388,435	511,671
<b>Total Expense - People &amp; Performance</b>	<b>1,613,263</b>	<b>1,616,146</b>	<b>(2,883)</b>	<b>U</b>	<b>0%</b>	<b>2,279,800</b>	<b>2,336,111</b>
<b>Corporate Services Total</b>	<b>13,818,847</b>	<b>13,825,690</b>	<b>(6,843)</b>	<b>U</b>	<b>0%</b>	<b>19,232,034</b>	<b>18,779,021</b>

<b>Development &amp; Community Services</b>							
<i>Director of Development &amp; Community Services</i>							
Development & Community Services	210,046	213,323	(3,278)	U	-2%	295,472	276,399
Total Expense - Director of Development & Community Services	210,046	213,323	(3,278)	U	-2%	295,472	276,399
<i>Community, Culture &amp; Recreation</i>							
CCR Admin	573,228	574,216	(987)	U	0%	755,641	880,134
Community Projects	403,596	401,202	2,394	F	1%	753,214	826,593
Citizens Centre - South Perth	85,678	87,467	(1,789)	U	-2%	113,682	113,075
Citizens Centre - Manning	123,706	123,671	35	F	0%	161,791	167,057
Community Events	790,979	800,764	(9,785)	U	-1%	922,658	1,006,186
Major Events	124,045	129,472	(5,427)	U	-4%	124,060	95,000
Summer Events	180,000	196,727	(16,727)	U	-9%	222,000	223,000
Functions	37,500	21,595	15,905	F	42%	50,000	54,000
Public Art	55,412	43,989	11,423	F	21%	73,854	76,354
Facility Hire	414,126	429,476	(15,351)	U	-4%	549,752	561,160
George Burnett Leisure Centre Operations	476,428	460,683	15,745	F	3%	672,225	636,429
Total Expense - Community, Culture & Recreation	3,264,699	3,269,262	(4,563)	U	0%	4,398,876	4,638,987
<i>Library Services</i>							
Civic Centre Library	1,473,408	1,505,138	(31,730)	U	-2%	2,062,624	1,823,932
Manning Library	827,927	792,157	35,770	F	4%	1,138,719	1,074,547
Old Mill	14,002	17,511	(3,509)	U	-25%	25,457	34,857
Heritage House	27,269	29,771	(2,503)	U	-9%	36,334	37,065
Total Expense - Library Services	2,342,606	2,344,578	(1,972)	U	0%	3,263,134	2,970,402
<i>Development Services</i>							
Planning Services	1,000,093	1,013,738	(13,645)	U	-1%	1,339,562	1,393,779
Compliance	162,656	152,009	10,647	F	7%	237,252	222,722
Building Services	353,966	346,141	7,825	F	2%	467,992	484,145
Health Services	421,096	416,092	5,003	F	1%	566,195	629,362
Analytical Services	9,375	10,418	(1,043)	U	-11%	12,500	13,500
Pest Control	17,000	17,588	(588)	U	-3%	40,000	50,000
Total Expense - Development Services	1,964,185	1,955,987	8,199	F	0%	2,663,501	2,793,509
<i>Strategic Planning</i>							
Strategic Planning	252,638	247,127	5,511	F	2%	558,531	504,509
Total Expense - Strategic Planning	252,638	247,127	5,511	F	2%	558,531	504,509
<b>Development &amp; Community Services Total</b>	<b>8,034,174</b>	<b>8,030,277</b>	<b>3,896</b>	<b>F</b>	<b>0%</b>	<b>11,179,515</b>	<b>11,183,806</b>
<b>Infrastructure</b>							
<i>Director Infrastructure Services</i>							
Director Infrastructure Services	212,356	212,966	(611)	U	0%	313,107	355,140
Total Expense - Director Infrastructure Services	212,356	212,966	(611)	U	0%	313,107	355,140
<i>Assets and Infrastructure Support</i>							
Assets and Infrastructure Support	823,387	821,234	2,153	F	0%	1,342,510	1,404,380
Total Expense - Assets and Infrastructure Support	823,387	821,234	2,153	F	0%	1,342,510	1,404,380
<i>Engineering</i>							
Engineering Administration	291,544	252,064	39,480	F	14%	411,060	531,012
Civil Design	540,142	543,594	(3,451)	U	-1%	747,880	958,513
Network Operations	67,000	88,576	(21,576)	U	-32%	170,000	295,000
Underground Power	5,819,059	5,807,789	11,270	F	0%	10,144,299	10,159,299
Bridges, Jetties and Boardwalks	4,500	3,616	884	F	20%	30,000	30,000
Roads and Drainage	8,629,883	8,623,730	6,152	F	0%	11,584,381	11,713,714
Total Expense - Engineering	15,352,127	15,319,368	32,759	F	0%	23,087,620	23,687,537
<i>Park and Environment</i>							
Parks and Environment Administration	271,786	260,202	11,584	F	4%	454,025	375,110
CPGC	3,179,328	3,210,855	(31,527)	U	-1%	4,209,378	4,590,883
Park Operations	9,248,576	9,224,729	23,847	F	0%	12,598,432	11,876,991
Total Expense - Parks and Environment	12,699,690	12,695,786	3,904	F	0%	17,261,835	16,842,984
<i>Waste, Fleet &amp; Facilities</i>							
Waste, Fleet and Facilities Administration	501,047	561,208	(60,161)	U	-12%	878,443	744,692
Environment	444,581	464,665	(20,084)	U	-5%	558,372	688,778
Fleet Management	1,151,693	1,198,755	(47,061)	U	-4%	1,352,604	1,458,668
Recycling Centre	561,336	527,676	33,659	F	6%	713,551	532,790
Waste Collection	3,396,612	3,395,754	858	F	0%	4,821,392	4,954,022
Recycling Collection	843,475	789,417	54,057	F	6%	1,327,888	1,270,340
Building & Assets	2,583,846	2,545,366	38,481	F	1%	3,479,933	3,604,791
Total Expense - Waste, Fleet & Facilities	9,482,590	9,482,841	(251)	U	0%	13,132,183	13,254,079
<b>Infrastructure Total</b>	<b>38,570,150</b>	<b>38,532,197</b>	<b>37,953</b>	<b>F</b>	<b>0%</b>	<b>55,137,255</b>	<b>55,544,120</b>
<b>Total Expenditure</b>	<b>60,892,861</b>	<b>60,853,787</b>	<b>39,074</b>	<b>F</b>	<b>0%</b>	<b>86,242,448</b>	<b>86,154,663</b>
<b>Net Position</b>	<b>21,116,618</b>	<b>21,188,462</b>	<b>71,845</b>	<b>F</b>	<b>0%</b>	<b>227,020</b>	<b>2,446</b>

**City of South Perth**  
**2025/2026 Capital Revenue and Expenditure Budget Versus Actual**  
31-March-2026

Key Responsibility Area	YTD Revised Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Revised Budget \$	Original Budget \$
<b>CAPITAL REVENUE</b>							
Park Operations	534,020	536,663	2,643	F	0%	3,615,896	1,077,875
Roads	1,546,979	1,553,605	6,626	F	0%	2,341,422	1,902,924
Building	207,535	197,665	(9,870)	U	-5%	3,606,396	418,500
Artworks	81,747	105,018	23,271	F	28%	81,747	-
<b>Total Revenue</b>	<b>2,370,281</b>	<b>2,392,951</b>	<b>22,670</b>	<b>F</b>	<b>1%</b>	<b>9,645,461</b>	<b>3,399,299</b>
<b>CAPITAL EXPENDITURE</b>							
<b>Drainage</b>							
Como Beach Reserve Drainage Repairs	-	-	-			70,000	-
Drainage Upgrade (From Stormwater Management Plan)	-	-	-			10,000	10,000
Outfall Upgrade - Hurlingham Lake	-	-	-			40,000	20,000
Outfall Upgrade - Lake Douglas	-	-	-			40,000	20,000
Redmond St Cul-de-sac GPT Installation	-	-	-			50,000	-
Sump Fences and Gates Renewal	-	-	-			150,000	150,000
<b>Drainage</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>360,000</b>	<b>200,000</b>
<b>Pathways</b>							
Pathways - Minor Improvement	22,500	19,026	3,474	F	15%	30,000	30,000
Redmond St Stairs, Erosion Control Works	-	-	-			70,000	-
Ruth St – Brittain St to Eleanor St (Pathway)	23,333	24,240	(906)	U	-4%	35,000	35,000
Slab Replacement Program	420,000	421,384	(1,384)	U	0%	500,000	500,000
Unwin Cres - Redmond St to Sulman Ave	1,500	978	522	F	35%	3,000	150,000
<b>Pathways</b>	<b>467,333</b>	<b>465,628</b>	<b>1,705</b>	<b>F</b>	<b>0%</b>	<b>638,000</b>	<b>715,000</b>
<b>Roads</b>							
Anstey Street Pedestrian Crossing	116,310	95,152	21,158	F	18%	116,310	-
Douglas Ave - Mill Point to Shaftesbury, MRRG	515,000	514,690	310	F	0%	550,000	571,100
Elderfield St - Trumper to Kilkenny, MRRG	255,000	261,119	(6,119)	U	-2%	265,000	274,800
Jackson Rd - Wandarra Cl to Cul De Sac	260,000	265,208	(5,208)	U	-2%	265,000	220,000
Labouchere Rd - NB - Hardy to Charles, MRRG	152,000	157,750	(5,750)	U	-4%	160,000	137,900
Manning Rd (A) - WB - Drogheda to Waterford, MRRG	332,400	338,691	(6,291)	U	-2%	382,400	382,400
Manning Rd (B) - EB - Kent to Gillon, MRRG	510,000	517,924	(7,924)	U	-2%	544,000	623,700
Redmond Street – Raised platforms	-	-	-			150,000	150,000
Road Rehab - Crawshaw Cr - Lay St to Perth Rd	300,000	296,426	3,574	F	1%	300,000	500,000
Road Rehab - Dyson St - Market St to Vista St	105,000	111,012	(6,012)	U	-6%	120,000	120,000
Road Rehab - Roseberry Ave - Jameson St to Mill Point Rd	206,667	209,460	(2,794)	U	-1%	280,000	280,000
ROW #77 - Betwix Coode & Labouchere - Alston to Greenoch	26,000	28,433	(2,433)	U	-9%	73,000	73,000
Second Ave - First Ave to Landsdowne Rd	150,000	156,737	(6,737)	U	-4%	160,000	200,000
Traffic/Black Spot - Landsdown - Left in Upgrade	40,038	40,788	(750)	U	-2%	52,661	-
<b>Roads</b>	<b>2,968,415</b>	<b>2,993,390</b>	<b>(24,975)</b>	<b>U</b>	<b>-1%</b>	<b>3,418,371</b>	<b>3,532,900</b>
<b>Buildings</b>							
Asbestos Replacement Program	94,640	94,093	547	F	1%	104,640	79,640
Bill Grayden Reserve All Genders Changerooms Renewal	5,760	2,638	3,122	F	54%	105,760	-
Building Reactive Minor Works Program	195,000	199,735	(4,735)	U	-2%	376,270	451,270
Challenger Reserve All Genders Changerooms Renewal	3,000	3,138	(138)	U	-5%	157,586	-
Civic and Admin IT Area Office Fit out Renewal	156,975	165,245	(8,270)	U	-5%	156,975	-
Civic Centre BMS	109,040	109,485	(445)	U	0%	149,040	-
Civic Centre meeting room upgrade	45,000	44,955	45	F	0%	75,000	-
Clydesdale Park Operations Depot Safety Alterations	15,000	15,396	(396)	U	-3%	159,000	164,120
Collier Reserve All Genders Changerooms Additional	80,000	79,828	172	F	0%	1,508,573	-
Collier Reserve All Genders Changerooms Renewal	2,000	3,138	(1,138)	U	-57%	157,234	-
Comer - Public Toilets Upgrade Works	-	-	-			46,957	-
Coode Street Public Toilet New	983,890	980,969	2,921	F	0%	1,150,350	-
Electrical Switchboard Replace Program	70,545	62,229	8,316	F	12%	265,455	265,455

Key Responsibility Area	YTD Revised Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Revised Budget \$	Original Budget \$
Fire Asset Upgrade - Design and Construct	7,000	6,412	588	F	8%	43,690	163,690
George Burnett Leisure Centre HVAC	80,360	78,946	1,414	F	2%	80,360	-
George Burnett Park All Genders Changerooms Renewal	3,000	5,776	(2,776)	U	-93%	157,414	-
HVAC Replacement Program	675,340	676,621	(1,281)	U	0%	789,250	530,910
Manning Community Centre - Accessibility	6,000	5,966	34	F	1%	40,000	40,000
Manning Hub BMS	5,000	6,147	(1,147)	U	-23%	75,000	-
Manning Senior Citizen's Centre (Senior Bus Garage)	-	-	-			100,000	100,000
Mends St Public Toilets	-	-	-			5,000	82,500
Morris Mundy Reserve All Genders Changerooms Renewal	3,001	3,138	(137)	U	-5%	160,234	-
Neil McDougall Public Toilet	89,000	90,462	(1,462)	U	-2%	1,031,150	963,000
Operations Centre relocation of bulk materials storage bins	-	-	-			731,500	731,500
Ops Centre Security operational area gates/auto entry	426,656	431,241	(4,585)	U	-1%	516,656	350,000
Richardson Park All Genders Changerooms Renewal	8,000	8,603	(603)	U	-8%	678,495	-
Roof Access Improvements	30,460	17,768	12,692	F	42%	320,460	265,460
Shade at Manning Laneway	20,000	19,408	592	F	3%	20,000	20,000
South Perth Tennis Club - Design Retrofit UAT	175,000	201,211	(26,211)	U	-15%	496,320	576,050
South Perth Tennis Club Pergola Project	-	-	-			45,951	-
<b>Buildings</b>	<b>3,289,667</b>	<b>3,312,548</b>	<b>(22,881)</b>	<b>U</b>	<b>-1%</b>	<b>9,704,320</b>	<b>4,783,595</b>
<b>Lighting</b>							
Challenger Reserve and Sports lighting	10,383	9,405	978	F	9%	99,784	-
Festive Lights	167,231	168,360	(1,129)	U	-1%	350,691	265,460
George Burnett Park Sports lighting	142,250	141,055	1,195	F	1%	628,644	-
Metal light pole inspections and replacements	-	-	-			-	150,000
Richardson Park Sports lighting	83,640	85,941	(2,301)	U	-3%	1,578,001	-
Safety lighting across South Perth	2,000	1,930	70	F	4%	50,000	50,000
Sir James Mitchell Park Lighting Upgrade	150,000	143,021	6,979	F	5%	519,226	300,000
<b>Lighting</b>	<b>555,504</b>	<b>549,711</b>	<b>5,793</b>	<b>F</b>	<b>1%</b>	<b>3,226,346</b>	<b>765,460</b>
<b>Security</b>							
ANPR camera on Mill Point Road	-	-	-			38,000	30,000
CCTV Election Commitment	-	-	-			100,000	-
CCTV Server Storage Expansion	-	-	-			30,000	30,000
CCTV Trailer	-	-	-			100,000	75,000
<b>Security</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>268,000</b>	<b>135,000</b>
<b>Technology</b>							
IT - Civic Centre Servers and Storage	-	-	-			110,000	-
IT - Wireless Network (non public)	60,000	57,063	2,937	F	5%	90,000	90,000
Relocation of the Fibre Network at CPGC	-	-	-			57,063	-
Replacement of broken equipment valued over \$5,000	-	-	-			20,000	-
South Perth Library (radio frequency identification) RFID	79,500	81,055	(1,555)	U	-2%	88,500	88,500
UPS for External Comms Cabinets	-	-	-			69,000	69,000
<b>Technology</b>	<b>139,500</b>	<b>138,118</b>	<b>1,382</b>	<b>F</b>	<b>1%</b>	<b>434,563</b>	<b>247,500</b>
<b>Artworks</b>							
Murals	50,000	48,000	2,000	F	4%	200,000	200,000
Sculpture Project	52,000	54,550	(2,550)	U	-5%	240,000	240,000
<b>Artworks</b>	<b>102,000</b>	<b>102,550</b>	<b>(550)</b>	<b>U</b>	<b>-1%</b>	<b>440,000</b>	<b>440,000</b>
<b>Land</b>							
30 Saunders Street - Land Acquisition	-	-	-			37,664	-
<b>Land</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>37,664</b>	<b>-</b>
<b>Collier Park Golf Course</b>							
CPGC - Concrete pathways	-	534	(534)	U	-100%	60,000	60,000
CPGC - Plant & Fleet	11,000	1,069	9,931	F	90%	250,000	350,000
CPGC - Wash down Bay	28,820	28,820	(0)	U	0%	39,714	-
CPGC Green Construction	10,000	10,026	(26)	U	0%	103,480	103,480
CPGC Lake Fill Pipe Replacement	-	-	-			67,760	67,760
CPGC Pro-shop, Clubhouse and Driving Range	2,508,907	2,537,831	(28,923)	U	-1%	6,500,000	12,500,000
CPGC Safety Netting	-	710	(710)	U	-100%	407,760	207,760
CPGC Stormwater Drainage, Sewer Pump Station and Main	169,086	152,830	16,256	F	10%	995,430	750,000
<b>Collier Park Golf Course</b>	<b>2,727,813</b>	<b>2,731,820</b>	<b>(4,007)</b>	<b>U</b>	<b>0%</b>	<b>8,424,144</b>	<b>14,039,000</b>

