



# Agenda

## Audit, Risk and Improvement Committee

Monday 16 March 2026 6:00 pm



## **Notice of an Audit, Risk and Improvement Committee**

Elected Members and Committee Members

An Audit, Risk and Improvement Committee meeting of the City of Fremantle will be held on **Monday 16 March 2026** in the Council Chamber (Bibbool Room) at the Walyalup Civic Centre, located at 151 High Street, Fremantle commencing at 6:00 pm.

This meeting is open to the public.

A handwritten signature in black ink, appearing to read "M. Hammond".

Matt Hammond  
**Director City Business**

11 March 2026



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## **Official opening, welcome and acknowledgement**

Ngala kaaditj Whadjuk moort keyen kaadak nidja Walyalup boodja wer djinang Whadjuk kaaditjin wer nyiting boola yeye.

We acknowledge the Whadjuk people as the traditional owners of the greater Fremantle/Walyalup area and we recognise that their cultural and heritage beliefs are still important today.

## **Attendance, apologies and leave of absence**

### **Attendance**

### **Apologies**

Cr Pip Slaughter                      East Ward

### **Leave of absence**

There are no previously received leave of absence.

### **Disclosures of interest by members**

Members must disclose any interests that may affect their decision-making. They may do this in a written notice given to the CEO or at the meeting.

### **Responses to previous public questions taken on notice**

Nil.

### **Public question time**

Members of the public have the opportunity to ask a question or make a statement at council and committee meetings during public question time. Further guidance on public question time can be viewed [here](#), or upon entering the meeting.

### **Deputations**

A deputation may be made to the meeting in accordance with the City of Fremantle Meeting Procedures Policy.



## **Presentations**

Elected members and members of the public may make presentations to the meeting in accordance with the City of Fremantle Meeting Procedures Policy.

## **Confirmation of minutes**

### **OFFICER'S RECOMMENDATION**

**The Audit, Risk and Improvement Committee confirm the minutes of the Audit, Risk and Improvement Committee meeting dated 1 December 2025.**

## **Committee member communication**

Members may ask questions or make personal explanations on matters not included on the agenda.



## Reports and recommendations from officers

### Governance and Compliance

#### ARIC2603-1 AUDIT ACTIONS UPDATE - FEBRUARY 2026

|                             |   |
|-----------------------------|---|
| <b>Meeting date:</b>        | 16 March 2026                           |
| <b>Responsible officer:</b> | Director City Business                  |
| <b>Voting requirements:</b> | Simple Majority Required                |
| <b>Attachments:</b>         | 1. CONFIDENTIAL - Audit Action Register |

#### SUMMARY

**This report provides an update on the status of actions arising from annual audits carried out in line with statutory requirements.**

**The report requests the Council receive and note the current list of audit actions and status associated with each.**

#### BACKGROUND

Currently the City of Fremantle participates in or undertakes the following audits as required under the *Local Government Act 1995*:

- Audit of annual financial statements
- Audit of General computer controls and information systems
- Audit of Financial management (Regulation 5)
- Audit of general systems, procedures and controls (Regulation 17)

The Financial Audit and General Computer Controls Audit are carried out by the Office of the Auditor General (OAG) and assess both financial and information technology related compliance and controls.

The Regulation 5 and Regulation 17 audits are carried out by external auditors engaged by the City.

The OAG also carries out Performance audits from time to time on topics selected by the Auditor General. These audits assess the efficiency and effectiveness of entity activities, services and programs.



Each audit results in a series of recommendations being made by the auditor, which the City reviews, tracks and actions accordingly. Recommendations are rated based on risk and severity and the city prioritises any remediation required on that basis.

The audit register, as provided in confidential attachment 1, provides information regarding the status of each action and progress associated with each.

### **FINANCIAL IMPLICATIONS**

Nil.

### **LEGAL IMPLICATIONS**

The City considers and actions audit recommendations in line with its requirements under the *Local Government Act 1995*.

If the Auditor General or a local government's appointed auditor reports a significant matter in an audit report, section 7.12A of the *Local Government Act 1995* (the Act) requires a response from the local government.

The requirements of this response are:

1. Upon receipt of the auditor's report, the local government must prepare a report for its Audit Committee to address the significant matters raised and outline what action(s) the local government has taken or intends to take in respect of each of the matters raised.
2. The Audit Committee minutes and the report to the Minister are referred to Council for proper review and endorsement of any proposed actions.
3. Within 3 months of receipt of the auditor's report, a copy of the Council-endorsed report must be provided to the Minister.
4. Within 14 days of providing a copy of the report to the Minister, a copy must be published on the local government's website.

### **STRATEGIC IMPLICATIONS**

This is in keeping with the City of Fremantle's Strategic Community Plan 2024 – 2034:



**Corporate - Lead and empower the organisation to deliver the vision of 'strong reputation, stronger future'**

- Support the City through financial, procurement and revenue functions whilst ensuring legislative compliance and providing excellent customer service.

**CONSULTATION**

Audit recommendations are implemented and actioned in consultation with auditors to ensure accurate interpretation and understanding of audit recommendations.

**OFFICER COMMENT**

The audit action register has been developed as part of the continuous improvement of the City's management and reporting of audit activities and findings.

The audit action register provides a summary report of all the current open audit findings, recommendations, and progress comments from the various audit activities.

Noting that full audit reports are presented to the Audit and Risk Management Committee upon completion of each audit, the register provides an ongoing summary update on status and includes the following information:

- The core finding identified by the relevant audit.
- The associated risk rating as identified by the auditor.
- The auditor's core recommended actions.
- The officer responsible for implementing the action.
- Indications of which audits resulted in the core finding, whether it be the OAG financial, performance or IT audits, Regulation 5 or 17.
- Comments on progress made, and current status of action being taken by the City.
- Estimated completion date and actual completion date for the items that have been resolved.

In the audit register presented to the June 2025 Audit and Risk Committee, 18 outstanding items were reported. Eleven were completed by December 2025. Since then, two more items were resolved and 14 new items were added. A total of 19 items remain outstanding. The new items added are from the most recent audits carried out by the OAG which were provided to the City in December 2025.



The majority of these are on track to be addressed and closed out prior to the end of June 2026.

Summary of outstanding items:

- 12 items relate to the OAG GCC (IT) Audit:
  - one finding assessed as significant;
  - nine findings assessed as moderate;
  - two findings assessed as minor.
- One item relates to the OAG Performance Audit – Management of Purchasing Cards:
  - one finding assessed as moderate.
- Eight items relate to the Regulation 17 Audit:
  - one finding assessed as high;
  - three findings assessed as moderate;
  - two findings assessed as minor;
  - one finding assessed as improvement opportunity.

## **VOTING AND OTHER REQUIREMENTS**

Simple Majority Required

## **OFFICER'S RECOMMENDATION**

**Council receive the updated Audit Actions Register as provided in confidential attachment 1.**



## **ARIC2603-2 EMERGING ISSUES REPORT - FEBRUARY 2026**

**Meeting date:** 16 March 2026  
**Responsible officer:** Manager Governance  
**Voting requirements:** Simple Majority Required  
**Attachments:** 1. CONFIDENTIAL - Emerging Issues Summary Report

### **SUMMARY**

**This report highlights the relevant issues which are either current or emerging and may significantly affect the operation, financial, legal, or reputational operation of the City.**

**These matters are raised to inform the committee of any significant issues identified by officers and allow for any further feedback or questions on the actions currently being taken or under consideration to address and resolve them.**

### **BACKGROUND**

Part of the role of the Audit, Risk and Improvement Committee is to be aware of any significant financial, political, and corporate issues being identified by the organisation and to understand, review or advise on the possible actions to address these.

### **FINANCIAL IMPLICATIONS**

Some of the issues and potential mitigation actions outlined in this report may include financial implications for the City. Order of magnitude estimates of financial implications based on information available at the time of the report is included in the issues table attached.

### **LEGAL IMPLICATIONS**

The City actively seeks legal advice and support where issues and risks identified have potential legal implications.

### **STRATEGIC IMPLICATIONS**

This is in keeping with the City of Fremantle's Strategic Community Plan 2024 – 2034:



**Corporate - Lead and empower the organisation to deliver the vision of 'strong reputation, stronger future'**

- Enable the City to maintain legislative compliance and accountability for organisational decision making.

**CONSULTATION**

Nil.

**OFFICER COMMENT**

The table provided in confidential attachment 1 identifies the current or emerging issues which are considered significant by the organisation. Some are in action, and some are under review by the organisation and will continue to be updated to the Audit, Risk and Improvement Committee over time.

In conjunction with the organisation's Risk Management Framework, the City's issues log will provide a consistent and effective means of tracking, managing, and resolving significant issues.

The City's emerging issues log is populated and maintained by officers. This document is maintained live in the City's corporate document management system and is reviewed and discussed by the Executive Leadership Team as a standing agenda item monthly.

**VOTING AND OTHER REQUIREMENTS**

Simple Majority Required

**OFFICER'S RECOMMENDATION**

**Council receive the Emerging Issues report up to February 2026 as detailed in confidential attachment 1.**



## Finance

### **ARIC2603-3 INFORMATION REPORT - PURCHASE CARD HOLDERS**

|                             |                          |
|-----------------------------|--------------------------|
| <b>Meeting date:</b>        | 16 March 2026            |
| <b>Responsible officer:</b> | Director City Business   |
| <b>Voting requirements:</b> | Simple Majority Required |
| <b>Attachments:</b>         | 1. Active Purchase Cards |

At the September 2025 meeting of the Audit, Risk and Improvement Committee (ARIC), Council requested a list of purchase card holders to be provided to the next meeting of the ARIC (ARMC2509-1). In response to that request a list of purchase card holders has been provided in Attachment 1.