Key Responsibility Area	YTD Revised Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Revised Budget \$	Original Budget \$
<b>Plant and Fleet Management</b>							
City of South Perth Plant & Fleet	483,098	485,218	(2,119)	U	0%	1,173,148	1,165,000
<b>Plant and Fleet Management</b>	483,098	485,218	(2,119)	U	0%	1,173,148	1,165,000
<b>Foreshore &amp; Natural Areas</b>							
Como Beach Riverwall & Footpath Repairs	-	-	-			150,000	-
Coode Street Foreshore Riverbank Restoration	140,050	146,049	(5,999)	U	-4%	1,000,000	1,000,000
Hurlingham - Living Stream	287,850	288,113	(263)	U	0%	633,062	462,850
Redmond St - Boardwalk Replacement design and approvals	-	-	-			70,000	50,000
SJMP Irrigation replacement	362,370	359,327	3,043	F	1%	1,433,190	1,138,220
SPF NODE 2 - Coode St	75,000	72,162	2,838	F	4%	200,000	200,000
<b>Foreshore &amp; Natural Areas</b>	865,270	865,650	(380)	U	0%	3,486,252	2,851,070
<b>Streetscape</b>							
Esplanade Verge Island Bollards	-	-	-			35,000	-
<b>Streetscape</b>	-	-	-			35,000	-
<b>Parks and Reserves</b>							
Bill Grayden reserve Concrete path extension	11,413	11,519	(106)	U	-1%	11,413	10,350
Bore & Pump Replacement Program	68,000	67,684	316	F	0%	100,000	100,000
Elderfield/ Sandon Park Boardwalk replacement	21,400	21,359	41	F	0%	40,000	206,950
Electrical Asset Renewal Program	65,000	78,566	(13,566)	U	-21%	320,030	250,000
Furniture - Park Replacement	80,000	79,444	556	F	1%	100,000	100,000
Hope Reserve Playground replacement	14,950	14,894	56	F	0%	206,950	206,950
Irrigation Asset Replacement Program	82,429	83,070	(641)	U	-1%	98,937	300,000
Karawara Laneways	10,000	9,997	3	F	0%	200,000	200,000
Lake Tondut & Hurlingham lake aerators	41,830	46,181	(4,351)	U	-10%	41,830	41,830
Mill Point Close Revegetation	1,000	1,213	(213)	U	-21%	20,000	20,000
Moresby Street Centre Activation	20,000	11,824	8,176	F	41%	300,000	300,000
<b>Parks and Reserves</b>	416,022	425,751	(9,730)	U	-2%	1,439,160	1,736,080
<b>Waste Management</b>							
Recycling Centre 30m3 sq bulk bin Program	25,000	31,118	(6,118)	U	-24%	55,000	55,000
Recycling Centre Gatehouse UAT & Roof Replacement	10,000	9,681	319	F	3%	165,210	165,210
Recycling Centre Improvements	14,000	10,505	3,495	F	25%	112,750	112,750
Recycling Centre Perimeter Security	15,000	17,008	(2,008)	U	-13%	55,000	55,000
Recycling Centre Security Fencing	25,000	25,429	(429)	U	-2%	190,510	190,510
Waste - Plant & Fleet Replacement Program	6,890	-	6,890	F	100%	6,890	-
<b>Waste Management</b>	95,890	93,741	2,149	F	2%	585,360	578,470
<b>Local Traffic Management</b>							
Dyson St - Canning Hwy Intersection, Black Spot	212,500	203,455	9,045	F	4%	225,000	225,000
Morrisson Pedestrian Crossing Opposite Penros	56,500	58,499	(1,999)	U	-4%	60,000	60,000
Non Advertising Bus Shelter and Slab Replacement Program	-	-	-			75,000	75,000
Traffic/Black Spot - Mill Point Rd and Esplanade Ramp	-	-	-			364,000	-
Traffic/Black Spot - Tate St / Angelo St LCUS	6,596	6,646	(50)	U	-1%	14,596	-
<b>Local Traffic Management</b>	275,596	268,600	6,996	F	3%	738,596	360,000
<b>Parking Facilities</b>							
Car Park/Road Rehab Programme - Car Park Anstey St	47,500	50,874	(3,374)	U	-7%	75,000	75,000
Manning Senior Citizen car park-Asphalt Works	-	-	-			40,000	-
St Columba Church	-	-	-			50,000	-
<b>Parking Facilities</b>	47,500	50,874	(3,374)	U	-7%	165,000	75,000
<b>Total Expenditure</b>	<b>12,433,608</b>	<b>12,483,598</b>	<b>(49,990)</b>	<b>U</b>	<b>0%</b>	<b>34,573,924</b>	<b>31,624,075</b>

**City of South Perth**  
**2025/2026 - Significant Variance Analysis**  
**31-March-2026**  
**(Budget Versus Actual)**

**1. Operating Revenue and Expenditure by Business Unit**

Key Responsibility Area	YTD Revised Budget (\$)	YTD Actual (\$)	Variance (\$)	Var F/U	Var %	Revised Budget (\$)	Original Budget (\$)	Variance Analysis & Commentary Significant Variances: \$10,000 or 10% the greater of
<b>REVENUE</b>								
<b>Directorate - Corporate Services</b>								
Information Systems	-	575	575	F	100%	-	-	Permanent favourable in Miscellaneous revenue.
Finance	52,215,807	52,224,338	8,531	F	0%	53,852,889	53,572,306	Insignificant variance
Governance	2,436,413	2,447,693	11,280	F	0%	3,125,656	3,394,000	Favourable variance due to Recoup- utilities costs (\$11k)
People & Performance	-	-	-	-	-	-	2,300	
<b>Total Revenue - Corporate Services</b>	<b>54,652,221</b>	<b>54,672,607</b>	<b>20,386</b>	<b>F</b>	<b>0%</b>	<b>56,978,545</b>	<b>56,968,606</b>	
<b>Directorate - Development &amp; Community Services</b>								
Community, Culture & Recreation	898,739	897,752	(986)	U	0%	1,211,016	1,189,700	Insignificant variance
Library Services	26,681	33,775	7,094	F	27%	65,156	34,700	Favourable variance mainly in Photocopy revenue (\$5k) and Miscellaneous revenue (\$2k)
Development Services	1,216,075	1,220,196	4,120	F	0%	1,386,500	1,429,500	Insignificant variance
<b>Total Revenue - Development &amp; Community Services</b>	<b>2,141,495</b>	<b>2,151,723</b>	<b>10,228</b>	<b>F</b>	<b>0%</b>	<b>2,662,672</b>	<b>2,653,900</b>	
<b>Directorate - Infrastructure Services</b>								
Engineering	10,515,184	10,513,424	(1,760)	U	0%	10,829,203	10,927,889	Insignificant variance
Parks and Environment	4,835,040	4,844,227	9,187	F	0%	6,032,411	5,791,510	Insignificant variance
Waste, Fleet & Facilities	9,865,540	9,860,269	(5,271)	U	0%	9,966,637	9,815,204	Insignificant variance
<b>Total Revenue - Infrastructure Services</b>	<b>25,215,763</b>	<b>25,217,920</b>	<b>2,157</b>	<b>F</b>	<b>0%</b>	<b>26,828,251</b>	<b>26,534,603</b>	
<b>Total Revenue</b>	<b>82,009,479</b>	<b>82,042,250</b>	<b>32,771</b>	<b>F</b>	<b>0%</b>	<b>86,469,467</b>	<b>86,157,109</b>	
<b>EXPENDITURE</b>								
<b>Chief Executive's Office</b>								
Office of the CEO	469,691	465,623	4,068	F	1%	693,644	647,716	Insignificant variance
<b>Total Expense - Chief Executive's Office</b>	<b>469,691</b>	<b>465,623</b>	<b>4,068</b>	<b>F</b>	<b>1%</b>	<b>693,644</b>	<b>647,716</b>	
<b>Directorate of Corporate Services</b>								
Director of Corporate Services	202,380	210,204	(7,823)	U	-4%	270,399	300,296	Insignificant variance
Customer, Communications & Engagement	1,670,734	1,665,655	5,080	F	0%	2,366,590	2,206,262	Insignificant variance
Finance	2,581,921	2,577,311	4,609	F	0%	3,505,036	3,568,888	Insignificant variance
Information Systems	4,144,369	4,143,228	1,141	F	0%	5,788,574	5,822,007	Insignificant variance
Governance	3,606,180	3,613,147	(6,967)	U	0%	5,021,635	4,545,458	Insignificant variance
People & Performance	1,613,263	1,616,146	(2,883)	U	0%	2,279,800	2,336,111	Insignificant variance
<b>Total Expense - Corporate Services</b>	<b>13,818,847</b>	<b>13,825,690</b>	<b>(6,843)</b>	<b>U</b>	<b>0%</b>	<b>19,232,034</b>	<b>18,779,021</b>	
<b>Director of Development &amp; Community Services</b>								
Director of Development & Community Services	210,046	213,323	(3,278)	U	-2%	295,472	276,399	Insignificant variance
Community, Culture & Recreation	3,264,699	3,269,262	(4,563)	U	0%	4,398,876	4,638,987	Insignificant variance
Library Services	2,342,606	2,344,578	(1,972)	U	0%	3,263,134	2,970,402	Insignificant variance
Development Services	1,964,185	1,955,987	8,199	F	0%	2,663,501	2,793,509	Insignificant variance
Strategic Planning	252,638	247,127	5,511	F	2%	558,531	504,509	Insignificant variance
<b>Total Expense - Development &amp; Community Services</b>	<b>8,034,174</b>	<b>8,030,277</b>	<b>3,896</b>	<b>F</b>	<b>0%</b>	<b>11,179,515</b>	<b>11,183,806</b>	
<b>Director Infrastructure Services</b>								
Director Infrastructure Services	212,356	212,966	(611)	U	0%	313,107	355,140	Insignificant variance
Assets and Infrastructure Support	823,387	821,234	2,153	F	0%	1,342,510	1,404,380	Insignificant variance
Engineering	15,352,127	15,319,368	32,759	F	0%	23,087,620	23,687,537	Favourable variance due to timing, Cleaning (\$61k), TMM & sumps maintenance (\$13k), Depreciation roads (\$2k), offset by Gross pollutant trap maintenance (\$31k) and Pathways maintenance (\$8k)
Parks and Environment	12,699,690	12,695,786	3,904	F	0%	17,261,835	16,842,984	Insignificant variance
Waste, Fleet & Facilities	9,482,590	9,482,841	(251)	U	0%	13,132,183	13,254,079	Insignificant variance
<b>Total Expense - Infrastructure Services</b>	<b>38,570,150</b>	<b>38,532,197</b>	<b>37,953</b>	<b>F</b>	<b>0%</b>	<b>55,137,255</b>	<b>55,544,120</b>	
<b>Total Expenditure</b>	<b>60,892,861</b>	<b>60,853,787</b>	<b>39,074</b>	<b>F</b>	<b>0%</b>	<b>86,242,448</b>	<b>86,154,663</b>	
<b>Net Position</b>	<b>21,116,618</b>	<b>21,188,462</b>	<b>71,845</b>	<b>F</b>	<b>0%</b>	<b>227,020</b>	<b>2,446</b>	

**2. Capital Revenue and Expenditure**

Capital variance based on the subtotals contained in the f. Capital Revenue and Expenditure Report

CAPITAL REVENUE								
Park	534,020	536,663	2,643	F	0%	3,615,896	1,077,875	Insignificant variance
Roads	1,546,979	1,553,605	6,626	F	0%	2,341,422	1,902,924	Insignificant variance
Building	207,535	197,665	(9,870)	U	-5%	3,606,396	418,500	Insignificant variance
Artworks	81,747	105,018	23,271	F	28%	81,747	-	Permanent variance. Public Art Contribution
<b>Total Capital Revenue</b>	<b>2,370,281</b>	<b>2,392,951</b>	<b>22,670</b>	<b>F</b>	<b>1%</b>	<b>9,645,461</b>	<b>3,399,299</b>	

CAPITAL EXPENDITURE								
Drainage	-	-	-	-	-	360,000	200,000	
Pathways	467,333	465,628	1,705	F	0%	638,000	715,000	Insignificant variance
Roads	2,968,415	2,993,390	(24,975)	U	-1%	3,418,371	3,532,900	Overspent mainly due to timing. Manning Rd (B) - EB - Kent to Gillon, MRRG (\$8k), Road Rehab - Roseberry Ave - Jameson St to Mill Point Rd (\$3k), Manning Rd (A) - WB - Drogheda to Waterford, MRRG (\$6k), Second Ave - First Ave to Landsdowne Rd (\$7k), Elderfield St - Trumper to Kilkenny, MRRG (\$6k), and Road Rehab - Dyson St - Market St to Vista St (\$6k). Labouchere Rd - NB - Hardy to Charles, MRRG (\$6k) and Jackson Rd - Wandarra Cl to Cul De Sac (\$5k)., ROW #77 - Betwix Coode & Labouchere - Alston to Greenoch (\$2k). Offset by underspend Road Rehab - Crawshaw Cr - Lay St to Perth Rd (\$4k), Anstey Street Pedestrian Crossing (\$21k).
Buildings	3,289,667	3,312,548	(22,881)	U	-1%	9,704,320	4,783,595	Underspend due to timing, South Perth Tennis Club - Design Retrofit UAT (\$26k), offset by Coode Street Public Toilet New (\$3k)
Lighting	555,504	549,711	5,793	F	1%	3,226,346	765,460	Insignificant variance
Security	-	-	-	-	-	268,000	135,000	
Technology	139,500	138,118	1,382	F	1%	434,563	247,500	Insignificant variance
Collier Park Golf Course	2,727,813	2,731,820	(4,007)	U	0%	8,424,144	14,039,000	Insignificant variance
Plant and Fleet Management	483,098	485,218	(2,119)	U	0%	1,173,148	1,165,000	Insignificant variance
Foreshore & Natural Areas	865,270	865,650	(380)	U	0%	3,486,252	2,851,070	Insignificant variance
Park and Reserves	416,022	425,751	(9,730)	U	-2%	1,439,160	1,736,080	Insignificant variance
Waste Management	95,890	93,741	2,149	F	2%	585,360	578,470	Insignificant variance
Local Road Traffic Management	275,596	268,600	6,996	F	3%	738,596	360,000	Insignificant variance
Parking Facilities	47,500	50,874	(3,374)	U	-7%	165,000	75,000	Insignificant variance
<b>Total Capital Expenditure</b>	<b>12,433,608</b>	<b>12,483,598</b>	<b>(49,990)</b>	<b>U</b>	<b>0%</b>	<b>34,573,924</b>	<b>31,624,075</b>	
<b>Net Position</b>	<b>(10,063,327)</b>	<b>(10,090,647)</b>	<b>(27,320)</b>	<b>U</b>	<b>0%</b>	<b>(24,928,463)</b>	<b>(28,224,776)</b>	

As at 08-Apr-2026 14:23:06

**Statement of All Council Funds  
31 March 2026**

<b>Municipal Fund</b>		<b>34,396,514</b>
	Investments	33,174,850
	Current Account at Bank	1,218,424
	Cash on Hand	3,240
		34,396,514
		34,396,514
<b>Cash Backed Reserves</b>		<b>56,498,470</b>
	Reticulation and Pump Replacement Reserve	1,049,277
	Employee Entitlement Reserve	5,020,613
	Community Facilities Reserve	20,040,284
	Underground Power Reserve	140,358
	Parking Facilities Reserve	131,216
	River Wall Reserve	1,458,279
	Public Art Reserve	516,137
	Changeroom and Sport Lighting Facilities Reserve	6,015,617
	Financial Sustainability Investment Reserve Fund	16,339,010
	Waste Management Reserve	5,250,345
	Collier Park Golf Course Reserve	537,333
		56,498,470
		56,498,470
<b>Reserves represented by:</b>		
	Investments	55,534,495
	Accrued Interest	963,975
		56,498,470
		56,498,470
<b>TOTAL COUNCIL FUNDS</b>		<b>90,894,984</b>
		90,894,984

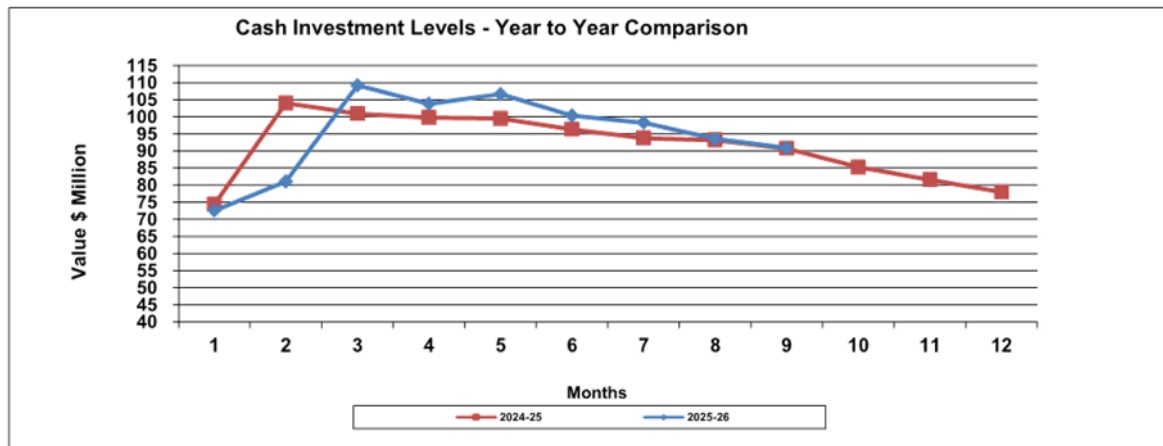
**Summary of Cash Investments**  
**31 March 2026**

Investments and Cash - Disclosed by Fund	\$	%
Municipal Reserves	34,396,514	37.84%
	56,498,470	62.16%
	<b>90,894,984</b>	<b>100.00%</b>

Investments - Disclosed by Financial Institution	Non-Fossil Fuel %	S&P Credit Ratings (Short Term)	\$	%
Commonwealth Bank (Fossil Fuel)*		A-1+	3,000,005	3.38%
ANZ Bank (Fossil Fuel)		A-1+	13,750,000	15.50%
Westpac Banking Corporation (Fossil Fuel)		A-1+	29,589,424	33.36%
National Australia Bank (Fossil Fuel)		A-1+	20,426,954	23.03%
Bank of Queensland (Non-Fossil Fuel)	16.14%	A-2	14,320,606	16.14%
IMB Bank (Non-Fossil Fuel)	1.83%	A-2	1,622,356	1.83%
Bendigo (Non-Fossil Fuel)	6.76%	A-2	6,000,000	6.76%
	24.74%		<b>88,709,345</b>	<b>100.00%</b>
Transfer to at Call Account				
Current Bank Accounts and accrued interest			2,185,639	
			<b>90,894,984</b>	

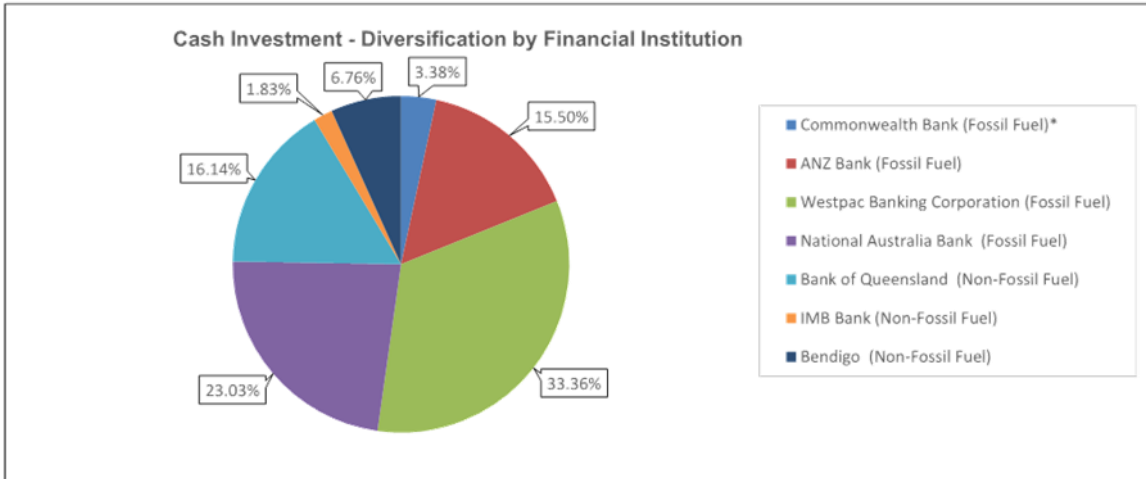
Interest Earned on Investments for Year to Date	31 March 2026	31 March 2025
Municipal Fund	1,310,112	1,694,868
Reserves	1,746,054	1,924,315
	<b>3,056,166</b>	<b>3,619,183</b>

The anticipated weighted average yield on funds currently invested is 4.45%

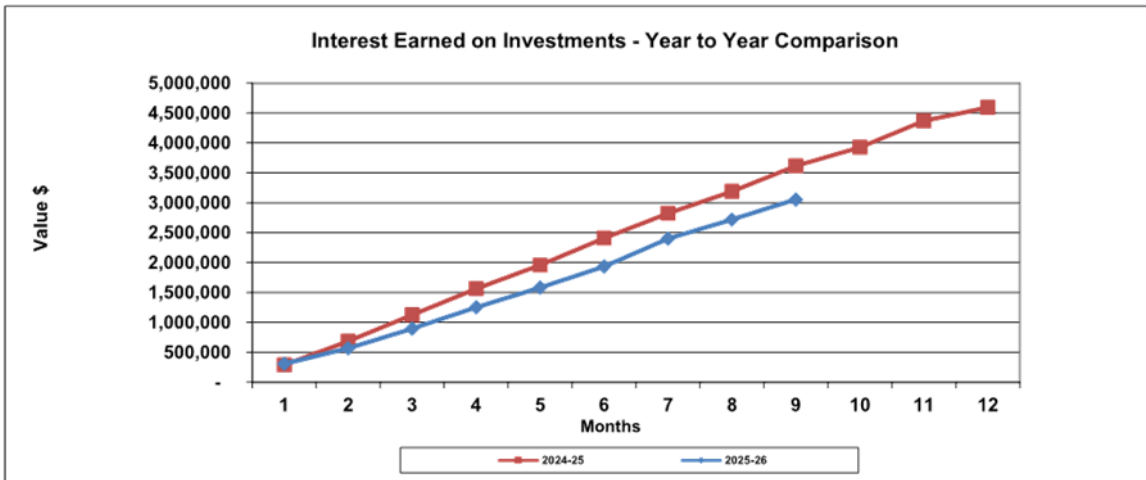


**SUMMARY OF CASH INVESTMENTS**  
**31 March 2026**

**Investments - Disclosed by Institution**



**Interest Earned on Investments**

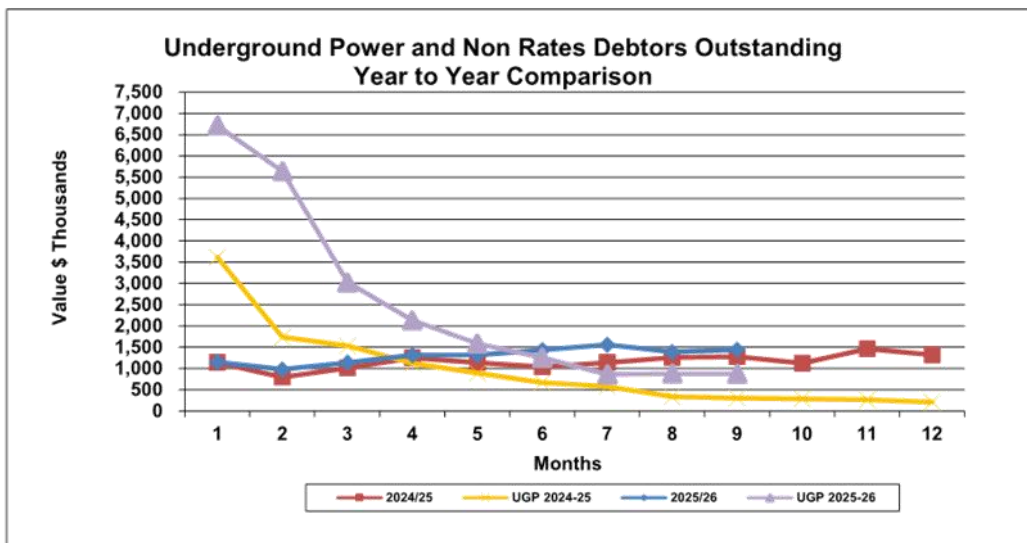
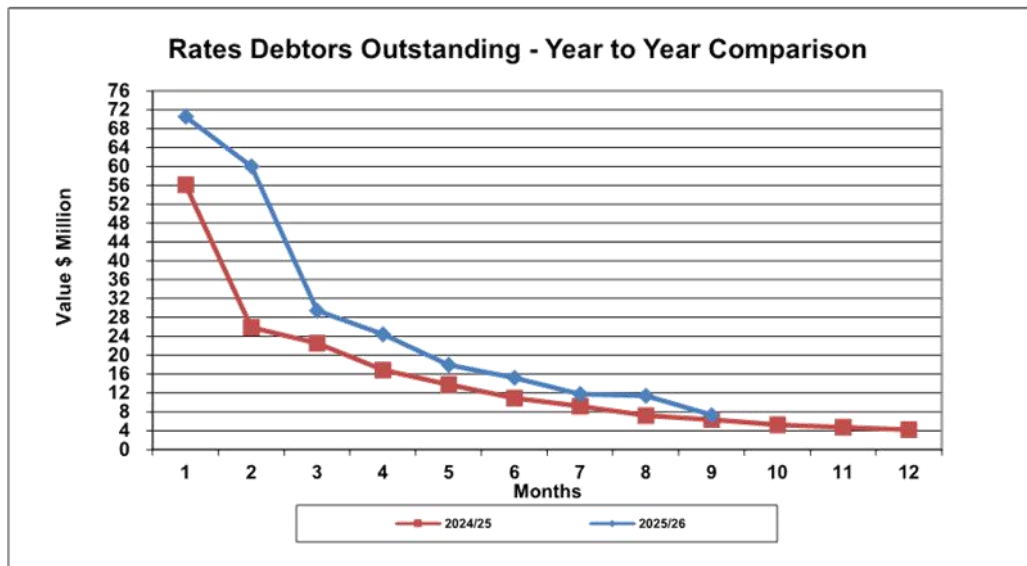


**Statement of Major Debtor Categories  
31 March 2026**

<b>Rates Debtors Outstanding</b>	<b>31 March 2026</b>	<b>31 March 2025</b>
Outstanding - Current Year & Arrears	6,179,028	5,668,086
Pensioner Deferrals	1,159,686	674,745
	<b>7,338,714</b>	<b>6,342,831</b>

**Rates Outstanding as a percentage of Rates Levied**

Percentage of Rates Uncollected at Month End	<b>12.81%</b>	<b>11.56%</b>
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# MINUTES

## Audit, Risk and Improvement Committee Meeting

10 March 2026

Committee Members

Here within are the Minutes of the Audit, Risk and Improvement Committee Meeting held Tuesday 10 March 2026 in the City of South Perth Council Chamber, corner Sandgate Street and South Terrace, South Perth.



LIZ LEDGER  
CHIEF EXECUTIVE OFFICER

16 March 2026

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# Audit, Risk and Improvement Committee Meeting - Minutes

## 1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Presiding Member declared the meeting open at 6.08pm and welcomed everyone in attendance for the first meeting of 2026.

The Presiding Member welcomed Mr Duy Vo (Partner, Audit & Assurance) from William Buck Consulting who presented and answered questions from Committee Members relating to the Internal Audit Reports at Items 6.1 and 6.2. The Presiding Member also welcomed the Local Government Monitor, Ms Gail McGowan PSM.

## 2. ATTENDANCE

### Elected Members

Mayor	Greg Milner
Manning Ward	Councillor André Brender-A-Brandis
Mill Point Ward	Councillor Jacqueline Raison
Mill Point Ward	Councillor Tim Houweling
Moresby Ward	Councillor Stephen Russell

### Independent Members

Ms Leah Horton (Presiding Member)  
Ms Shona Zulsdorf (Deputy Presiding Member)

### Officers

Chief Executive Officer	Ms Liz Ledger
Director Corporate Services	Ms Bree Websdale
Director Infrastructure Services	Ms Anita Amprimo
Manager Governance	Ms Toni Fry
Manager Information Systems	Mr Jeff Jones
Legal and Governance Coordinator	Ms Jessica Guy
Governance Officer	Ms Jane Robinson

### Guests

Local Government Monitor	Ms Gail McGowan PSM
William Buck Consulting	Mr Duy Vo (Retired at 6.45pm)

### Gallery

There were no members of the public present.

## 2.1 APOLOGIES

- Councillor Bronwyn Waugh

## 2.2 APPROVED LEAVE OF ABSENCE

Nil.

## 3. DECLARATIONS OF INTEREST

- Presiding Member Leah Horton – Impartiality Interest in Items 6.1 and 6.2 as ‘in my role as Director Strategy and Governance at the Department of Fire and Emergency Services (DFES), I engaged William Buck to undertake a one off forensic audit. During this finite engagement, I met and corresponded with Duy Vo and other representatives from William Buck.  
The work has now concluded and is not ongoing. It was a discrete appointment related solely to the recently completed audit, and I do not expect it to be relevant to any future Committee meetings.  
William Buck is not DFES’s contracted internal audit provider, however, given the recency of the work, I am disclosing it in the interests of transparency. I am comfortable participating in discussion and decision making.’

## 4. CONFIRMATION OF MINUTES

### 4.1 AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD: 10 November 2025

#### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Councillor Jacqueline Raison

That the Minutes of the Audit, Risk and Improvement Committee Meeting held 10 November 2025 be taken as read and confirmed as a true and correct record.

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

## 5. PRESENTATIONS

Nil.

## 6. REPORTS

The Presiding Member called for a mover and seconder to close the meeting to the public, to consider the following items:

- 6.1 - Internal Audit Report - Customer Service, Social Media and Stakeholder Engagement.
- 6.2 - Internal Audit Report – Records Management.
- 6.3 – Audit Register – Quarterly Report.

As the Item attachments are confidential in accordance with section 5.23(4)(e) of the *Local Government Act 1995* as they contain "information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations."

### COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf

**Seconded:** Councillor André Brender-A-Brandis

That the following Agenda Items be considered in closed session, in accordance with s5.23(4)(e) of the *Local Government Act 1995*:

- Item 6.1 - Internal Audit Report - Customer Service, Social Media and Stakeholder Engagement.
- Item 6.2 - Internal Audit Report – Records Management.
- Item 6.3 – Audit Register – Quarterly Report.

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

*The meeting was closed to the public at 6.11pm.*

*Presiding Member Leah Horton disclosed an Impartiality Interest in Item 6.1.*

## 6.1 INTERNAL AUDIT REPORT - CUSTOMER SERVICE, SOCIAL MEDIA AND STAKEHOLDER ENGAGEMENT

File Ref: D-26-920  
Reporting Officer(s): Liz Ledger, Chief Executive Officer

### Summary

This report tables the Internal Audit Report – Customer Service, Social Media and Stakeholder Engagement.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

That the Audit Risk and Improvement Committee notes the Customer Service, Social Media and Stakeholder Engagement audit report contained in **Confidential Attachment (a)**

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

### Background

The City’s Strategic Internal Audit Plan 2025 to 2027 outlines the areas within the business in which to review over the 3-year period.

Table 3. below provides the key areas for review and the year in which this is recommended. This report presents the findings for the Customer Service, Social Media and Stakeholder Engagement audit.

Table 3:

Audit Project	Last Reviewed	Hours			Reason for Inclusion / Comment
		FY/25	FY/26	FY/27	
Regulation 5 Financial Controls	2021	120			Scheduled for audit in 2023/2024 but not conducted. To be prioritised Dec 2024.
Regulation 17 CEO Review	2021	100			Scheduled for audit in 2023/2024 but not conducted. To be prioritised Dec 2024.
Procurement and Contract Management	2021		100		High risk areas
Records Management	-		80		No audit in the past 4 years
Customer service, Social-Media & Stakeholder Engagement	2020		80		Last audit was in 2020
Environmental Regulation	-			80	No audit in the past 4 years
Fraud and Misconduct including Conflict of Interest, Gifts and Hospitality	-			100	No audit in the past 4 years
Business Continuity and Disaster Recover	-			60	No audit in the past 4 years
Sub Total Hours		220	260	240	
Development of Strategic Internal Audit Plan	-	30	-	-	

#### 6.1 Internal Audit Report - Customer Service, Social Media and Stakeholder Engagement

The objectives of Internal Audits are to:

- Provide independent consideration of risks, controls and processes.
- Promote mechanisms that encourage a culture, which is conscious of risk, control and processes; and
- Assist and support the City in its drive for process improvement.

#### Comment

An audit was undertaken in relation to Customer Service, Social Media and Stakeholder Engagement at the City and completed in November 2025. The objective of this audit was to determine whether the City's controls are adequate and effective for ensuring customer service, social media, and stakeholder engagement processes are appropriately managed. It is important to note that this audit does not specifically pertain to the level of engagement, content quality and timing for social media.

Effective customer service, social media, and stakeholder engagement are critical functions for the City in achieving its strategic directions of community, economy, environment (build and natural), and leadership. These functions play a key role in connecting the City with communities, businesses, and contribute significantly to the City's reputation, trust and ability to deliver value to the community.

The scope of this audit is outlined below.

1. The identification of risk factors and adequacy of controls in relation to social media activities across customer service, communications and stakeholder engagement.
2. Guidance provided to staff on personal and professional social media use.
3. Procedures for determining and assessing breaches of the Code of Conduct.
4. Implications for pre-employment screening and other recruitment processes.
5. Training and awareness.
6. How to integrate best practices guidelines such as the Social media: Guidance for Australian Public Service Employees and Agencies.
7. Assessment of lost opportunities of not utilising social media effectively.
8. Stakeholder Engagement risk – failure to appropriately plan and execute a communications strategy to develop and maintain an effective relationship with ratepayers and the community.
9. Consideration of any other risks apparent to the functions of customer service, communication and stakeholder engagement.

Overall, the report finds the City has instilled several good practices including a comprehensive Customer Service Plan, customer service benchmarking, a Digital Communications Plan, relevant Management Practices and Stakeholder Engagement processes aligned with best practice guidelines.

**6.1 Internal Audit Report - Customer Service, Social Media and Stakeholder Engagement**

The report identified one area with a low risk finding:

Finding	Rating	Recommendation	Management response
Insufficient governance over the 2024 Digital Communications Plan	Low	Establish a centralise reporting framework that consolidates all updates and outcomes related to Digital Communications Plan, including progress tracking on each action of the four implementation states and ensuring that records are maintained.	The Digital Communication plan has been implemented over the last 18 months, and many actions are now complete. The document will be reviewed and updated in 2026  In progress. Target Date: December 2026

The audit identified two areas as ‘improvement opportunities.’

Finding	Rating	Recommendation	Management response
Opportunity to enhance guidance on personal and professional social media use following better practices	Improvement opportunity	Consider enhancing the M657 Social Media Management Practice by incorporating examples and guidance from public sector best practices (e.g. APS guidelines) particularly around passive engagement such as being tagged in external posts.  Promote awareness and understanding of the social media guidelines through ongoing internal communications, such as email reminders, workshops, or periodic briefings	The City to review M657.  In progress. Target Date: July 2026  Communicate social media guidelines in internal communications.  In Progress/Ongoing
Opportunity to consider enhancing risk register with additional risks to improve Customer Service.	Improvement opportunity	Consider reviewing and update the risk registers to consider the inclusion of specific risks related to customer service operations and ensure all leadership team are aware of the risks relevant to their business units.	This will be actioned.  In progress. Target Date: July 2026

The Auditor report on Customer Service, Social Media and Stakeholder Engagement in shown in **Confidential Attachment (a)**.

**Consultation**

The audit involved discussions with relevant officers.

**6.1 Internal Audit Report - Customer Service, Social Media and Stakeholder Engagement**

**Policy and Legislative Implications**

Nil.

**Financial Implications**

The cost of this audit was \$10,010.00. Staff time was also required.

**Key Risks and Considerations**

<b>Risk Event Outcome</b>	<p><b>Reputational Damage</b></p> <p>Deals with adverse impact upon the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. The outcome can range from a letter of complaint through to a sustained and co-ordinated representation against the City and or sustained adverse comment in the media.</p> <p><b>Legislative Breach</b></p> <p>Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.</p>
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	<p>Independent audits are a tool used by the City to identify risk.</p> <p>By implementing the recommendations or taking opportunities to improve, this reduces risk for the City and reduces chances of legislative breaches and/or reputational damage.</p> <p>Failure to regulate social media activities may increase reputational risk to the city.</p> <p>Inappropriate social media use has the potential to generate confusion or conflict in the community that may result in a loss of confidence in decision making.</p> <p>Audit findings are listed in an Audit log and provided to the ARIC for full transparency.</p>

**6.1 Internal Audit Report - Customer Service, Social Media and Stakeholder Engagement**

**Strategic Implications**

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.4 Maintain a culture of continuous improvement

**Attachments**

<b>6.1 (a):</b>	Customer, Social Media and Stakeholder Engagement Audit Report ( <i>Confidential</i> )
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*Presiding Member Leah Horton disclosed an Impartiality Interest in Item 6.2.*

## 6.2 INTERNAL AUDIT REPORT – RECORDS MANAGEMENT

File Ref: D-26-5766  
Reporting Officer(s): Bree Websdale, Director Corporate Services  
Liz Ledger, Chief Executive Officer

### Summary

This report tables the Internal Audit Report – Records Management.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Councillor Stephen Russell

That the Audit, Risk and Improvement Committee notes the Records Management audit report contained in **Confidential Attachment (a)**

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

### Background

The City’s Strategic Internal Audit Plan 2025 to 2027 outlines the areas within the business in which to review over the 3-year period.

Table 3. below provides the key areas for review and the year in which this is recommended.

Table 3:

Audit Project	Last Reviewed	Hours			Reason for Inclusion / Comment
		FY/25	FY/26	FY/27	
Regulation 5 Financial Controls	2021	120			Scheduled for audit in 2023/2024 but not conducted. To be prioritised Dec 2024.
Regulation 17 CEO Review	2021	100			Scheduled for audit in 2023/2024 but not conducted. To be prioritised Dec 2024.
Procurement and Contract Management	2021		100		High risk areas
Records Management	-		80		No audit in the past 4 years
Customer service, Social-Media & Stakeholder Engagement	2020		80		Last audit was in 2020
Environmental Regulation	-			80	No audit in the past 4 years
Fraud and Misconduct including Conflict of Interest, Gifts and Hospitality	-			100	No audit in the past 4 years
Business Continuity and Disaster Recover	-			60	No audit in the past 4 years
Sub Total Hours		220	260	240	
Development of Strategic Internal Audit Plan	-	30	-	-	

## 6.2 Internal Audit Report – Records Management

The objectives of Internal Audits are to:

- Provide independent consideration of risks, controls and processes.
- Promote mechanisms that encourage a culture, which is conscious of risk, control and processes; and
- Assist and support the City in its drive for process improvement.

### Comment

An audit was undertaken in relation to the City's Records Management Processes. Effective records management processes are essential in ensuring that business processes are efficient and that the risks associated with incomplete or improper record storage are minimised. Regular reviews of records management practices are necessary to ensure that policies are being followed and that controls remain effective.

The Auditor report on Records Management is shown in **Confidential Attachment (a)**.