Purchase Cards are used and issued in accordance with the requirements of the City's procurement policy and the relevant guidelines within the associated Procurement Procedures Manual.

The use of purchase cards is limited to purchases where:

- The total value of the purchase does not exceed \$1,000; and
- The establishment of a supplier agreement (or account with the supplier) is not possible or practical due to purchases with the supplier being a one off or likely to be very infrequent; or
- The only purchasing option available is via use of a purchase card Purchases requiring the use of a purchase card that exceed \$1,000 will require the approval of the relevant Director.

Where operationally appropriate, the City seeks to minimise the number of purchase cards that are issued across the organisation.

Issuing of purchase cards is subject to cardholders demonstrating the ability to meet the requirements of the Procurement Policy and the relevant guidelines within the Procurement Procedures Manual.

Purchase cards are only issued as per the criteria outlined in the Procurement Procedures and Guidelines, and is subject to cardholders demonstrating the ability to meet those requirements. Approval from the Director Corporate Services or CEO is required prior to a purchasing card being issued.

The Policy also requires purchase card holders to have regard for what is generally considered to be appropriate and reasonable when making food, beverage, alcohol and hospitality related purchases. These purchases are only to be for the purpose of carrying out official activities of the City, and should adhere to value for money principles outlined in the policy.



Purchase cards can be cancelled or revoked as per the criteria outlined in in the Procurement Procedures and Guidelines.

There are currently 38 active purchase card holders at the City of Fremantle, with 2 additional cards currently in the process of cancellation and reissue due to staff changeover in those positions. As such there is typically up to 40 cardholders at any given time.

### **VOTING AND OTHER REQUIREMENTS**

Simple Majority Required

### **OFFICER'S RECOMMENDATION**

**Council receive the information relating to Purchase card holders as provided in attachment 1.**



## **ARIC2603-4 PROCUREMENT POLICY EXEMPTIONS NOVEMBER 2025 TO FEBRUARY 2026**

**Meeting date:** 16 March 2026  
**Responsible officer:** Director City Business  
**Voting requirements:** Simple Majority Required  
**Attachments:** 1. Purchasing Policy Exemptions November 2025-  
January 2026

### **SUMMARY**

**The purpose of this report is to inform Council of purchases made by the City that were exempted from the requirements of the Procurement Policy, during the period November 2025 and January 2026.**

**This report recommends that Council receive the Procurement Policy Exemptions report from November 2025 to February 2026.**

### **BACKGROUND**

The City's Procurement Policy outlines the requirements and decision-making process for each Policy threshold. The Policy also contains a list of tender exemptions (exempt under Regulation 11(2) of the *Local Government (Functions and General) Regulations 1996*) and other Policy exemptions.

The City's Purchasing Policy was amended in August 2025, with Council adopting the new Procurement Policy (C2508-22). The updated procurement policy reflects the consideration of best practice procurement principles, the City's obligations under the *Local Government Act 1995*, and independent advice sought from procurement professionals. It also recognises and responds to the City's ongoing work to develop and maintain efficient, responsive and thorough business processes that improve City response times, supplier experience and ensure compliance.

Under this policy all exemptions applied by the City are to be reported to the Audit and Risk Management Committee.

### **FINANCIAL IMPLICATIONS**

Nil.

### **LEGAL IMPLICATIONS**

Nil.



## **STRATEGIC IMPLICATIONS**

This is in keeping with the City of Fremantle’s Strategic Community Plan 2024 – 2034:

### **Corporate - Lead and empower the organisation to deliver the vision of 'strong reputation, stronger future'**

- Support the City through financial, procurement and revenue functions whilst ensuring legislative compliance and providing excellent customer service.

## **CONSULTATION**

Nil.

## **OFFICER COMMENT**

### **November 2025**

The total value of spending exempt from the City of Fremantle Procurement Policy was **\$146,834.00** for the month of November 2025.

The value of exemptions by category is:

| Exemption Category                                    | Value               |
|---|---------------------|
| Purchases from Original Equipment Manufacturers (OEM) | \$0.00              |
| Specialist Legal or Consultant Advice                 | \$0.00              |
| Sole Source of Supply                                 | \$49,959.00         |
| Fixed or Statutory Cost                               | \$50,000.00         |
| Software License Renewal                              | \$0.00              |
| Subscriptions   | \$46,875.00         |
| <b>Total</b>  | <b>\$146,834.00</b> |

Details regarding individual exemptions can be found in Attachment 1.

### **December 2025**

The total value of spending exempt from the City of Fremantle Procurement Policy was **\$755,610.00** for the month of December 2025.



The value of exemptions by category is:

| Exemption Category                                    | Value               |
|---|---------------------|
| Purchases from Original Equipment Manufacturers (OEM) | \$0.00              |
| Specialist Legal or Consultant Advice                 | \$30,000.00         |
| Sole Source of Supply                                 | \$666,000.00        |
| Fixed or Statutory Cost                               | \$0.00              |
| Software License Renewal                              | \$89,610            |
| <b>Total</b>  | <b>\$785,610.00</b> |

Details regarding individual exemptions can be found in Attachment 1.

**January 2026**

The total value of spending exempt from the City of Fremantle Procurement Policy was **\$31,977.00** for the month of January 2026.

The value of exemptions by category is:

| Exemption Category                                    | Value              |
|---|--------------------|
| Purchases from Original Equipment Manufacturers (OEM) | \$0.00             |
| Specialist Legal or Consultant Advice                 | \$31,977.00        |
| Sole Source of Supply                                 | \$0.00             |
| Fixed or Statutory Cost                               | \$0.00             |
| Software License Renewal                              | \$0.00             |
| <b>Total</b>  | <b>\$31,977.00</b> |

Details regarding individual exemptions can be found in Attachment 1.

**VOTING AND OTHER REQUIREMENTS**

Simple Majority Required

**OFFICER'S RECOMMENDATION**

**Council receive the information report on Procurement Policy Exemptions for November 2025 to February 2026.**



## ARIC2603-5 TENDERS AWARDED UNDER DELEGATION NOVEMBER 2025 TO FEBRUARY 2026

**Meeting date:** 16 March 2026  
**Responsible officer:** Director City Business  
**Voting requirements:** Simple Majority Required  
**Attachments:** Nil

### SUMMARY

**The purpose of this report is to summarise tenders awarded under delegation by various delegated Officers and Committees during the period November 2025 to February 2026.**

**This report recommends that Council receive the report on tenders awarded under delegation between November 2025 to February 2026.**

### BACKGROUND

Tenders awarded by the City are awarded under the following delegations, approved at Council on 25 June 2025 (C2506-15):

| Delegated Authority         | Amount of Delegation            |
|-----------------------------|---------------------------------|
| Ordinary Meeting of Council | \$1,000,000+ (if within budget) |
| CEO                         | Up to \$1,000,000               |
| Directors                   | Up to \$500,000                 |

Items identified under 'Officer Comment' of this report detail tenders awarded under delegation.

### FINANCIAL IMPLICATIONS

All tenders were awarded in line with the adopted 2025-26 budget.

### LEGAL IMPLICATIONS

All tenders awarded met the requirements of Regulations 11A – 24AJ of the *Local Government (Functions and General) Regulations 1996* and S3.57 of the *Local Government Act 1995*.



Under delegation 2.11 Expressions of interest and tenders, of the City’s Register of Delegated Authority 2025-26, the Chief Executive Officer is required to report the use of this delegation to the Audit and Risk Management Committee.

**STRATEGIC IMPLICATIONS**

This is in keeping with the City of Fremantle’s Strategic Community Plan 2024 – 2034:

**Corporate - Lead and empower the organisation to deliver the vision of 'strong reputation, stronger future'**

- Support the City through financial, procurement and revenue functions whilst ensuring legislative compliance and providing excellent customer service.

**CONSULTATION**

Nil.

**OFFICER COMMENT**

Below is a list of tenders awarded under delegation between November 2025 and February 2026.

**November 2025**

| <b>Tender Description</b>                          | <b>Procurement Method</b>       | <b>Awarded By</b> | <b>Contractor(s)</b>  | <b>Contract Term</b> | <b>Contract Value</b> |
|--|---------------------------------|-------------------|---|----------------------|-----------------------|
| FCC685/25 - WFAC Alcohol and non-alcohol beverages | Public Tender (Panel Agreement) | Director          | The Beer Farm Pty Ltd and The Trustee for JayJane Trust, The Trustee for JayMark Trust, The Trustee for TobyMeg Trust | Up to 2 years        | \$481,000             |

**December 2025**

| <b>Tender Description</b>                                | <b>Procurement Method</b> | <b>Awarded By</b> | <b>Contractor(s)</b>   | <b>Contract Term</b> | <b>Contract Value</b> |
|--|---------------------------|-------------------|------------------------|----------------------|-----------------------|
| FCC694/25 – Cleaning Services at WCC, Library, Town Hall | Public Tender             | Council           | Uniting Global Pty Ltd | Up to 5 years        | \$1,613,000           |



|  |               |          |   |                 |             |
|--|---------------|----------|---|-----------------|-------------|
| and Visitor Centre   |               |          |   |                 |             |
| FCC695/25 – Destination Marketing Campaign & Business Grants Program                 | Public Tender | Director | Detail Marketing Communications Pty Ltd | Up to 14 months | \$360,000   |
| FCC684/25 – Electrical Services  | Public Tender | Council  | Surun Services                          | Up to 7 years   | \$4,200,000 |
| FCC682/25 – Stage 3 & 4 Town Hall Service Upgrades – Heritage Architectural Services | Public Tender | Director | Dar Studio Pty Ltd                      | Up to 7 months  | \$328,000   |