The scope of the audit considered the key controls in the following areas:

1. Record Keeping Plan (RKP) is aligned with the State Records Act (SRA) 2000 and has been regularly reviewed and approved by the State Records Office (SRO);
2. Record keeping processes and documents are in place to ensure compliance at a high level with the SRA including the Record Keeping Plan, Metadata Management Policy, Thesaurus and Retention and Disposal Plan and key requirements are complied with;
3. Record Keeping Systems (RKS) are compliant with the SRA and Record Management Practices at the City;
4. Staff are aware and adhering to record keeping responsibilities under the SRA and Record Management practices, including the security/confidentiality of these records, at the City;
5. Consistent and systematic approach to record keeping requirements across the organisation;
6. Access to records is appropriately controlled through a system or hard copy records;
7. Disposal/destruction of both electronic and paper-based records are aligned to the General Disposal Authority for Local Government Records (GDA), by either staff or records;
8. Appropriate back-up processes exist for hard and softcopy records; and
9. Effectiveness of controls exist for a centralised process for all incoming and outgoing records (e.g. mail).

The objective of the audit was to determine whether controls are adequate controls in place in respect of Records Management, and compliance with the State Records Act 2000.

The audit has assessed the City as adequate for overall control effectiveness for records management.

**6.2 Internal Audit Report – Records Management**

The report identified the following good practices by the City:

**1.6 Positive Observations and Good Practices**

Based on our review, we observed several instances of good practices as follow:



The City has an updated RKP supported by up-to-date policies, procedures, guidelines, and manuals. These framework documents incorporate the RKS used by the City, including RMB and ECM.



Records classifications are automatically enforced by quick add profile (QAP) templates, and documents cannot be registered without having an assigned QAP. A system QAP is further monitored for any missing information and corrected by the System Administrator.



Internal communication programs are developed, including:

- A follow up from the Records Officer at the conclusion of one (1) month from the date of records training, to ensure recordkeeping procedures are understood and followed.
- Quarterly Recordkeeping Awareness Program to ensure all existing officers are aware of their roles and responsibilities.



Regular reviews and backups for both digital and physical records are noted. For physical records, regular checks are completed annually by the Records Coordinator to ensure storage is free from pests, dampness, mustiness, or mold. For digital records, incremental backups are completed daily, while full backups are completed once a month.



The City has completed an internal review and developed controls and improvement measures to ensure compliance with the SRA requirements. These improvements are documented in the City's RKP.

The report identified six recommendations/opportunities for improvement, as shown below:

Finding	Rating	Recommendation/ Opportunity for Improvement	Management Response
Limited controls to ensure records are captured in the approved record keeping system.	Moderate	Enhance monitoring controls such as implementing regular checks to ensure self-generated business records are not stored outside of the approved Record keeping system.	Perform audit of 1 or 2 high risk areas each quarter.  This is undertaken in conjunction with ongoing training.  Target date: 30/06/2026
		Develop and implement an Information asset register (IAR) to assist employees in understanding where specific records should be stored in.	Deliver an adopted IAR.  This information is currently contained in other locations/documents and will be centralised in an IAR.  Target date: 30/06/2026

6.2 Internal Audit Report – Records Management

Improvements for ongoing recordkeeping training and staff awareness.	Moderate	Strengthen monitoring mechanism by appropriately delegating and escalating to relevant Managers to ensure employees complete the training within required timeframes.	<p>The City has a structured training program for all new employees which include comprehensive record keeping.</p> <p>Reminders are sent when the training has not been completed in the first 2 weeks and continue until the training has been completed.</p> <p>The City could look at escalating the reminders to the employee’s manager and automating these in the ERP system.</p> <p>Target date: 30/12/2026</p>
		Implement periodic refresher training to maintain staff awareness of recordkeeping obligations and ensure knowledge remains current.	<p>The City will look at introducing a refresher records keeping training module.</p> <p>Target date: 30/06/2026</p>
Timeliness of Records Disposal	Low	Continue to develop and implement disposal program and consider strengthening the monitoring mechanisms to ensure timely disposal activities in accordance with the GRDALG.	<p>The City has a disposal program in its RKP which:</p> <ul style="list-style-type: none"> <li>• sets the minimum retention period that different categories of records must be held before their legal disposal</li> <li>• authorises the destruction of records that have reached their minimum retention period</li> <li>• identifies records that will be retained permanently as State archives.</li> </ul> <p>The City is currently behind on disposal of records that are due for destruction. The City will address this over the balance of 2026.</p> <p>Target date: 30/12/2026</p>

**6.2 Internal Audit Report – Records Management**

Delay in Adoption of the City-wide Business Continuity Plan (BCP).	Low	Continue development progress of the BCP and ensure record keeping requirements, including protection and disaster recovery of both digital and physical records, are clearly incorporated into the BCP.	The Information Systems Business Continuity Plan has been drafted.  The Information Systems Disaster Recovery Management Practice is in draft and will be integrated with the Disaster Preparedness Plan for Physical Vital  Target date: 30/06/2026
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**Consultation**

Nil.

**Policy and Legislative Implications**

*State Records Act 2000*

The City has a Record Keeping Plan that has been reviewed and endorsed as per the *State Records Act 2000*.

**Financial Implications**

The cost of this audit was \$14,300.

Staff time was also required.

**Key Risks and Considerations**

<b>Risk Event Outcome</b>	<b>Legislative Breach</b>  Refers to failure to comply with statutory obligations in the way the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision-making bodies within the collective organisation.
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	Independent audits are a tool used by the City to identify risk.  By implementing the recommendations or taking opportunities to improve, this reduces risk for the City and reduces chances of legislative breaches and/or reputational damage.  Audit findings are listed in an Audit log and provided to the ARIC for full transparency.

**6.2 Internal Audit Report – Records Management**

**Strategic Implications**

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.4 Maintain a culture of continuous improvement

**Attachments**

**6.2 (a):** Internal Audit Report - Records Management (*Confidential*)

### 6.3 AUDIT REGISTER - QUARTERLY REPORT

File Ref: D-26-2051  
Reporting Officer(s): Bree Websdale, Director Corporate Services  
Liz Ledger, Chief Executive Officer

#### Summary

This report provides an update on the progress of actions included in the Audit Register since last presented to the ARIC at the meeting on 10 November 2025.

#### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

That the Audit, Risk and Improvement Committee notes the progress recorded against each item within the Audit Register in **Confidential Attachment (a)**.

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

#### Background

The confidential Audit Register as contained in **Confidential Attachment (a)** is presented at each ARIC meeting. The Register:

- lists every open external and internal audit finding.
- describes the progress of implementing audit recommendations and tracks that as a percentage of completion.

The Audit Register is formatted to ensure clarity as detailed below:

1. The Audit Register presents audit outcomes by 'Finding' numbers. Any given Finding may have more than one 'Recommendation' and associated 'Agreed Management Action.'
2. Where a Finding has more than one Agreed Management Action, it is represented with double lines around that entire Finding.
3. Updates in relation to each Finding are displayed in chronological order i.e. latest update appears at the bottom of each Finding.
4. Each Finding that is to be closed (i.e. 100% complete for all Agreed Management Actions) is represented by a purple 'Closed Tally' column on the right.
5. All Findings that are being recommended for closure by the ARIC are filtered to the end of the register.

**6.3 Audit Register - Quarterly Report**

Only when all Agreed Management Actions related to a Finding are marked as 100% complete, will the Audit Register report recommend that the Finding be closed.

All closed items will not form part of the Audit Register report for future meetings.

**Comment**

The Audit Register is shown in **Confidential Attachment (a)**.

The following findings will be closed as they are complete:

<b>Finding</b>	<b>Comment</b>
208	Network access management.
214	Project management framework.
236	Payroll staff

**Consultation**

The recommendations are thoroughly reviewed prior to presentation.

**Policy and Legislative Implications**

*Local Government Act 1995*

*Local Government (Financial Management) Regulation 1996*

*Local Government (Audit) Regulations 1996*

**Financial Implications**

The cost of OAG Audit for 2024/2025 was \$111,554 plus GST.

The Internal Audit function has a budget of approximately \$60,000 for the 2025/2026 financial year.

Officers time to undertake recommendations and report on progress has not been estimated.

6.3 Audit Register - Quarterly Report

Key Risks and Considerations

<b>Risk Event Outcome</b>	<b>Legislative Breach</b> Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision-making bodies within the collective organisation
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	The City is subject to a comprehensive OAG Audit each year.  The City has a Council endorsed 3-Year Strategic Internal Audit Plan which runs from 2024/2025 to 2026/2027.  The City prepares a compliance audit return and undertakes Regulation 5 and 17 audits as pre legislation.  The recommendations from those reports are reported on Quarterly reporting to ARIC and Council for transparency.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction: Leadership  
 Aspiration: A local government that is receptive and proactive in meeting the needs of our community  
 Outcome: 4.3 Good governance  
 Strategy: 4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

Attachments

6.3 (a): Audit Register (*Confidential*)

**COMMITTEE RECOMMENDATION**

**Moved:** Ms Shona Zulsdorf

**Seconded:** Mayor Greg Milner

That the meeting be reopened to the Public.

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

In accordance with section 5.23(8)(f) of the Local Government Act 1995, the meeting was closed to the public for consideration of Items 6.1, 6.2, and 6.3 only, and after the consideration of these Items, the meeting was reopened at 6.47pm.

## 6.4 CORPORATE BUSINESS PLAN - QUARTERLY REPORT

File Ref: D-26-3357  
Reporting Officer(s): Liz Ledger, Chief Executive Officer

### Summary

This report provides an update on the objectives in the Corporate Business Plan 2025/2026 - 2028/2029.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

That the Audit, Risk and Improvement Committee notes:

1. the progress of listed project/activities from the Corporate Business Plan as shown in **Attachment (a)**.
2. the results recorded against each Measure of Success within the Corporate Business Plan as described in the Key Performance Indicator report contained within **Attachment (b)**.

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

### Background

The Corporate Business Plan 2025 to 2029 (**CBP**) was endorsed by Council at its meeting held 24 June 2025. The CBP outlines in detail the services and projects required to ensure delivery of the Strategic Community Plan 2021-2031 (**SCP**).

At each ARIC meeting, a report is presented on progress against projects/activities in the CBP for the prior quarter. This report presents on the period 1 October – 31 December 2025.

It should be noted that Council is currently going through the planning process for a new Council Plan (formerly the Strategic Community Plan). This will result in a new Annual Plan and key performance indicators. The anticipated completion date for this document is August 2026.

### Comment

#### Corporate Actions

The following table provides an overview of the progress of the 36 Corporate Actions scheduled for delivery in the CBP for 2025/2026:

On Track	Complete
32 (89%)	4 (11%)

**6.4 Corporate Business Plan - Quarterly Report**

The CBP Report (**Attachment (a)**) is presented for information, with comments in the 'Quarterly Updates' column.

Measures (KPIs)

The following table provides an overview of the progress of those 35 Key Performance Indicators (KPI's / Measures):

Achieved	Not Achieved/ In progress
30 (86%)	5 (14%)

The KPI Report (**Attachment (b)**) is presented for information, with a description in the 'Result Comment' column when a KPI is not achieved.

The following table extracts information from this Report in relation to KPIs that were below the targets set or not yet completed:

KPI	Measure	Result	Status Update
<b>Library Attendee Targets</b> The number of people visiting or attending the City's two Library branches (Manning and South Perth).	= 5 visits per capita annually (ALIA minimum benchmark) (235,000 visits p.a. for 25/26)  Target for Q1 and Q2- 117,500	112,712	Attendee numbers were 4,788 less than the target and this may have been affected by library closures due to renovations.
<b>Event Attendee Targets</b> The number of people attending the City's community events and partnership events.	Obtain the targeted number of 10,000 people per annum at community events delivered by the City and partnering organisations.  Target for Q1 and Q2- 5,000	Estimated at 4,819	Event numbers were estimated as 181 less than the target.  Attendance for Q2 events includes Sept Citizenship, Emerging Artist, Remembrance Day, Carols at Sunset & Christmas Markets.
<b>Recreation Facility Condition Satisfaction</b> The percentage satisfaction rate of facility user survey respondents reporting satisfaction with the condition of the facility they have booked.	Maintain satisfaction rate above 70%	59	This rating was derived from the recent MARKYT Community Scorecard that rated sport / recreation services and facilities at 59%.
<b>Parking Revenue</b> The percentage increase in parking revenue.	Increase the City's revenue from parking by 10% each year	0	The cost of parking was not increased by 10% and the City did not add any additional parking bays.  There is a drop of 19% between October - December 2024 when compared to October - December 2025.

6.4 Corporate Business Plan - Quarterly Report

KPI	Measure	Result	Status Update
<b>Internal Audit Completion</b> - The number of internal audits completed relative to the number of audits planned in the strategic internal audit plan (SIAP). (Complete/Planned).	Maintain completion rate above 75%	66	3 internal audits were scheduled for this financial year. 2 have been finalized. <b>The third is on track for completion by end of FY.</b>

**Consultation**

Nil.

**Policy and Legislative Implications**

*Local Government (Administration) Regulations 1996.*

**Financial Implications**

All projects and activities listed in the CBP that require funding, have budget allocations in 2025/26.

6.4 Corporate Business Plan - Quarterly Report

Key Risks and Considerations

<b>Risk Event Outcome</b>	<p><b>Reputational Damage</b></p> <p>Deals with adverse impact upon the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. The outcome can range from a letter of complaint through to a sustained and co-ordinated representation against the City and or sustained adverse comment in the media.</p> <p><b>Project Cost</b></p> <p>This relates to any project exceeding the project budget. Ranging and exceeding the budget by up to 10% to 30% and over.</p> <p><b>Project Time</b></p> <p>This relates to any project exceeding the project deadline. Ranging from exceeding the deadline by up to 10% to 30% and over.</p>
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	<p>The City has the following measures in place to mitigate the risk of non-completion and delayed completion of items in the CBP:</p> <ol style="list-style-type: none"> <li>1. Annual Budget allocation for projects (staffing and financial).</li> <li>2. Midyear budget review.</li> <li>3. Annual business planning.</li> <li>4. Regular communications.</li> <li>5. Setting KPIs for staff.</li> <li>6. EMT tracking of CBP projects/activities.</li> <li>7. Quarterly reporting to ARIC and then Council.</li> <li>8. OAG Audits and internal auditing.</li> </ol>

**6.4 Corporate Business Plan - Quarterly Report**

**Strategic Implications**

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.4 Maintain a culture of continuous improvement

**Attachments**

<b>6.4 (a):</b>	Project Status Update
<b>6.4 (b):</b>	KPI Status Updates

## 6.5 INTEGRITY FRAMEWORK

File Ref: D-26-3704  
Reporting Officer(s): Bree Websdale, Director Corporate Services  
Liz Ledger, Chief Executive Officer

### Summary

A review of the City of South Perth Integrity Framework is presented to the Audit, Risk and Improvement Committee for review.

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Councillor Tim Houweling

That the Audit, Risk and Improvement Committee notes City of South Perth Integrity Framework as contained in **Attachment (c)** and recommends adoption by Council.

### AMENDMENT

**Moved:** Ms Leah Horton  
**Seconded:** Mayor Greg Milner

That the words 'and recommends adoption by Council' be removed from the Recommendation.

#### Reasons for Change

I have moved this to have the Item proceed.

**The amendment was put and declared CARRIED (5/2) and formed part of the substantive motion**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Councillors Tim Houweling and Jacqueline Raison.

### Amended Substantive Motion AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Councillor Tim Houweling

That the Audit, Risk and Improvement Committee notes City of South Perth Integrity Framework as contained in **Attachment (c)**.

**CARRIED (6/1)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Councillor Jacqueline Raison.

6.5 Integrity Framework

**Background**

Part of the Public Sector Commissioner's (PSC) role is to promote and maintain integrity, conduct and ethics in the government sector. In 2020, the PSC released the Integrity Strategy for WA Public Authorities 2020-2023. Integrity Frameworks are mandatory for public sector bodies (departments, ministerial offices etc) and encouraged for all other public authorities such as local governments.

A comprehensive, well-coordinated and implemented framework helps an authority:

- manage identified integrity risks;
- prevent misconduct and corruption;
- develop a culture built on integrity;
- have leadership oversight;
- build robust planning, performance, monitoring and review processes;
- continuously improve its approach to integrity;
- inform stakeholders, including integrity bodies, about its approach to integrity.

In October 2024, the PSC published a new Integrity Strategy for WA Public Authorities 2024-28 (**Attachment (b)**) with an Integrity Framework Maturity Self-Assessment. The PSC Self-Assessment Tool contains 4 indicators that provide an overarching description of what the approach to integrity looks like at each level – Emerging, Developing, Embedded and Excelling.

Emerging	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>
Developing	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>
Embedded	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>
Excelling	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

## 6.5 Integrity Framework

### Comment

The City's existing Integrity Framework is provided at **Attachment (a)**. The Framework outlines the City's approach to integrity and how it endeavours to prevent and addresses improper conduct.

The PSC Self-Assessment Tool has been completed by the City to provide an overview of the state of integrity across the City as at December 2025 (**Attachment (d)**).

The City has assessed itself at the "Developing" maturity level for most elements. The assessment has found that although integrity is part of staff training and is referred to in corporate documents it is not embedded in day-to-day culture across all levels of the City.

Integrity is essential for creating a sustainable, respectful, and effective culture. It ensures transparency, accountability, ethical behaviour.

Improving the City's risk maturity and commitment to integrity will need to be an area of focus for the City. This key role will be for the City's leaders (Council and Senior Staff), as they set the ethical tone, and foster a culture where integrity is embedded in decision-making and behaviours.

Training is also important to ensure all staff possess the knowledge and skills to adhere to ethical obligations expected of them.

A review of the Framework has also been undertaken against the new Integrity Strategy and the PSC's Integrity Framework Template. The revised Framework is provided at **Attachment (c)**. The following changes are proposed to the document:

- Revision of the Framework's structure and content to ensure consistency with the PSC Integrity Framework and the Integrity Model for Western Australian public authorities.
- Incorporation of the four improvement areas identified in the Integrity Model:
  - Plan and act to improve integrity
  - Model and embody a culture of integrity
  - Learn and develop integrity knowledge and skills
  - Be accountable for Integrity
- Update of roles and responsibilities to reflect requirements under the Integrity Framework.
- Replacement of the Integrity Snapshot Tool with the PSC Self-Assessment Tool.

### Consultation

The PSC recommends public sector bodies reassess their approach using the Self-Assessment Tool no less than every three years.

In light of the City's developing status, it is recommended that the framework will be reviewed annually and presented to the Committee and then Council for adoption.

### Policy and Legislative Implications

*Corruption, Crime and Misconduct Act 2003*

*Public Interest Disclosure Act 2003*

*Public Sector Management Act 1994*

Policy P694 Fraud & Corruption Control

6.5 Integrity Framework

**Financial Implications**

Implementation of the Framework requires ongoing staff resources and training expenses. Budget may be required in 2026-2027 to enable sufficient resourcing.