**January 2026**

| <b>Tender Description</b>  | <b>Procurement Method</b>                                   | <b>Awarded By</b> | <b>Contractor(s)</b>        | <b>Contract Term</b> | <b>Contract Value</b> |
|--|---|-------------------|-----------------------------|----------------------|-----------------------|
| RFQ68125 – Fremantle Arts Centre – Creative Hub Construction Works | Public Tender (declined offers)<br>Direct Request for Quote | CEO               | Molivi Construction Pty Ltd | Up to 5 months       | \$898,000             |
| WFCC132/25 – Provision of consumable hardware                      | WALGA Tender Exempt Request for Quote                       | Director          | Bunnings Group Limited      | Up to 5 years        | \$350,000             |

**February 2026**

| <b>Tender Description</b>  | <b>Procurement Method</b> | <b>Awarded By</b> | <b>Contractor(s)</b>        | <b>Contract Term</b> | <b>Contract Value</b> |
|--|---------------------------|-------------------|-----------------------------|----------------------|-----------------------|
| FCC683/25 – Provision of Uniforms & Specialised Personal Protective Equipment (PPE) for Operations Staff | Public Tender             | Director          | Thorny Devil Access Pty Ltd | Up to 5 years        | \$483,000             |



|  |               |          |  |                     |             |
|--|---------------|----------|--|---------------------|-------------|
| FCC698/25 –<br>M-Files<br>License<br>Renewal                   | Public Tender | CEO      | Cadmus<br>Consulting Pty<br>Ltd                      | Up to 3<br>years    | \$507,000   |
| FCC693/25 –<br>HVAC<br>Services                                | Public Tender | Council  | Australian<br>HVAC Services<br>Pty Ltd               | Up to 7<br>years    | \$2,275,000 |
| FCC696/25 –<br>Landscape<br>Services                           | Public Tender | Council  | Landscape and<br>Maintenance<br>Solutions Pty<br>Ltd | Up to 4<br>years    | \$1,213,000 |
| FCC697/25 -<br>Supply and<br>Delivery of<br>Compact<br>Sweeper | Public Tender | Director | Enviropath Pty<br>Ltd                                | One off<br>purchase | \$240,000   |

**VOTING AND OTHER REQUIREMENTS**

Simple Majority Required

**OFFICER'S RECOMMENDATION**

**Council receive the information report on Tenders Awarded under Delegation for November 2025 to February 2026.**



## **ARIC2603-6 OVERDUE DEBTORS REPORT AS AT FEBRUARY 2026**

|                             |  |
|-----------------------------|--|
| <b>Meeting date:</b>        | 16 March 2026  |
| <b>Responsible officer:</b> | Director City Business   |
| <b>Voting requirements:</b> | Simple Majority Required   |
| <b>Attachments:</b>         | <ol style="list-style-type: none"><li>1. CONFIDENTIAL - Summary of Outstanding Debtors as at 28 February 2026</li><li>2. CONFIDENTIAL - Summary of Debtors Written Off - February 2026</li></ol> |

### **SUMMARY**

**This Overdue Debtors Report, with confidential attachment, is provided to the Audit, Risk and Improvement Committee to report overdue debts outstanding as at 28 February 2026. The report identifies debts overdue by more than 90 days where the total value owing is greater than \$10,000.**

**This report recommends that Council receive the Overdue Debtors Report and acknowledge the overdue debts exceeding 90 days where the total value owing is greater than \$10,000 as at 28 February 2026.**

### **BACKGROUND**

This report provides the Audit, Risk and Improvement Committee the following information:

- The total outstanding debt aged from current to over 90 days, with comparison to the same period for the previous year.
- Delegated authority usage for waivers or write offs of debts valued at \$1,000 or above.
- A confidential attachment detailing debtor balances exceeding 90 days and \$10,000 and a summary of debts written off.
- The Debtor Day Ratio, representing the average number of days for payment collection.

### **FINANCIAL IMPLICATIONS**

An allowance for impairment of receivables must be recognised in annual financial statements as a cost to the budget in the year in which the impairment is made. As at 28 February 2026, \$65,420 has been held as an allowance for impairment of sundry receivables. A total of \$40,298 in waivers or write offs has occurred during the 2025/26 financial year.



## **LEGAL IMPLICATIONS**

Section 6.12 (1) (c) of the *Local Government Act 1995* provides authority for the Council to write off outstanding monies.

In accordance with section 5.42 and 5.44 of the *Local Government Act 1995* the following delegated authority applies:

- The Chief Executive Officer has delegated authority to write off debts (not including rates or infringement) considered unrecoverable up to \$50,000 per account where, in the opinion of the Chief Executive Officer, all other reasonable avenues of recovery have been exhausted.
- Directors and Managers have various sub-delegated authority to write off debts (not including rates or infringement) considered unrecoverable up to \$20,000 per account where, in the opinion of the Director or Manager, all other reasonable avenues of recovery have been exhausted.

All waivers or write-offs valued at \$1,000 or above, per debtor, must be reported to the Audit and Risk Management Committee.

Any amount more than \$50,000 is to be written off by Council resolution. A Council resolution authorising the write-off of any debt does not prevent Council from reinstating the debt if the future circumstances change and the debt becomes collectable.

## **STRATEGIC IMPLICATIONS**

This is in keeping with the City of Fremantle's Strategic Community Plan 2024 – 2034:

### **Corporate - Lead and empower the organisation to deliver the vision of 'strong reputation, stronger future'**

- Support the City through financial, procurement and revenue functions whilst ensuring legislative compliance and providing excellent customer service.

## **CONSULTATION**

Nil.



**OFFICER COMMENT**

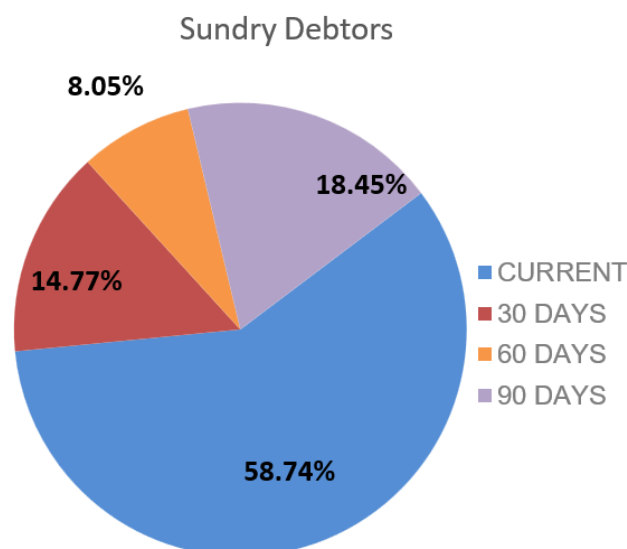
Total outstanding debts as at 28 February 2026 were \$509,476, increased from \$420,848 reported to the Audit, Risk and Improvement Committee in December 2025. Debts over 90 days have decreased from \$117,161 to \$94,004 over the same period.

There is one debtor with a balance that exceeds both the 90-day threshold and the \$10,000 reporting limit. In total, they owe \$58,126, of which \$57,426 is more than 90 days overdue. Further individual debtor details are included in the confidential attachment.

A breakdown of aged debt for the current period compared to prior year is tabled below.

| Period Ending February 2026             | Current | 30 Days | 60 Days | 90+ Days | Total   |
|---|---------|---------|---------|----------|---------|
| Feb 2026<br>Total Debtors               | 59%     | 15%     | 8%      | 18%      | 100%    |
| Feb 2026 Excl.<br>Commercial Properties | 34%     | 22%     | 29%     | 15%      | 100%    |
| Feb 2025<br>Total Debtors               | 49%     | 22%     | 3%      | 25%      | 100%    |
|   | 336,203 | 151,629 | 22,585  | 170,022  | 680,439 |

The graph below shows the aged debt balances as at 28 February 2026:





## **Key Performance Indicators**

When determining status or risk associated with outstanding debtors, officers typically consider and assess the following metrics:

- Total amount of outstanding debt
- Age of outstanding debt (and value of that debt)
- Frequency of payment of outstanding debt
- Outstanding debt per individual debtor
- Outstanding debt per type of debtor

Officers consider all of these metrics alongside each other as well as the debtor day ratio to assist in providing an overarching assessment of general performance of outstanding debtors. The debtor day ratio measures how quickly cash is being collected from debtors regardless of the level of total outstanding amount of debt or the type of debt, allowing for a consistent metric that will identify periods where debtors are taking longer to pay down outstanding debt.

A number of metrics have been provided to follow that provide an initial snapshot of performance and or status of outstanding debtors to follow.