**Key Risks and Considerations**

<b>Risk Event Outcome</b>	<p><b>Legislative Breach</b></p> <p>Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision-making bodies within the collective organisation.</p> <p><b>Financial Loss</b></p> <p>An adverse monetary impact on the City as a consequence of a risk event occurring. A grading is assigned to different levels of potential loss relative to the significance of the impact on the City's ongoing operations and its ability to deliver expected services.</p> <p><b>Reputational Damage</b></p> <p>Deals with adverse impact upon the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. The outcome can range from a letter of complaint through to a sustained and co-ordinated representation against the City and or sustained adverse comment in the media.</p>
<b>Risk rating</b>	Medium
<b>Mitigation and actions</b>	<p>The Integrity Framework is part of the City approach to integrity. It helps to reduce misconduct risk and subsequent legislative breach (and financial and reputation loss) by:</p> <ul style="list-style-type: none"> <li>• Reinforcing a culture built on integrity.</li> <li>• Establishing coordinated risk-based integrity systems.</li> <li>• Requiring development of integrity knowledge and skills.</li> <li>• Promoting consistent expectations of behaviour.</li> </ul>

**6.5 Integrity Framework**

**Strategic Implications**

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

**Attachments**

<b>6.5 (a):</b>	City of South Perth Integrity Framework 2020
<b>6.5 (b):</b>	PSC Integrity Strategy for WA Public Authorities 2024-2028
<b>6.5 (c):</b>	Proposed City of South Perth Integrity Framework
<b>6.5 (d):</b>	City of South Perth Self Assessment

## 6.6 RISK MANAGEMENT - QUARTERLY REPORT

File Ref: D-26-2045  
Reporting Officer(s): Bree Websdale, Director Corporate Services  
Liz Ledger, Chief Executive Officer

### Summary

This report outlines activities undertaken by the City of South Perth relating to Risk Management, Business Continuity and Workplace Health and Safety.

### Committee Recommendation

**Moved:** Mayor Greg Milner  
**Seconded:** Ms Shona Zulsdorf

That Clause 10.1A of the City of South Perth Standing Orders Local Law 2007 be suspended to present an Alternative Motion as opposed to the Officer Recommendation.

### Reasons

I understand that Ms Zulsdorf has amendments that are considered to be an Alternative Motion. We would not be able to consider those amendments if the Standing Orders Clause 10.1A were still in place. As it would have been necessary for those amendments to be submitted by 12 noon yesterday. Given that this is a Committee Meeting, and not a Council Meeting; I would like to hear these proposed amendments.

**CARRIED BY ABSOLUTE MAJORITY (6/1)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Councillor Tim Houweling.

### Alternative Motion

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

1. That the Strategic Risk report developed by RiskWest be set aside and that a Strategic Risk Workshop be held with all Councillors and ARIC members attending and delivered using the framework and definitions within the existing Risk Framework at the City of South Perth, the existing Strategic Risk Register and the existing Strategic Community Plan.
2. That the OAG Exit Debrief 2019, OAG Exit Debrief 2020 and the paper tabled under item 7.6 Response to Notice of Motion be tabled at the June ARIC meeting.

6.6 Risk Management - Quarterly Report

**Reasons for Change:**

1. The definition of strategic risk used in the training is inconsistent with that used in the CoSP Risk Framework. The risks were identified by the facilitator without input by attendees. Attendees were asked to identify risks linked to risks which was not clearly explained. Risks were aggregated in a way that precluded meaningful assessment and risks were not rated.
2. The City of South Perth Integrity Framework articulates the standards of behaviour expected of those involved in decision making processes with the City. Ethical leadership is defined as using transparency and accountability in decision making to make decisions that are fair, unbiased and able to withstand public scrutiny. To ensure that these ideals are achieved, the City is committed to fostering and supporting an environment where employees feel comfortable to speak up and intervene when needed. Under section 16(b) of the Local Government (Audit) Regulations 1996 one of the key functions of ARIC is to recommend to the Council improvements to the local government's systems and procedures in relation to risk management.
3. At the Strategic Risk Workshop on 23 February 2026, statements were made on the previous financial performance of the City. It is essential that only accurate information be tabled at ARIC meetings. The requested documents are a historical record of the recent financial performance of the City.

**COMMITTEE RECOMMENDATION**

**Moved:** Councillor Stephen Russell  
**Seconded:** Ms Leah Horton

That Clause 8.9 of the City of South Perth Standing Orders Local Law 2007 be suspended to allow Committee Members to speak more than once.

**CARRIED BY ABSOLUTE MAJORITY (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

At 8.26pm, the Local Government Monitor Ms Gail McGowan PSM adjourned the meeting under regulation 16 of the *Local Government (Local Government Inspector) Regulations 2025*.

The meeting reconvened at 8.28pm.

#### 6.6 Risk Management - Quarterly Report

During debate on the Item, it was suggested that the motion be amended to replace the words 'that the strategic risk report developed by RiskWest be set aside and' with the words 'requests that the Chief Executive Officer' in paragraph 1.

With the agreement of the mover and seconder, the motion was amended as follows:

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

1. Requests that the Chief Executive Officer hold a Strategic Risk Workshop with all Councillors and ARIC members attending and delivered using the framework and definitions within the existing Risk Framework at the City of South Perth, the existing Strategic Risk Register and the existing Strategic Community Plan..
2. That the OAG Exit Debrief 2019, OAG Exit Debrief 2020 and the paper tabled under item 7.6 Response to Notice of Motion be tabled at the June ARIC meeting.

#### Amendment

**Moved:** Councillor Stephen Russell  
**Seconded:** Councillor Tim Houweling

That the motion is amended to remove paragraph 2, as follows: 'That the OAG Exit Debrief 2019, OAG Exit Debrief 2020 and the paper tabled under item 7.6 Response to Notice of Motion be tabled at the June ARIC meeting.'

#### Reasons for Change

I have not had the opportunity to go back and look at the data. From what I have heard, I do not understand the purpose of it. For that reason, paragraph 2 is removed.

**The amendment was put and declared LOST (3/4)**

**For:** Councillors Tim Houweling, Jacqueline Raison and Stephen Russell.  
**Against:** Mayor Greg Milner, Councillor André Brender-A-Brandis, Ms Leah Horton and Ms Shona Zulsdorf.

#### Alternative Motion AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

1. Requests that the Chief Executive Officer hold a Strategic Risk Workshop with all Councillors and ARIC members attending and delivered using the framework and definitions within the existing Risk Framework at the City of South Perth, the existing Strategic Risk Register and the existing Strategic Community Plan.
2. That the OAG Exit Debrief 2019, OAG Exit Debrief 2020 and the paper tabled under item 7.6 Response to Notice of Motion be tabled at the June ARIC meeting.

6.6 Risk Management - Quarterly Report

**CARRIED (6/1)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Councillor Tim Houweling.

**Officer Recommendation**

That the Audit, Risk and Improvement Committee notes the details of the activities contained in the body of this report.

**Background**

The City's Audit, Risk and Improvement Committee (**ARIC**) is a Committee of Council in accordance with the *Local Government Act 1995 (the Act)*.

Pursuant to regulation 16 of the *Local Government (Audit) Regulations 1996*, a function of the Committee is to receive and review reports on the appropriateness and effectiveness of the City's systems and procedures in relation to risk management.

This activity report provides an update on the City's risk management practices undertaken for the previous quarter in relation to Strategic Risks, Business Continuity and Workplace Health and Safety.

**Comment**

Strategic Risk

On 23 February 2026, a Strategic Risk Workshop was facilitated by an external consultant. The workshop was attended by Council Members and Independent Members of the ARIC.

The quarterly review of the current Strategic Risk Registers has been deferred to enable the outcomes of the workshop to inform a review and amendment to the Strategic Risk Register.

An updated Strategic Risk Register will be finalised in the next quarter.

Operational Risk

In line with the Risk Management Framework 2024, all operational risks assessed with a residual risk rating of High or Extreme are reported to the ARIC.

There are no Operational risks rated as High or Extreme.

Business Continuity Plan

The City's Business Continuity Management Framework establishes the City's Business Continuity Management capability through four key components and further documentation:

1. Emergency Management Procedures (Emergency evacuation) – the immediate response to an event or critical incident with a focus on ensuring the safety of people followed by the protection of assets.
2. Critical Incident Management – the management of critical incident related issues including the management of stakeholders.

**6.6 Risk Management - Quarterly Report**

3. Business Continuity Plans – the process of restoring critical elements of City services and functions within the City’s service model. This includes the recovery of IT systems by invoking the IT disaster recovery plan.
4. Business Recovery – the process of long-term recovery of all operational and functional capability and performance.

The City’s Business Continuity Management Framework was presented to the ARIC at its 12 September 2023 meeting.

The City’s business continuity plan is under review and anticipated to be provided to the ARIC at the next meeting for noting.

The purpose of a BCP is to enable the City to respond effectively to incidents, safeguard people and assets and recover normal operations in a timely and coordinated manner. Aligned with the City’s Risk Management Framework, policies and practices, the BCP provides structured guidance and information to support informed decision-making in the event of a business interruption.

Work Health and Safety

During the last quarter, the following key Work Health and Safety (WHS) the following activities and initiatives were undertaken:

1. The annual ISO 45001 surveillance audit was successfully completed, and the City’s ISO 45001 accreditation has been maintained.
2. Review of Management of Volunteers and creation of new documentation.
3. Emergency protocols and evacuation maps were reviewed and updated.
4. As part of the City’s commitment to continuous improvement and employee wellbeing, the City has taken steps to become a menopause-friendly workplace, including the development of a Menopause Friendly Guidelines document.

**Consultation**

Nil.

**Policy and Legislative Implications**

*Local Government Act 1995*

*Local Government (Audit) Regulations 1996*

*Work Health and Safety Act 2020*

**Financial Implications**

All activities listed have been completed within allocated budget.

6.6 Risk Management - Quarterly Report

Key Risks and Considerations

<b>Risk Event Outcome</b>	<b>Legislative Breach</b> Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	Setting and quantifying risk appetite. Ensuring risk management functions are resourced. Regular risk reviews and identifying potential risks before they occur so that impacts can be minimised and opportunities realised. Embedding risk practices into City operations.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.4 Maintain a culture of continuous improvement

Attachments

Nil.

**COMMITTEE RECOMMENDATION**

**Moved:** Ms Leah Horton

**Seconded:** Mayor Greg Milner

That Clauses 8.9 and 10.1A of the City of South Perth Standing Orders be reinstated.

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

## 6.7 COUNCIL RESOLUTION TRACKING

File Ref: D-26-928  
Reporting Officer(s): Liz Ledger, Chief Executive Officer

### Summary

This report provides the Audit, Risk and Improvement Committee with an update on the status of Council Resolutions made in 2025.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

That the Audit, Risk and Improvement Committee notes the contents of this report.

**CARRIED (7/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Tim Houweling, Jacqueline Raison and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

**Against:** Nil.

### Background

A Status Report on Council Resolutions is maintained and available on the City's website for the period 2021 to 2025.

Commencing from this Audit, Risk and Improvement Committee (ARIC) meeting, a report will be provided to each ARIC meeting detailing Council resolutions and their status.

The Council Resolutions Register is managed as follows:

- After a Council Meeting, each resolution is entered on the Register.
- Each resolution is assigned to the relevant Manager/Director.
- The resolution is marked as in progress or completed.
- Items that have been completed are shown in green.
- Items that are not completed or in progress are shown in red.

### Comment

In 2025, the City held 11 Ordinary Council Meetings and 1 Special Council Meeting.

The table below details the number of Council Resolutions that were made at each meeting and their status:

Meeting Date	Number of Resolutions	Status
25 February 2025	19	All completed

**6.7 Council Resolution Tracking**

25 March 2025	28	All completed
22 April 2025	13	All completed
27 May 2025	10	All completed
24 June 2025	17	16 completed 1 on hold
22 July 2025	8	7 completed 1 in progress
12 August 2025 (Special)	1	All completed
26 August 2025	18	15 completed 3 in progress
23 September 2025	4	All completed
28 October 2025	21	19 completed 2 in progress
18 November 2025	5	All completed
16 December 2025	25	23 completed 2 in progress
January 2026	No meeting	-
February 2026	Meeting had not concluded at the time of release of the ARIC Agenda.	-

The 2025 Register is presented as **Attachment (a)**.

**Consultation**

The Register will be reviewed at every Executive Management Team meeting. Previously it was reviewed quarterly by the Executive Management Team.

**Policy and Legislative Implications**

*Local Government Act 1995*

**Financial Implications**

Nil.

6.7 Council Resolution Tracking

**Key Risks and Considerations**

<b>Risk Event Outcome</b>	<p><b>Legislative Breach</b></p> <p>Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.</p> <p><b>Reputational Damage</b></p> <p>Deals with adverse impact upon the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. The outcome can range from a letter of complaint through to a sustained and co-ordinated representation against the City and or sustained adverse comment in the media.</p>
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	<p>Council Resolutions are maintained in a register and there is visibility and accountability of the Register through the ARIC, Council and on the website.</p> <p>They are reviewed regularly by the Executive Management Team.</p>

**Strategic Implications**

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction: Leadership  
 Aspiration: A local government that is receptive and proactive in meeting the needs of our community  
 Outcome: 4.3 Good governance  
 Strategy: 4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

**Attachments**

6.7 (a): 2025 Council Resolutions Register

**7. MEETING CLOSED TO THE PUBLIC**

The meeting was closed to the public at 6.11pm, and reopened at 6.47pm to consider Items 6.1, 6.2 and 6.3.

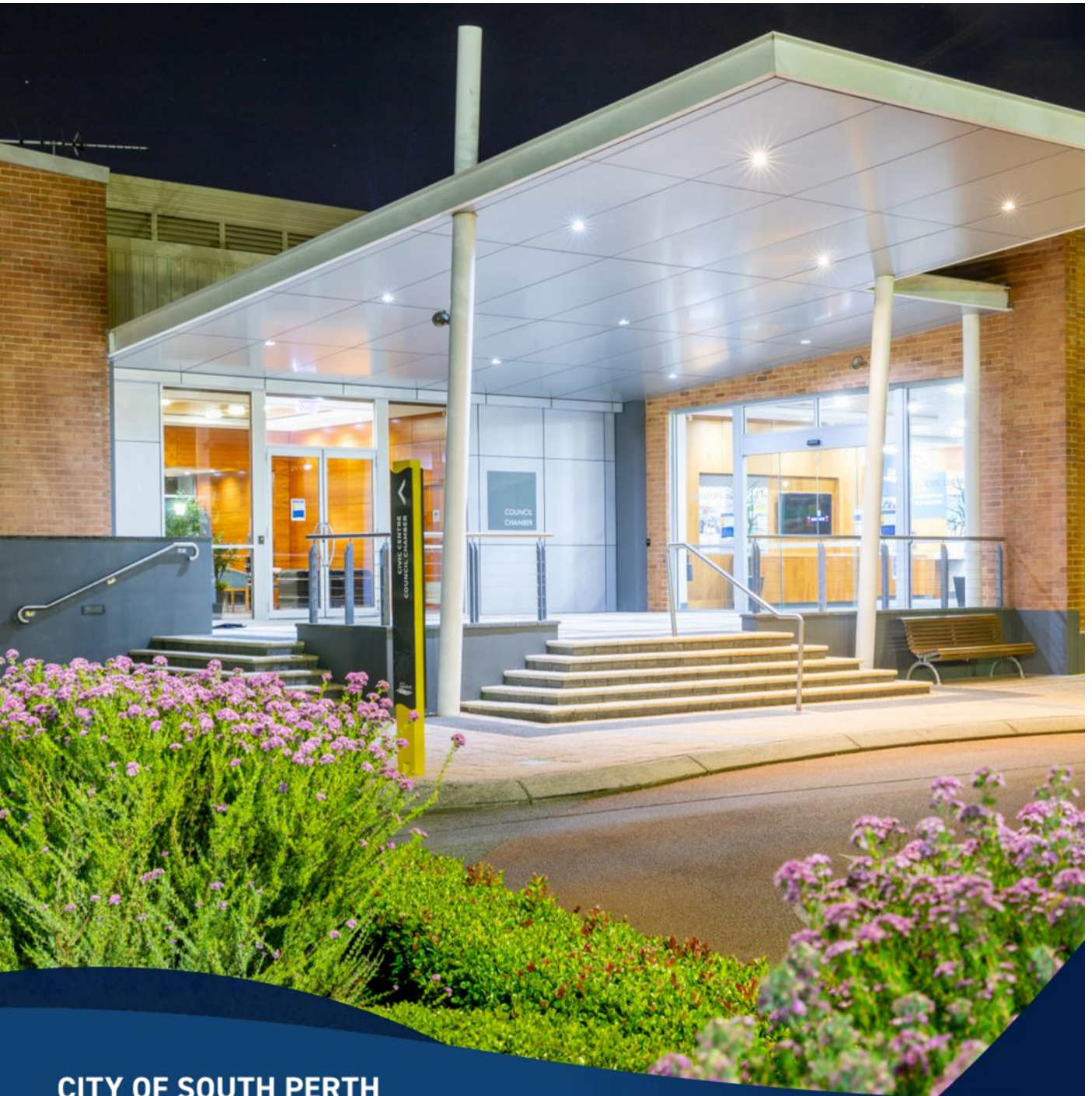
**8. CLOSURE**

The Presiding Member declared the meeting closed at 8.50pm.

These Minutes were confirmed at the next Audit, Risk and Governance  
Committee Meeting yet to be determined.

Signed: \_\_\_\_\_

Presiding Member at the meeting at which the Minutes were confirmed.



**CITY OF SOUTH PERTH  
INTEGRITY  
FRAMEWORK**





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## 1. COMMITMENT TO INTEGRITY

“Integrity is an absolute imperative for a strong government sector that is resistant to misconduct and corruption, and maintains the trust of the community it serves.”

**Public Sector Commission, Integrity Strategy for WA Public Authorities 2024-2028**

The City of South Perth (the City) Integrity Framework is modelled on the Integrity Strategy for WA Public Authorities 2024 – 2028 published by the Public Sector Commission Western Australia.

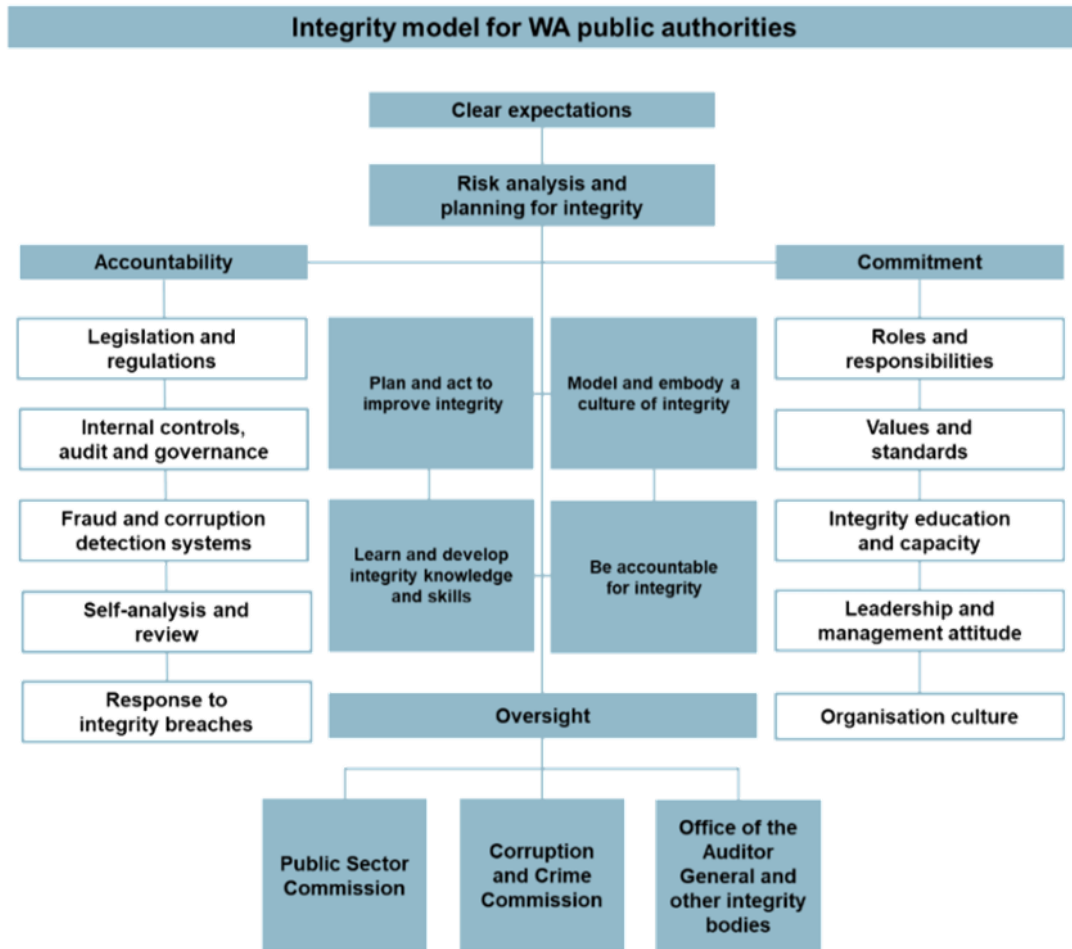
Operating with integrity means using powers responsibly for the purpose and in the manner for which they were intended. It means acting with honesty and transparency; and making reasoned decisions without bias by following fair and objective processes. It also means preventing and addressing improper conduct, disclosing facts without hiding or distorting them and not allowing decisions or actions to be influenced by personal or private interests.