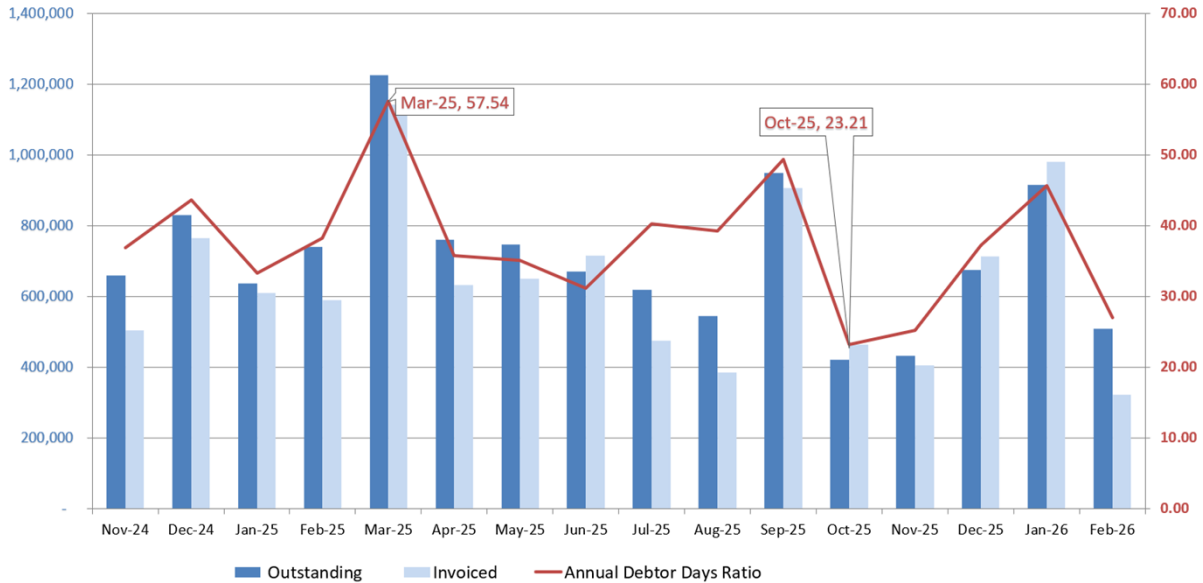
### Debtor Day Ratio

The Debtor Day Ratio measures how quickly cash is being collected from debtors. The longer it takes for an organisation to collect, the greater the number of debtor days.

The following chart indicates the debtor days over the last 12 months. Debtor days have steadily decreased over the past 12 months, with a ratio of 27.05 being reported for February 2026.



Sundry Debtor Outstanding Balance & Annual Debtor Day Ratio  
 Period: Nov 2024 to Feb 2026

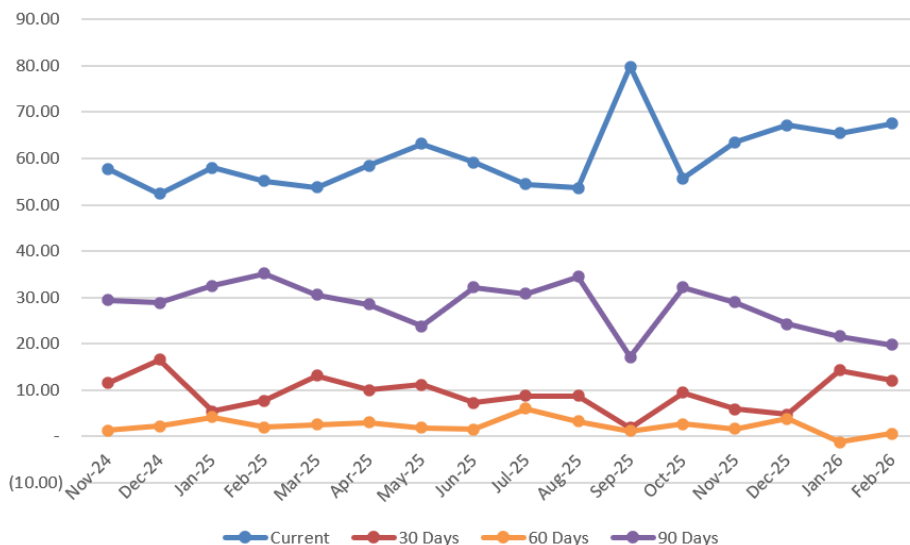


Age of Debt

The following graphs show the rolling month average of debt by age category for both Commercial and Other (non-commercial) accounts. This provides a clear view of trends in the City’s aged debt portfolio over time.

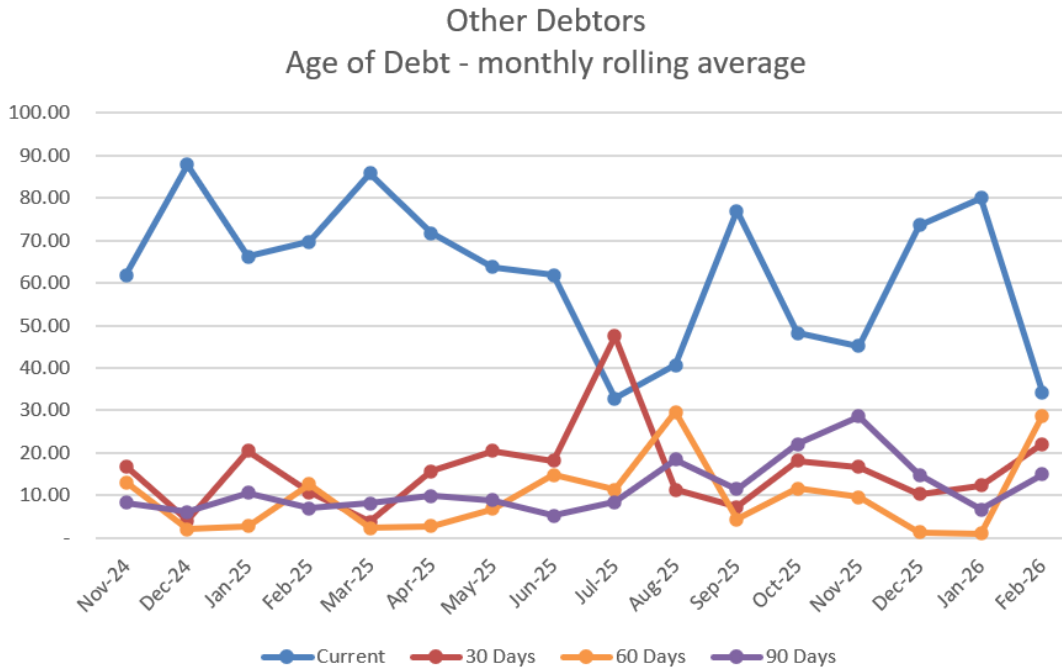
For commercial debt, 67% of debt was current as of February 2026. Debt over 90 days has decreased from 32.17% to 19.73% since the last reporting period, while debt in the 30-59 day and 60-89 day categories remains low.