This Integrity Framework outlines the policies, mechanisms and responsibilities that help the City of South Perth deliver on the Strategic Community Plan 2021-2031 through high levels of honesty, objectivity, ethics and accountability.

### **Why is integrity important to the City?**

Increasing the ethical capacity of the City and managing risks appropriately assists in establishing an ethical organisational culture. The culture of the organisation is the most influential factor on the behaviour of our employees. It has the potential to make an ethical person act unethically or an unethical person behave ethically (Independent Commission Against Corruption (NSW), 1998).

Although the City has Codes of Conduct, policies and management practices, these alone will not guarantee the ethical behaviour of people. An ethical and professional workplace is the best safeguard against risks to integrity, including improper conduct, misconduct and corruption.



## 2. PLAN AND ACT TO IMPROVE INTEGRITY

*Effective governance systems and frameworks are established.*

### 2.1 ROLES AND RESPONSIBILITIES

Each employee and Elected Member is responsible for integrity in the organisation. The table below details the specific roles and responsibilities relevant to this Framework.

ROLE	RESPONSIBILITY
<p><b>Chief Executive Officer</b></p>	<ul style="list-style-type: none"> <li>• Implement and administer the Employee Code of Conduct.</li> <li>• Drive a culture of integrity through the active demonstration of City values and by communicating the importance of meeting integrity standards.</li> <li>• Promote a culture of integrity through collaboration, employee training and other activities.</li> <li>• Exhibit leadership in preventing, detecting and responding to misconduct.</li> <li>• Administer the City’s Risk Management Framework.</li> <li>• Provide advice to Council regarding integrity and administer the Code of Conduct for Elected Members, Committee Members and Candidates.</li> <li>• Provide appropriate inductions and training for Elected Members in accordance with the Code of Conduct for Elected Members, Committee Members and Candidates.</li> <li>• Notify the Corruption and Crime Commission (major misconduct) or the Public Sector Commission (minor misconduct) of any suspected incidences of misconduct as required by the <i>Corruption, Crime and Misconduct Act 2003</i>.</li> </ul>
<p><b>Executive Management Team</b></p>	<ul style="list-style-type: none"> <li>• Drive a culture of integrity through active demonstration of the City’s values and by communicating the importance of meeting integrity standards.</li> <li>• Embody and promote a culture of integrity through collaboration, employee training and other activities.</li> <li>• Exhibit leadership in preventing, detecting and responding to misconduct.</li> <li>• Administer the City’s Risk Management Framework and undertake reviews of the City’s systems and processes for managing risk and reporting the outcome to the Audit, Risk and Improvement Committee.</li> <li>• At least one member of the Executive Management Team is appointed as the City’s Public Interest Disclosure Officer.</li> </ul>

<p><b>Governance Business Unit</b></p>	<ul style="list-style-type: none"> <li>• Assist with the development and review of the Integrity Framework.</li> <li>• Keep apprised of legislative changes and implement as required.</li> <li>• Fulfill the City’s Freedom of Information function.</li> <li>• Support inductions and training for Elected Members in accordance with the Code of Conduct for Elected Members, Committee Members and Candidates.</li> <li>• Administer Primary and Annual Returns and Related Party Disclosures for Elected Members and designated employees.</li> <li>• Facilitate employee refresher training on integrity matters.</li> <li>• Facilitate biennial election process including training, support and disclosure requirements.</li> <li>• Provide reports and advice to the Audit, Risk and Improvement Committee on risk and integrity matters.</li> </ul>
<p><b>People and Performance Business Unit</b></p>	<ul style="list-style-type: none"> <li>• Commit to follow a thorough and unbiased recruitment practice and to recruit individuals who are closely aligned with the City’s values.</li> <li>• Ensure pre-employment screening is conducted for new employees including:             <ul style="list-style-type: none"> <li>○ Current Police Clearances (required for all employees)</li> <li>○ 100 points of Identification</li> <li>○ Qualification Checks – professional qualifications and Machinery tickets/ Licenses</li> <li>○ Pre-employment medicals</li> <li>○ Reference Checks</li> <li>○ Working With Children Check (where required)</li> </ul> </li> <li>• Ongoing review of police clearances, identification and qualifications for existing employees.</li> <li>• Prepare and publish policies, management practices and procedures to ensure integrity in human resources processes.</li> <li>• Administer Annual Employee Declaration and Change in Circumstances forms for employees.</li> <li>• All employees require a National Police Clearance upon commencement of work.</li> <li>• Monitor expiry of licenses, qualifications, certificates and Working With Children Check.</li> <li>• Provide appropriate inductions and training for employees in accordance with the Employee Code of Conduct.</li> <li>• Refresher training of the Employee Code of Conduct each year, which includes a quiz to test knowledge of the subjects.</li> </ul>

<p><b>Business Unit Managers/ Coordinators</b></p>	<ul style="list-style-type: none"> <li>• Demonstrate commitment to integrity through active demonstration of the City’s values and by building an accountable workplace culture.</li> <li>• Commit to follow a thorough and unbiased recruitment practice and to recruit individuals who are closely aligned with the City’s values.</li> <li>• Ensure specific behaviours relating to integrity are addressed in the Employee Performance Review process.</li> <li>• Ensure all employees are aware of the City’s policies and procedures and understand their responsibilities.</li> </ul>
<p><b>All Employees</b></p>	<ul style="list-style-type: none"> <li>• Demonstrate an awareness and understanding of: <ul style="list-style-type: none"> <li>○ The City’s Integrity Framework;</li> <li>○ the Employee Code of Conduct;</li> <li>○ the City’s policies and procedures; and</li> <li>○ the employee’s role.</li> </ul> </li> <li>• Report any suspected instances of misconduct through the City’s misconduct reporting process.</li> <li>• Take responsibility for decisions and actions to ensure they are in the public interest.</li> <li>• Seek information from supervisor about, and advice on, situations where integrity matters arise.</li> </ul>
<p><b>Council</b></p>	<ul style="list-style-type: none"> <li>• Adopt the City’s Integrity Framework.</li> <li>• Adopt the Code of Conduct for Elected Members, Committee Members and Candidates.</li> <li>• Appoint a Complaints Officer to receive and manage Behaviour Complaints made under the Code of Conduct.</li> <li>• Receive reports from the Audit, Risk and Improvement Committee in relation to integrity risks, audit activities and other integrity controls.</li> </ul>
<p><b>Elected Members</b></p>	<ul style="list-style-type: none"> <li>• Model leadership and conduct that align with: <ul style="list-style-type: none"> <li>○ the City’s Integrity Framework;</li> <li>○ the Governance Framework,</li> <li>○ the Code of Conduct for Elected Members, Committee Members and Candidates;</li> <li>○ the <i>Local Government Act 1995</i>; and</li> <li>○ Council policies.</li> </ul> </li> </ul>
<p><b>Audit Risk, and Improvement Committee</b></p>	<ul style="list-style-type: none"> <li>• Receive reports from the Administration in relation to reviews of the Integrity Framework, integrity risks, audit activities and other integrity controls.</li> <li>• Receive and review internal and external audits.</li> </ul>

## 2.2 LEGISLATION AND REGULATIONS

The principle legislation governing the operation of the City is the *Local Government Act 1995* (Act) and its subsidiary legislation, which incorporates four fundamental aims:

- better decision-making by local governments;
- greater community participation in the decisions and affairs of local governments;
- greater accountability of local governments to their communities; and
- more efficient and effective local government.

The City is bound by various other legislation including but not limited to the *Freedom of Information Act 1992*, *Corruption, Crime and Misconduct Act 2003* and *Public Interest Disclosure Act 2003*.

## 2.3 RISK ANALYSIS AND PLANNING FOR INTEGRITY

Council Policy P695 Risk Management outlines the City's approach to risk management. Council has adopted a Risk Management Framework that sets out the City's approach to the identification, assessment, management, reporting and monitoring of risks.

The City's Risk Assessment and Acceptance Criteria are applied in accordance with Council Policy P695 Risk Management and Management Practice M695 Risk Management. As part of the quarterly reporting process, the Management Team and Executive Management Team review risks within their respective areas of responsibility and monitor the effectiveness of mitigating controls and treatments. A quarterly activity report is provided to the Audit, Risk and Improvement Committee providing an update on risk management activities.

## 2.4 INTERNAL CONTROLS, AUDIT AND GOVERNANCE

Detailed below are the core documents that form the City's governance systems and frameworks aiding integrity across the organisation.

### Codes of Conduct

The Act requires:

- Council to adopt the Model Code of Conduct for Elected Members, Committee Members and Candidates; and
- The CEO to implement an Employee Code of Conduct.

The Code of Conduct for Elected Members, Committee Members and Candidates set out integrity principles, behaviour requirements and rules of conduct applying to Elected Members.

The Employee Code of Conduct is regularly reviewed and is available to all employees as well as being published on the City's website. Employees complete annual refresher training on the Employee Code of Conduct, which includes a knowledge-based quiz with a required pass mark.

### **Governance Framework**

The City of South Perth Governance Framework has been prepared to ensure compliance with all relevant legislation, including the Act and the pursuit of best practice as a democratic local government.

The Governance Framework provides an overview of the governance program in place at the City so that Elected Members and employees can meet their governance responsibilities. It also enables the community and stakeholders to have an understanding of governance and demonstrates how all people associated with the City can participate.

### **Council Policies**

A function of Council under the Act is to determine policies guiding the City's operation and decision making. The policies span various business areas and responsibilities of the City and are reviewed annually. Council policies are published on the City's website in accordance with the Act.

Employees and Elected Members are responsible for acting in accordance with Council policies.

### **Public Registers**

The City is required to maintain and publish certain registers to the City's website. These include:

- Declarations of Interest Register
- Elected Member fees, expenses or allowances
- Register of Gifts
- Contribution to Travel Register
- Elected Members' Professional Development Register
- Primary and Annual Returns Register
- Minor Breaches Register
- Elected Member Contact with Developers and Lobbyists Register
- Parking Cash-in-lieu Register
- Elected Member Disclosure of Political Party Associations Register
- Elected Member Attendance at City Facilitated Committees/Groups Register

- Council Resolution Status Register

### **Freedom of Information**

The *Freedom of Information Act 1992* (FOI Act) gives members of the public the right to apply for access to documents held by the City of South Perth.

Under the FOI Act, the City is required to help people to make an application, to obtain access to documents at the lowest reasonable cost and ensure that personal information held by the City is accurate.

An Information Statement is made available to the public which provides details about the history, demographics, government structure, administration and statutory responsibilities of the City of South Perth, as well as information regarding freedom of information applications.

### **Public Interest Disclosures**

The *Public Interest Disclosures Act 2003* facilitates the disclosure of public interest information and provides protection for those making such disclosures and those who are the subject of disclosures. The City is committed to the aims and objectives of the Act and does not tolerate corrupt or other improper conduct.

This Act applies to public authorities such as the City of South Perth and provides a system for the matters disclosed to be investigated and for appropriate action to be taken.

Every public authority is required to have a Public Interest Disclosures (PID) officer to receive disclosures of public interest information. The City has three PID Officers being the Director Corporate Services, the Manager People and Performance and the Manager Governance.

### **Authorisations**

The City has many functions and duties that are prescribed by legislation. Various legislation may assign specified powers and duties to “Authorised Persons”. The CEO authorises certain officers to undertake these specific duties via a formal authorisation certificate and identity card. An authorised person may also be referred to as an “authorised employee” or “authorised officer”. The City keeps an updated Register of these Authorisations which are regularly reviewed.

## **Delegations**

Council may delegate the exercise of some of its functions and powers to the Chief Executive Officer in accordance with provisions of the Act and other legislation. These delegations must be approved by an absolute majority of Council.

The Act also permits the CEO to delegate or sub-delegate any powers to another employee.

Delegators may place conditions on delegations. Delegations must be made in writing, and the CEO is required to keep a register of delegations which is published on the City's website.

Delegations under the Act are to be reviewed by the delegator at least once every financial year.

## **Compliance Audit Return**

Under the *Local Government (Audit) Regulations 1996*, local governments are required to complete an internal compliance audit each calendar year in addition to external audits. The Compliance Audit Return is a statutory reporting tool that seeks to evaluate the City's compliance with targeted sections of the Act.

The Compliance Audit Return is completed by the Administration and is required to be accepted by the Audit, Risk and Improvement Committee and Council before being submitted to the Local Government Inspector.

## **Regulation 17**

The *Local Government (Audit) Regulations 1996* require the Chief Executive Officer to, every four financial years, review the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance.

The CEO is required to report the results of the review to the Audit, Risk and Improvement Committee.

The Regulation 17 Review is carried out by an external consultant and forms part of the Strategic Internal Audit Plan. Quarterly updates are provided to the Audit, Risk and Improvement Committee in relation to progress on the recommendations.

## 3. MODEL AND EMBODY A CULTURE OF INTEGRITY

*A culture of integrity exists and is reinforced and communicated by leaders.*

### 3.1 VALUES AND STANDARDS

This Framework is underpinned by the City's values and vision.

#### Our Values



#### Our Vision

A city of active places and beautiful spaces. A connected community with easily accessible, vibrant neighbourhoods and a unique, sustainable natural environment.

### 3.2 LEADERSHIP AND MANAGEMENT ATTITUDE

The City's Executive Management Team (EMT) comprises of the Chief Executive Officer and three Directors who lead the organisations business units. Each business unit has a Manager responsible for its functions. The EMT are responsible for leading the ethical tone of the City to build a professional and respectful workplace. The EMT communicates to the Management Team, and other employees of the City, on ethical conduct and integrity issues whilst modelling the expected standards of behaviour. This demonstrates a commitment to the City's values and is consistent with the level of professional leadership that is expected.

### 3.3 ORGANISATION CULTURE

A culture of transparency is demonstrated by:

- Weekly communications from the CEO to employees
- Weekly communications from the CEO to Elected Members
- Quarterly All of Staff Meeting
- Fortnightly management meetings
- Fortnightly Executive meetings
- Monthly Leadership meetings

- Regular Elected Member briefings and workshops
- Monthly reports to Council from the CEO

### **Clear expectations**

Expectations are discussed with all new employees during their onboarding with the City. This includes their roles and responsibilities, expectations and professional standards. This is reinforced with new employees through the City's online induction program and at any probation review meeting and with existing employees during the performance review process.

### **Decision making**

Ethical leadership is characterised by transparency and accountability in the decisions that are made. Decision making is timely and based on consideration of the public value. Decisions are fair, unbiased and able to withstand public scrutiny.

### **Value employees**

Employees are regularly reminded about the positive and important contribution they make to the community, and how their individual conduct helps to build and maintain community partnerships. The City provides an employee recognition program where recipients are publicly acknowledged for the contribution they make to the workplace.

## **4. LEARN AND DEVELOP INTEGRITY KNOWLEDGE AND SKILLS**

*Individual and authority integrity knowledge, skills and competence are grown.*

### **4.1 INTEGRITY EDUCATION AND CAPACITY**

#### **Induct and train employees**

The City places importance on integrity during recruitment, commencement and throughout an employee's tenure at the City.

Job advertisements include a description of the City's vision and values, integrity expectations and application of the Employee Code of Conduct.

Upon commencement at the City, employees undertake an induction with People and Performance where they receive training and advice regarding their responsibilities including their obligation to report improper conduct, misconduct and corruption and the requirement to disclose conflicts of interest, secondary employment and the receipt of gifts. New employees

are required to acknowledge they agree to be bound by the City's Employee Code of Conduct and People and Performance procedures. Employees also receive inductions from the Finance and Records Management teams to assist in their role and ensure employees are aware of their responsibilities.

Information and training about conduct, integrity and performance are communicated to existing employees via:

- Employee inductions
- Weekly employee newsletters
- All of Staff meetings
- One on one meetings
- The City's intranet site

This includes information about employee obligations to report improper conduct, misconduct and corruption, and the requirement to disclose conflicts of interest, secondary employment, the receipt of gifts and benefits, and any association with organisations who conduct business in the City, or in a district adjoining the City.

Training and development completed by employees is recorded in a centrally maintained register. Employees participate in an Annual Performance Review where behaviours relating to integrity can be discussed and addressed.

### **Induct and train elected members**

Upon election, new Elected Members are provided with an Elected Member Guide and training on their role and responsibilities, particularly in relation to integrity matters such as conflicts of interest and disclosure of gifts.

New Elected Members are required to complete Council Member Essentials Training within 12 months of election to provide the skills and knowledge to perform their role.

A budget is available for training expenditure each year. Council Policy P669 Elected Member Continuing Professional Development confirms an annual allocation to each Elected Member to attend conferences, seminars, training development programs and courses, professional development luncheons and networking events. The Administration regularly informs Elected Members of available courses.

Training is also provided by way of regular Elected Member Briefings and Workshops. Information about conduct and integrity is communicated to Elected Members via weekly newsletters.

### **Management tools**

The City uses a number of resources to manage employees, monitor team performance, build group cohesion and set the strategic direction. For example, the City's Performance Management Framework outlines how the City systematically manages employee performance to ensure performance standards are met and outcomes support the achievement of the City's vision. This includes a Performance Management Guide and a checklist for employees, supervisors and managers.

The City also has a focus on supporting and encouraging effective leadership and people management so that employees are positioned to realise their full potential. Therefore, the City runs a series of targeted learning and development experiences throughout the year. Providing meaningful and relevant learning and development opportunities to continually develop the skills and knowledge of our employees is important to the City.

### **Knowing our employees**

The City values the contribution of all employees and understands the workforce is one of our most valuable resources. Employee performance is critical to the delivery of high-quality services to the community and the City's overall success and sustainability. Therefore, the City uses a robust recruitment framework to ensure that the right people are selected for the right jobs. This includes having correct policies and management practices in place, reference checks are completed, conflict of interest declarations are sought, and police clearances are obtained for identified positions. Performance review processes are also undertaken every year with each employee with this process being reported on through a number of different auditing avenues.