Commercial Properties  
 Age of Debt - monthly rolling average



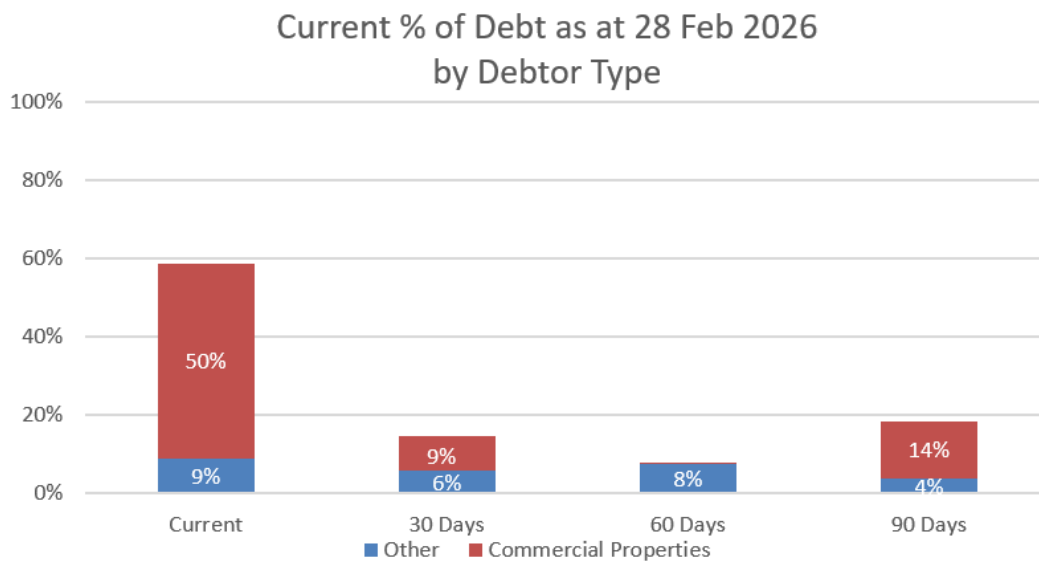


For other debtors, 34% of debt was current as of February 2026. Debt over 90 days has decreased since the last reporting period from 22.07% to 14.92%, while debt 60-89 days has increased from 11.6% to 28.75%.



The next graph shows the current value of debt by age category, split between commercial properties and other debtors. Commercial properties make up 50% of current debt and 14% of debt over 90 days, whilst other debtors make up 9% of current, and 4% of debt over 90 days.

City officers continue working with commercial tenants to provide support, including payment arrangements where appropriate.



**Delegation 2.3 - Defer payment, grant a concession, waive fees and write-off of Debts**

During the reported period there was one waiver/write off.

1. Write off \$17,251.45 for Debtor 2090654 (refer to confidential attachment).

**VOTING AND OTHER REQUIREMENTS**

Simple Majority Required

**OFFICER'S RECOMMENDATION**

**Council receive the Overdue Debtors Report as at 28 February 2026, and the confidential attachments listing overdue debts exceeding 90 days with the combined value, by Debtor, exceeding \$10,000 and debts written off as at 28 February 2026.**



## **Health, Safety and Environment**

Nil.

## **Legal, Reputation and Brand**

Nil.

## **Motion of which previous notice has been given**

A member may raise at a meeting such business of the City as they consider appropriate, in the form of a motion of which notice has been given to the CEO in accordance with the Meeting Procedures Policy.

Nil.

## **Urgent business**

In cases of extreme urgency or other special circumstances, matters may, on a motion that is carried by the meeting, be raised without notice and decided by the meeting.

## **Late items**

In cases where information is received after the finalisation of an agenda, matters may be raised and decided by the meeting. A written report will be provided for late items.

## **Confidential business**

Nil.

Members of the public may be asked to leave the meeting while confidential business is addressed.

## **Closure**