### **Complaint Management**

The City recognises that complaints provide a valuable source of feedback on the performance of the City's functions. The City values complaints as they provide feedback on operations which allows for continuous improvement. This includes identifying trends in behaviours, helping to identify poor performance, training deficiencies or misconduct and to help identify any weaknesses in internal controls.

### **Identifying potential issues**

As a good practice measure, the City monitors the health and wellbeing of employees and acts early when concerns are identified. Through the City's Employee Assistance Provider, employees and their immediate family members (de facto partner, spouse, and dependent children under 25 years) are entitled up to six confidential counselling sessions per year.

## 5. BE ACCOUNTABLE FOR INTEGRITY

*Prevention, detection and response to integrity matters are everyone's personal and professional responsibility.*

### 5.1 FRAUD AND CORRUPTION DETECTION SYSTEMS

Council Policy P694 Fraud and Corruption Control confirms the City's commitment to integrity and zero tolerance of fraud, corruption and bribery in all forms.

Fraudulent and corrupt conduct can be detected through the City's robust internal control systems and mechanisms. These include:

- Governance Framework (including Gift Register, Conflict of Interest notifications and delegations)
- Risk Management Framework
- Internal and external audits
- City of South Perth Integrity Framework
- Procurement Framework
- Audit, Risk and Improvement Committee
- Strategic Audit Plan
- Public Interest Disclosure Officer

### 5.2 RESPONSE TO INTEGRITY BREACHES

The City has a number of processes and procedures in place to encourage and enable reporting of integrity concerns. This includes a grievance process, Public Interest Disclosures and the ability to raise concerns with supervisors and managers. Other external avenues for employees to report integrity concerns include the Public Sector Commission, the Corruption and Crime Commission and WA Police.

### 5.3 SELF ANALYSIS AND REVIEW

#### Act to prevent

Acting with integrity means that employees must act with honesty and with moral strength and courage. The City fosters and supports an environment where employees feel comfortable to speak up and intervene when needed. This includes encouraging employees to prevent colleagues from making poor or unethical decisions, providing constructive feedback on their conduct or performance and eliminating negative or destabilising influences in the workplace.

### **Shared responsibility**

All employees have a responsibility to ensure the ethical health and professional standards of the workplace are upheld. This includes employees having the courage to raise integrity concerns with colleagues, to report improper conduct and to support colleagues. The City supports and maintains a safe reporting environment in which employees feel confident to report any integrity concerns.

### **Reinforce policies**

Employees are regularly consulted to review and update workplace policies and management practices. Policies are regularly reviewed with feedback invited from internal stakeholders prior presentation to Council for endorsement. All policies and management practices are well documented, reviewed and made available to employees on the intranet.

### **Audits and risk assessments**

The City engages Auditors to conduct regular workplace audits to ensure that employees are complying with their obligations under organisational policies, and that procedures in relation to risk management areas are being adhered to. In addition, the Office of the Auditor General also conducts annual financial audits to ensure the City's processes are consistent with good practice.

The City has a robust risk management framework to assess risks in the workplace. The Risk Register identifies potential risks, prioritise these risks, and implements ways to minimise or prevent the risk from eventuating. Audit reports and risk matters are presented to the Audit, Risk and Improvement Committee prior to being adopted by Council.

### **Review and monitor**

The City regularly reviews and monitors its internal processes and systems to ensure they meet the needs of the organisation, the community and stakeholders. The following areas are routinely monitored and reviewed:

- Consultation process
- Integrity risk register
- Delegations and authorisations
- Systems and processes through software detection applications
- Assessments of vulnerable areas such as finance and procurement
- Measuring employee conduct and attitudes
- Evaluation of integrity awareness

The City will self-assess its integrity practices using the Integrity Framework Maturity Self-Assessment Tool (Annexure A) to identify measures in place to support integrity and areas for development.



# Integrity Framework Maturity Self Assessment Tool

Helping WA public authorities assess and improve their approach to integrity

## Element 1: Clear expectations

The authority head clearly describes and communicates their integrity expectations

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

### Characteristics

- |  |   |  |  |
|--|---|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Expectations, if documented, are only in the code of conduct.</li> <li><input type="checkbox"/> The authority head rarely communicates their expectations.</li> <li><input type="checkbox"/> Line managers check staff understanding of expectations only after an integrity breach.</li> <li><input type="checkbox"/> There are limited specific expectations communicated to external stakeholders (e.g. those who do business with the authority or use its services).</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Expectations are in the code of conduct, being documented in integrity policies and procedures, and included in job descriptions for some positions of trust when they are updated.</li> <li><input type="checkbox"/> The authority head occasionally reinforces their expectations (e.g. face to face, staff communications).</li> <li><input type="checkbox"/> Line managers explain expectations at induction. Some reinforce them during employment (e.g. through staff performance processes).</li> <li><input type="checkbox"/> Specific expectations for external stakeholders are being developed.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> The integrity framework, code of conduct, integrity policies and procedures, and most business processes reflect the authority head's expectations.</li> <li><input type="checkbox"/> The authority head frequently reinforces their expectations and there is clear "tone from the top".</li> <li><input type="checkbox"/> Line managers consistently model and reinforce the "tone from the top". This is demonstrated in part by staff understanding expectations and being able to explain what these are when asked.</li> <li><input type="checkbox"/> Expectations are communicated to external stakeholders (e.g. through a statement of business ethics).</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> New policies and procedures are written consistently to reflect the authority head's expectations.</li> <li><input type="checkbox"/> The leadership group demonstrates the "tone from the top". It is visible and well known inside and outside the authority.</li> <li><input type="checkbox"/> Staff model and support the "tone from the top" which is assessed through staff performance processes.</li> <li><input type="checkbox"/> External stakeholders who do not meet communicated expectations are held to account (e.g. through appropriate legislative or contractual mechanisms).</li> </ul> |
|--|---|--|--|

### Comments

Add your text here

## Element 2: Roles and responsibilities

Roles and responsibilities are assigned to ensure a coordinated approach to managing integrity.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>
<p><b>Characteristics</b></p>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Some roles and responsibilities are assigned. These are documented to meet compliance obligations (e.g. role of the audit committee).</li> <li><input type="checkbox"/> Some delegations are documented; these mainly relate to finance and human resources.</li> <li><input type="checkbox"/> Information and data requests from external integrity bodies are responded to in an ad hoc way.</li> <li><input type="checkbox"/> Staff think integrity is someone else's responsibility. Individual and shared responsibility is not well understood.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Roles and responsibilities are being assigned as the integrity framework is developed (e.g. to positions, teams, groups and committees) and in job descriptions when they are updated.</li> <li><input type="checkbox"/> Delegations are being considered across functions and activities and being documented in an accessible schedule.</li> <li><input type="checkbox"/> Responsibility has been assigned to a position or team to coordinate information and data requests and interactions with external integrity bodies.</li> <li><input type="checkbox"/> Staff are becoming aware that integrity is everyone's responsibility. This is being communicated in the integrity framework, code of conduct, integrity policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Roles and responsibilities – including the authority head's accountability for integrity – are documented in the integrity framework.</li> <li><input type="checkbox"/> Relevant roles and responsibilities (e.g. between the governing board chair or mayor/shire president, chancellor and authority head and staff) are clear and documented in the integrity framework.</li> <li><input type="checkbox"/> Delegations for all legislative and high risk functions are covered (e.g. regulation, approvals, human resources, finance).</li> <li><input type="checkbox"/> Requests from external integrity bodies are planned for and scheduled so they can be responded to in a timely and fulsome way.</li> <li><input type="checkbox"/> Staff are aware that integrity is everyone's responsibility and can explain what this means when asked.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Leaders and staff with key assigned roles and responsibilities in the integrity framework regularly discuss challenges and identify opportunities to improve the framework. These improvements feed into self-analysis and review of the framework.</li> <li><input type="checkbox"/> The delegations schedule is monitored and updated in real time.</li> <li><input type="checkbox"/> A dedicated position, team or committee is tasked with engaging with external bodies, promoting integrity, and helping to prevent misconduct and corruption, and providing specialist advice to the leadership group on trends and improvement actions.</li> <li><input type="checkbox"/> Staff are provided with a formal avenue to suggest changes to the integrity framework.</li> </ul>

### Comments

Add your text here

## Element 3: Legislation and regulations

Legislation, regulations and external policy obligations are identified and accounted for.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>
<b>Characteristics</b>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Legislative, regulatory and external policy obligations (e.g. those required by enabling legislation and those set by central bodies) are not fully identified.</li> <li><input type="checkbox"/> Compliance gaps, if any, are mostly unknown.</li> <li><input type="checkbox"/> Staff understanding of their powers, functions and obligations – and how they apply these in practice – relies on their knowledge and capability.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Legislative, regulatory and external policy obligations are being identified. An accountability map or similar is being completed.</li> <li><input type="checkbox"/> Any compliance gaps identified are being addressed.</li> <li><input type="checkbox"/> Staff are becoming aware of the power, functions and obligations relevant to their role (e.g. acting in line with operating procedures). Line managers are taking a more active role in this.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> All obligations are documented and accounted for (e.g. reflected in internal controls, roles and responsibilities, compliance calendars).</li> <li><input type="checkbox"/> Compliance gaps are addressed as identified.</li> <li><input type="checkbox"/> Staff understand the power, functions and obligations relevant to their role (e.g. delegations) and can explain how these apply in practice.</li> <li><input type="checkbox"/> Line managers support their staff to comply with obligations and oversight compliance. They demonstrate they have taken action on non-compliance (e.g. through staff performance and discipline processes).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> All obligations are monitored to track changes to legislation, regulations and external policy. Changes are communicated and updates made (e.g. to internal controls).</li> <li><input type="checkbox"/> Proactive monitoring identifies compliance gaps.</li> <li><input type="checkbox"/> Passive and active monitoring is undertaken to check if staff are carrying out powers, functions and obligations as expected (e.g. discretionary powers are appropriately exercised and staff act in line with delegations).</li> </ul>

### Comments

Add your text here

## Element 4: Risk analysis and planning for integrity

Integrity risks are identified and analysed, and plans are made to manage them.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

### Characteristics

- |   |   |  |   |
|---|---|--|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Integrity risks are narrowly defined. Little consideration is given to functions and activities that give rise to integrity risks. The priority is material financial risk.</li> <li><input type="checkbox"/> There is limited agreement about the value of, and approach to, managing integrity risks among the leadership group.</li> <li><input type="checkbox"/> Managing integrity risks associated with functions and activities relies on the judgement of line managers. There are limited methodologies, tools and guidance to assist them, other than processes to manage financial risks.</li> <li><input type="checkbox"/> Some but not all staff are able to explain the integrity risks associated with their work or the importance of managing them.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Integrity risks, including those relating to high risk functions, activities and any outsourced programs and activities, are being identified, adequately defined, analysed and documented in risk registers.</li> <li><input type="checkbox"/> The authority head communicates the value of managing integrity risks to the leadership group. A shared understanding of risk management is being developed.</li> <li><input type="checkbox"/> Risk owners are being identified and assigned for high risk functions and activities. They are provided with methodologies, tools and guidance (e.g. risk management policies and procedures) to help analyse and manage risks.</li> <li><input type="checkbox"/> Staff are becoming familiar with the integrity risks associated with their work and what they need to do to manage them (e.g. comply with policies and procedures).</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Integrity risks from internal and external sources have been identified. Risk owners are assigned for all identified risks in risk registers. Integrity risks are reflected in broader planning processes (e.g. strategic, operational, project and business continuity).</li> <li><input type="checkbox"/> Integrity risks are regularly monitored, reviewed, updated and reported on, and take account of changes impacting the risk profile.</li> <li><input type="checkbox"/> The authority head regularly reinforces the value of managing integrity risks (e.g. face to face, in staff communications).</li> <li><input type="checkbox"/> Risk owners are provided with methodologies, tools and guidance that take into account better practice outlined in <a href="#">Australian Standards 31000-2018: Risk Management Guidelines</a> and <a href="#">8001-2021: Fraud and Corruption Control</a>.</li> <li><input type="checkbox"/> Staff understand the integrity risks associated with their work and identified shared risks, and can explain how they manage these in practice.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Assessment of integrity risk considers behavioural factors (e.g. what makes individuals more vulnerable to engaging in misconduct and corruption from internal and external sources).</li> <li><input type="checkbox"/> Advanced tools are used to monitor and report on integrity risks (e.g. automated dashboards and data analytics). They help inform decisions to improve risk management.</li> <li><input type="checkbox"/> The leadership group takes a positive and proactive approach to managing all risks including shared risk (e.g. inter-authority or multi-jurisdictional projects).</li> <li><input type="checkbox"/> Risk owners champion risk management.</li> <li><input type="checkbox"/> Staff consistently identify, analyse and manage integrity risks associated with their work. Where new and emerging risks are identified, they are raised via established pathways.</li> </ul> |
|---|---|--|---|

### Comments

Add your text here

## Element 5: Internal controls, audit and governance

Integrity risks are managed through sound internal controls, and audit is used to evaluate the adequacy and effectiveness of controls.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>
<b>Characteristics</b>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Limited or basic internal controls (e.g. policies and procedures) are directed towards managing financial risks.</li> <li><input type="checkbox"/> Accuracy and currency of policies and procedures relies on individuals updating them. There is no assigned responsibility.</li> <li><input type="checkbox"/> Audit scopes and programs focus on the adequacy of financial controls rather than broader integrity issues (e.g. use of confidential information).</li> <li><input type="checkbox"/> The relationships between those with responsibility for audit are undefined.</li> <li><input type="checkbox"/> Applying internal controls associated with functions and activities relies on the line managers explaining to staff why internal controls exist and their importance. There is no standard approach; staff knowledge varies.</li> <li><input type="checkbox"/> Staff are unaware of the need to report unmanaged risks and internal control weaknesses.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Internal controls (e.g. core and complementary integrity policies and procedures) are being developed and implemented to manage identified integrity risks.</li> <li><input type="checkbox"/> A position or team has been assigned to develop a policy register to record what policies and procedures exist, who owns them and their currency.</li> <li><input type="checkbox"/> Integrity risks and the adequacy of internal controls are being included in the audit scopes and programs.</li> <li><input type="checkbox"/> The relationship between the internal audit function, audit committee and accountable authority and any external audit body is being defined and good practices are being developed (e.g. communication of reports and recommendations from external integrity bodies).</li> <li><input type="checkbox"/> Line managers are starting to understand and communicate the importance of applying internal controls consistently to manage integrity risks.</li> <li><input type="checkbox"/> Staff rely on managers informing them of how to report internal control weaknesses.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Internal controls (e.g. preventative, detective and corrective) are proportionate to specific integrity risks.</li> <li><input type="checkbox"/> A position or team manages the policy register to ensure policy owners are undertaking scheduled reviews.</li> <li><input type="checkbox"/> Different types of audits are used to explore integrity risks (e.g. random audits, focus area, forensic, compliance and quality audits).</li> <li><input type="checkbox"/> The importance of audit is well understood across the authority. Line managers readily accept and participate in audits. Recommendations for improvement from internal and external audits are assigned to ensure they are implemented.</li> <li><input type="checkbox"/> Line managers understand their supervision and monitoring role is an internal control. Staff understand the risks associated with their work and apply internal controls to manage these.</li> <li><input type="checkbox"/> Staff know how to report internal control weaknesses via established pathways.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Internal controls are monitored, reviewed (including pressure tested) and improved continuously. Internal controls keep pace with lessons learnt from integrity breaches, changing business processes, risks and other operating conditions and reduce vulnerabilities and unintended consequences.</li> <li><input type="checkbox"/> Risk owners raise, and internal audit records, changes to internal controls and treatment plans in risk registers. Advanced tools automatically update those who need to know of changes.</li> <li><input type="checkbox"/> Evaluation of the adequacy and effectiveness of internal controls to manage integrity risks is conducted in targeted integrity audits and integrity is included as part of most audit scopes.</li> <li><input type="checkbox"/> A combined assurance model (e.g. with activities that are coordinated and planned) is in place to ensure integrity is practiced, managed and accounted for.</li> </ul>

### Comments

Add your text here

## Element 6: Fraud and corruption detection systems

Systems and activities are in place to detect events different to those considered standard, normal or expected.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

### Characteristics

<ul style="list-style-type: none"> <li><input type="checkbox"/> Basic detection systems and activities are in place for internal threats (e.g. some financial activities) but relies heavily on the manual effort of individuals (e.g. manual checks, excel spreadsheets).</li> <li><input type="checkbox"/> Detection systems and activities are directed towards managing internal threats. Some basic controls are in place to prevent external fraud and corruption threats (e.g. firewalls to prevent cyber-attacks).</li> <li><input type="checkbox"/> Internal data holdings are unstructured and not easily analysed.</li> <li><input type="checkbox"/> Beyond basic reporting, there is no or limited use of data for detection purposes.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Planning is underway to develop a detection strategy or plan; this is being supported by the leadership group. The plan considers internal and external threats (e.g. cyber security, third parties seeking to exploit individual officers), information and data holdings, people and capability requirements, tools for validation and reporting, and governance arrangements including data sharing and confidentiality.</li> <li><input type="checkbox"/> Changes are being made to how existing data is captured, providing more structure for easier analysis.</li> <li><input type="checkbox"/> Data is mainly used for reporting rather than responding to identified errors and irregularities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> A detection strategy or plan is in place to help control internal and external threats. It takes into account better practice outlined in <a href="#">Australian Standards 31000-2018: Risk Management Guidelines and 8001-2021: Fraud and Corruption Control</a> including speaking up and staff and contactor screening.</li> <li><input type="checkbox"/> Data holdings to inform detection have been cleansed, are structured and can be analysed easily.</li> <li><input type="checkbox"/> Fit for purpose data tests are in place and repeatable, usually with consistent results that provide useful insights. These are supported by procedures to respond to and address identified errors and irregularities, and escalate issues for investigation as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Detection systems and activities inform the internal audit scopes and program; insights show areas for further examination.</li> <li><input type="checkbox"/> Detection systems and activities support continuous improvement to strategic and operational planning and misconduct and corruption prevention approaches.</li> <li><input type="checkbox"/> Internal and external data holdings, where they can be shared and are relevant, are leveraged to inform detection approaches.</li> <li><input type="checkbox"/> Automated processes are in place to identify and escalate red flags. Processes for prompt escalation, investigation and resolution are in place.</li> </ul>
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### Comments

Add your text here

## Element 7: Values and standards

Values and standards (code of conduct) are in place and describe what acceptable workplace behaviour looks like in practice.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

### Characteristics

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| <ul style="list-style-type: none"> <li><input type="checkbox"/> Values have been discussed by the leadership team but have not progressed beyond this.</li> <li><input type="checkbox"/> A code of conduct is in place to meet compliance obligations (e.g. legislative, external policy) but it is not widely promoted by the leadership group.</li> <li><input type="checkbox"/> Any discussions about the code of conduct relies on individual line managers.</li> <li><input type="checkbox"/> Monitoring of compliance with the code of conduct occurs ad hoc.</li> <li><input type="checkbox"/> Staff have limited awareness of the code of conduct. They are unsure where to find it, how it applies to them and their obligations under it.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Values and other direction setting statements (e.g. vision, mission and remit) are being developed and are consistent.</li> <li><input type="checkbox"/> A code of conduct exists but does not fully take account of relevant legislation, regulation and policy (e.g. internal and external) obligations or integrity risks specific to the operating context.</li> <li><input type="checkbox"/> Most leaders and line managers understand their role to promote the code of conduct, support its implementation and their role to monitor and support compliance with it.</li> <li><input type="checkbox"/> Strategies to monitor compliance with the code of conduct are being planned for as integrity policies and procedures are being developed.</li> <li><input type="checkbox"/> Most staff are aware of the code of conduct, can explain its purpose and know where to find it.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Values and codes of conduct focus on the behaviours expected to achieve objectives with integrity. Values and standards are reflected in relevant documents and processes (e.g. policies, strategic and operational plans, job advertisements and descriptions, recruitment processes).</li> <li><input type="checkbox"/> The code of conduct incorporates the views of key internal stakeholders and accounts for relevant obligations and identified risks. It provides guidance to support ethical decision making.</li> <li><input type="checkbox"/> Leaders and line managers consistently promote the code of conduct (e.g. during team meetings, 'integrity moments', standing item on the leadership group agenda) to support its implementation.</li> <li><input type="checkbox"/> Compliance with the code of conduct is monitored (e.g. through staff performance processes, analysis of discipline processes and complaints) and reasons for non-compliance addressed.</li> <li><input type="checkbox"/> Staff know about the code of conduct, understand its importance and can describe how it guides their behaviour.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Values and codes of conduct are regularly promoted to all stakeholders (e.g. published on the internet, in recruitment information) and there is a process for annual acknowledgment.</li> <li><input type="checkbox"/> The code of conduct has been developed taking into account the views of the authority's key external stakeholders.</li> <li><input type="checkbox"/> Values and the code of conduct are discussed at leadership meetings. Data around non-compliance is being used by this group to inform improvements to internal controls. Discussions and information feeds into self analysis and review processes to continuously improve the integrity framework.</li> <li><input type="checkbox"/> Staff are confident holding each other to account for expectations set in the code of conduct (e.g. respectfully calling out behaviour that does not align, reporting unethical behaviour).</li> </ul> |
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### Comments

Add your text here

## Element 8: Leadership and management attitude

Leaders are aware of and understand their role to model behaviours consistent with expectations, values and standards; and to take action addressing behaviour that is inconsistent with these.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>
<p><b>Characteristics</b></p>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> The leadership group's role to support integrity (e.g. to model, reinforce, promote, communicate and enforce) is informal; it relies on individual's views of what their role is.</li> <li><input type="checkbox"/> In the absence of any formal approach, it is left to individual leaders and line managers to interpret and model values and standards.</li> <li><input type="checkbox"/> The role of leaders to support and demonstrate integrity – and if this is reflected in recruitment practices and staff performance processes – relies on those undertaking those processes.</li> <li><input type="checkbox"/> There is little recognition that leadership roles are positions of trust. Employment screening processes (e.g. police clearances, verification of qualifications) are rarely, if ever, undertaken.</li> <li><input type="checkbox"/> Development of leaders and line managers occurs as a result of individual development discussions with those who conduct the process.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> A statement is being developed (e.g. terms of reference, charter) that explains the leadership group's role to support integrity.</li> <li><input type="checkbox"/> Some leaders and line managers can explain what integrity looks like, its importance, and their role to promote, reinforce it and take action when behaviours are inconsistent with obligations.</li> <li><input type="checkbox"/> The role of leaders to support and demonstrate integrity is being reflected in recruitment and performance documents and processes.</li> <li><input type="checkbox"/> There is a growing recognition that leadership roles are positions of trust. Employment screening is being implemented for these roles.</li> <li><input type="checkbox"/> Development of leaders and line managers includes building their skills to deal with integrity matters effectively (e.g. having difficult conversations about conduct).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The leadership group has a shared understanding of its role to support integrity. The group consistently demonstrates and supports this through its actions.</li> <li><input type="checkbox"/> Leaders and line managers have a shared understanding and can explain how they shape culture, what integrity looks like, its importance, and their role to promote and reinforce it (e.g. taking action when behaviours are inconsistent with obligations).</li> <li><input type="checkbox"/> Integrity forms part of the recruitment and performance processes for leadership roles. Leaders demonstrate how they support integrity through their actions and decisions (e.g. in their performance processes).</li> <li><input type="checkbox"/> Leadership roles are identified positions of trust. Employment screening occurs for all new leadership roles.</li> <li><input type="checkbox"/> Development of leaders and line managers includes building their skills to support integrity and prevent misconduct and corruption (e.g. recognise red flags, address issues early and make proportionate decisions when issues occur).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The leadership group's cohesive approach to integrity is recognised externally. The authority head and leadership group are often sought to provide advice to their peers on integrity matters as a result.</li> <li><input type="checkbox"/> Leaders and line managers have a good understanding of their role to uphold the reputation of their authority and the broader sector in which they work.</li> <li><input type="checkbox"/> Performance processes assess both <u>what</u> leaders achieve and <u>how</u> they achieve it (e.g. projects delivered effectively manage internal and external risks).</li> <li><input type="checkbox"/> Development of leaders and line managers incorporates mentorships and coaching designed to grow their personal capability, insights and skills to lead with integrity.</li> </ul>

### Comments

Add your text here

25

## Element 9: Organisation culture

Integrity is part of organisation culture. It is actively managed to ensure integrity is sustained.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

### Characteristics

<ul style="list-style-type: none"> <li><input type="checkbox"/> There are few actions and initiatives (e.g. clear expectations, values, communication about integrity, integrity education) to build and sustain integrity.</li> <li><input type="checkbox"/> There is little understanding about recruiting for integrity (e.g. values based recruitment). Staff employment screening (e.g. police clearances, previous disciplinary matters, verification of qualifications) is rarely, if ever, undertaken.</li> <li><input type="checkbox"/> Reporting pathways exist to meet compliance obligations (e.g. public interest disclosure) but are not widely promoted and confidence in them is low.</li> <li><input type="checkbox"/> Integrity communications only occur in response to a significant integrity breach.</li> <li><input type="checkbox"/> Some staff can describe 'how we do things around here', but they are unable to link this to expectations or the code of conduct.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Actions and initiatives to build and sustain integrity are being developed. This includes evaluation activities (e.g. staff surveys to test reporting confidence).</li> <li><input type="checkbox"/> Recruiting for integrity and the requirement for staff employment screening is being documented and promoted to recruiting managers.</li> <li><input type="checkbox"/> Reporting pathways are being developed for staff and external stakeholders. These are clear and concise, include external avenues and strong statements about protection for those who speak up.</li> <li><input type="checkbox"/> An integrity communications plan is being developed. Key integrity messages are communicated periodically (e.g. for International Anti-Corruption Day).</li> <li><input type="checkbox"/> Most staff can describe 'how we do things around here' as it relates to their immediate work environment referencing the code of conduct, and policies and procedures relevant to their role.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Actions and initiatives to build and sustain integrity are in place. Evaluation activities are conducted regularly and improvements implemented.</li> <li><input type="checkbox"/> Recruiting for integrity and staff employment screening occurs for all new staff. The type of screening is proportionate to the position and integrity risks.</li> <li><input type="checkbox"/> Reporting pathways are in place and well known by staff. These provide for external stakeholders to also report integrity matters and for anonymous reporting.</li> <li><input type="checkbox"/> An integrity communications plan is in place and messages are sent to staff regularly (e.g. dedicated web/intranet site, campaigns on integrity topics run throughout the year).</li> <li><input type="checkbox"/> Staff can describe 'how we do things around here' from an authority wide perspective and can link this to expectations, values, standards and the need to follow policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Data and information that might indicate issues with integrity are identified, monitored and action taken (e.g. business units with high reports of integrity breaches are supported to make better decisions).</li> <li><input type="checkbox"/> There is a process in place to ensure identified positions are rescreened periodically.</li> <li><input type="checkbox"/> Data and information on the use of reporting pathways are analysed to inform continuous improvement (e.g. absence of reporting from certain teams or employment groups).</li> <li><input type="checkbox"/> De-identified data from reporting is used to inform integrity communication messages.</li> <li><input type="checkbox"/> Staff can consistently describe 'how we do things around here', referencing authority and sector wide expectations, values, standards, policies and procedures.</li> </ul>
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### Comments

Add your text here

## Element 10: Integrity education and capacity

Integrity education helps build staff capacity to act with integrity.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>
<p><b>Characteristics</b></p>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Induction, if conducted, relies on the knowledge of individual line managers.</li> <li><input type="checkbox"/> Some integrity education occurs beyond induction to meet compliance obligations.</li> <li><input type="checkbox"/> Leaders and line managers rarely follow up if their staff have attended integrity education provided.</li> <li><input type="checkbox"/> Whether other actions and initiatives (e.g. staff performance processes) to educate and reinforce integrity are undertaken relies on individual line managers.</li> <li><input type="checkbox"/> Staff are unsure about who provides advice about integrity matters as it is not documented. If provided by individual line managers, the quality of advice relies on their knowledge.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> An induction program is being developed to incorporate expectations, standards, policies and procedures and guide ethical decision making.</li> <li><input type="checkbox"/> Integrity education is being developed to help manage key integrity risks (e.g. conflicts of interest, information management). The integrity education and training plan includes what is provided, to whom and when, which high risk positions need additional training, and how activities are evaluated (e.g. how participation is tracked).</li> <li><input type="checkbox"/> Most leaders and line managers are active in attending any integrity education provided, encourage their staff to do the same and follow up with staff on mandatory education requirements.</li> <li><input type="checkbox"/> Additional actions and initiatives to educate and reinforce integrity (e.g. staff performance processes and raising integrity consciousness) are being developed or reviewed.</li> <li><input type="checkbox"/> Staff know that line managers and certain functional area leaders (e.g. finance, human resources) provide advice about integrity matters. Quality still relies on an individual's knowledge.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Induction is regularly updated to ensure it is contemporary, accounts for lessons learned from integrity breaches and reflects any changes to operating conditions (e.g. new policies, changed risks).</li> <li><input type="checkbox"/> An integrity education and training plan is in place and includes specific education on individual and organisational factors (red flags) for those in high risk roles. Participation in and feedback from sessions are collected and analysed to inform improvements.</li> <li><input type="checkbox"/> Leaders and line managers support and champion integrity education. They reinforce the importance of attending integrity education sessions.</li> <li><input type="checkbox"/> Staff performance processes and actions and initiatives to raise integrity consciousness reinforce key integrity messages and support good decision making.</li> <li><input type="checkbox"/> It is well documented in the code of conduct, policies and procedures who provides expert advice on integrity matters. Leaders and line managers understand their role to provide general advice and how to escalate matters as required.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Integrity education is, where relevant, also in place for external stakeholders (e.g. labour hire staff, contractors and suppliers).</li> <li><input type="checkbox"/> Individuals are followed up (e.g. randomly and periodically) to determine if and how knowledge gained during integrity education is being applied in practice in the workplace.</li> <li><input type="checkbox"/> Leaders and line managers support practitioners attending external learning opportunities. A process is in place to ensure this learning is shared with others with roles and responsibilities under the integrity framework.</li> <li><input type="checkbox"/> Those who provide advice about integrity matters meet periodically to discuss advice being sought and provided, helping ensure a consistent approach with policies and procedures and advice from external integrity bodies.</li> </ul>

### Comments

Add your text here

## Element 11: Response to integrity breaches

Integrity breaches are responded to in a timely and proportionate way to ensure integrity is sustained.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>
<b>Characteristics</b>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> If procedures exist, they are in place to meet compliance obligations; they provide insufficient guidance.</li> <li><input type="checkbox"/> The quality of processes and decisions varies. Basic case information (e.g. number of processes started and completed) is used for reporting.</li> <li><input type="checkbox"/> The use of data, lessons learnt from past cases and the findings of external bodies are rarely, if ever, considered.</li> <li><input type="checkbox"/> Whether integrity breaches are responded to relies on the knowledge and skills of individual line managers.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Procedures and guidance on responding to breaches – including awareness raising resources to inform those responding to integrity breaches – are being developed to promote better quality processes and consistent decision making.</li> <li><input type="checkbox"/> Central recording of case information is being developed to streamline reporting.</li> <li><input type="checkbox"/> The use of data, lessons learnt from past cases and findings of external bodies are being considered as procedures are being developed.</li> <li><input type="checkbox"/> Most line managers have an understanding of what a breach looks like and how to respond.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Procedures, guidance and awareness raising materials inform those involved in responding to integrity breaches, and support quality processes and consistent decision making.</li> <li><input type="checkbox"/> A quality assurance process is in place to check for consistent application of procedures.</li> <li><input type="checkbox"/> A central register captures detailed case information. It is used to monitor the progress of processes, analyse trends and outcomes, and for reporting.</li> <li><input type="checkbox"/> The use of data, lessons learnt from past cases and findings of external bodies are used to inform process improvements.</li> <li><input type="checkbox"/> Decision makers, line managers and staff conducting processes have the required knowledge and skills. They are confident to respond to, manage and escalate matters as needed.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Procedures, guidance and awareness raising materials are updated regularly. This reflects results of the quality assurance process, compliance changes, contemporary practice and advice from external integrity bodies.</li> <li><input type="checkbox"/> Detailed case information is captured in a central system with advanced features such as live analytics and dashboards. It provides useful intelligence to inform trend analysis and prevention strategies.</li> <li><input type="checkbox"/> Individual (e.g. motivations) and organisational (e.g. control weaknesses) factors that might have contributed to a breach are analysed to help prevent future breaches.</li> <li><input type="checkbox"/> Decision makers, line managers and staff conducting processes proactively build their own capacity where required (e.g. staying up to date with contemporary practice, industrial decisions).</li> <li><input type="checkbox"/> Those who provide information as part of a process are followed up regarding their experience of the process and any suggestions for improvement.</li> </ul>

### Comments

Add your text here

## Element 12: Self analysis and review

Analysis and review activities of actions to support integrity are undertaken as part of continuous improvement.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>• Integrity is not defined or well understood by staff.</li> <li>• Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>• Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>• What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>• Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>• Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>• Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>• Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>• Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>• Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>• Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>• Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

### Characteristics

<ul style="list-style-type: none"> <li><input type="checkbox"/> Analysis and review activities of actions to support integrity rarely occurs unless it relates to compliance.</li> <li><input type="checkbox"/> Little thought has been given to whether there is value in sourcing external help with analysis and review activities.</li> <li><input type="checkbox"/> Where analysis and review activities are conducted, findings and recommendations are not always implemented.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Analysis and review activities of actions to support integrity are sometimes undertaken beyond compliance. Available tools are used (e.g. snapshot tool and maturity self assessment tool).</li> <li><input type="checkbox"/> Further consideration of requirements – including the value of sourcing external help with analysis and review – are being developed as part of the integrity framework.</li> <li><input type="checkbox"/> Processes for coordinating the implementation of findings from self analysis and reviews, and recommendations from the reviews of external integrity bodies are being developed. This considers how monitoring and follow up occur.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review of the integrity framework is scheduled. Analysis and review activities are aligned to or part of risk analysis and audit processes. Analysis is undertaken to recommend improvements to the framework considering changes in legislative and operating conditions (e.g. structural and legislative).</li> <li><input type="checkbox"/> External assistance to undertake a review is sourced where needed (e.g. where a greater level of expertise and objectivity is required).</li> <li><input type="checkbox"/> A position or team is assigned to coordinate implementation of findings and recommendations from self analysis and reviews, and recommendations from the reviews of external integrity bodies (related to the authority or not) of the integrity framework (and its component parts). Progress is reported to the leadership group.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Analysis and review of the integrity framework and reporting on implementation of improvement actions align with strategic and operational planning and budget cycles.</li> <li><input type="checkbox"/> Results from self analysis and review, and recommendations from the reviews of external integrity bodies (related to the authority or not) inform improvements to the integrity framework (and its component parts). Revisions (where relevant) are shared with the workforce.</li> <li><input type="checkbox"/> Benchmarking of the integrity framework and sharing of ideas occurs (where relevant and possible) with similar types of authorities to identify whether any further improvements can be made.</li> </ul>
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### Comments

Add your text here

## Element 13: Oversight

Oversight is about providing the authority head assurance that the authority's approach to integrity is working as intended.

**Maturity levels and their indicators:** Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
<ul style="list-style-type: none"> <li>Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant.</li> <li>Integrity is not defined or well understood by staff.</li> <li>Integrity actions and initiatives tend to be unplanned, inconsistent and reactive.</li> <li>Accounting for integrity only relates to meeting compliance obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant.</li> <li>What integrity means is becoming clearer to staff as the tone from the top is being communicated.</li> <li>Integrity actions and initiatives are being planned for and coordinated but not yet integrated.</li> <li>Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant.</li> <li>Integrity is well communicated by leaders, understood by staff and integrated into business practices.</li> <li>Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined.</li> <li>Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.</li> </ul>	<ul style="list-style-type: none"> <li>Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning.</li> <li>Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations.</li> <li>Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks.</li> <li>Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.</li> </ul>

Characteristics			
<ul style="list-style-type: none"> <li><input type="checkbox"/> The authority head relies on informal reports about how integrity is being practiced, managed and accounted for (approach to integrity).</li> <li><input type="checkbox"/> Monitoring of the approach to integrity relies on members of the leadership group ensuring it is undertaken in their respective areas, rather than any formal process.</li> <li><input type="checkbox"/> As required, the audit committee assures finance processes and reports are sent to the authority head.</li> <li><input type="checkbox"/> Any oversight activities are ad hoc and focussed internally.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The authority head is directing the development of processes and structures to obtain the information needed for oversight of the approach to integrity. This is being documented in an integrity framework.</li> <li><input type="checkbox"/> The leadership group understands their role to monitor the approach to integrity in their respective areas and provide data on request to support assurance and oversight.</li> <li><input type="checkbox"/> As the integrity framework is being developed, the collection and provision of information (beyond that required for compliance) to the authority head for assurance, is being identified and documented.</li> <li><input type="checkbox"/> Internally focused oversight activities are routinely performed and documented.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Processes and structures are in place to provide the authority head with information to assist their oversight of the approach to integrity (e.g. reports).</li> <li><input type="checkbox"/> The leadership group are aware of their assurance and oversight obligations for their respective areas and are well prepared to provide updates at leadership group meetings.</li> <li><input type="checkbox"/> A committee has been established (or the role of an existing committee has been expanded) with specific responsibilities to oversight the integrity framework (and its component parts) and report to the authority head.</li> <li><input type="checkbox"/> Oversight activities associated with outsourced programs and services are being identified and documented.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The authority head can provide assurance to external integrity bodies and other stakeholders (e.g. board, council, minister) that the approach to integrity is sound.</li> <li><input type="checkbox"/> The leadership group is well versed in assurance and oversight. Members are able to provide information and insights about the authority's approach to integrity and can discuss how this compares to other similar authorities (if benchmarking has been conducted).</li> <li><input type="checkbox"/> A committee provides the authority head with regular and fulsome reports about the integrity framework (and its component parts).</li> <li><input type="checkbox"/> Oversight extends to outsourced programs and services to ensure they are adequately controlled and reported on.</li> </ul>

### Comments

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