



Minutes

Audit, Risk and Improvement Committee

Monday 14 September 2026 6:00 pm



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Official opening, welcome and acknowledgement

The Presiding Member declared the meeting open at 6:00pm and welcomed members of the public to the meeting.

The Presiding Member informed members of the public that the meeting was being recorded and streamed live on the internet. They further advised that while all care is taken to maintain privacy, visitors in the public gallery and members of the public submitting a question, may be captured in the recording.

Attendance, apologies and leave of absence

Attendance

Mr Ben Lawver	Mayor
Cr Fedele Camarda	Deputy Mayor/Central Ward
Cr Pip Slaughter	East Ward
Cr Andrew Sullivan	Coastal Ward/Deputy Member
Ms Hayley Manser	Independent Member/Presiding Member
Mr Brad Pearce	Independent Member/Deputy Presiding Member
Mr Glen Dougall	Chief Executive Officer
Mr Matt Hammond	Director City Business
Mr Pete Stone	Director Creative Arts and Community
Mr Graham Tattersall	Director Infrastructure
Ms Sinta Rosita	Manager Financial Services
Ms Melody Foster	Manager Governance
Mr Aaron Dolin	Governance and Risk Officer
Ms Gabrielle Woulfe	Meeting Support Officer

There were no members of the public and no members of the press in attendance.

Apologies

Cr Frank Mofflin	East Ward
Cr Ingrid van Dorssen	North Ward

Leave Of Absence

Nil.

Applications for leave of absence

Nil.



Disclosures of interest by members

Nil.

Responses to previous public questions taken on notice

There were no questions taken on notice at the previous meeting.

Public question time

Nil.

Petitions

Nil.

Deputations

Nil.

Presentations

Nil.

Confirmation of minutes

COMMITTEE DECISION

Moved: Cr Pip Slaughter

Seconded: Cr Fedele Camarda

The Audit, Risk and Improvement Committee confirm the minutes of the Audit, Risk and Improvement Committee meeting dated 15 June 2026.

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

Against:

Nil

Committee member communication

Nil.



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Reports and recommendations from officers

ARIC2609-1 ADOPTION OF THE 2025 COMPLIANCE AUDIT RETURN

Meeting date:	Monday 14 September 2026
Responsible officer:	Manager Governance
Voting requirements:	Simple Majority Required
Decision making authority:	Council
Attachments:	1. Compliance Audit Return 2025 2. Compliance Audit Return 2025 - with audit notes

SUMMARY

The 2025 Compliance Audit Return (CAR) has been completed by the City of Fremantle and is presented to Committee for review and Council for adoption in accordance with regulation 14 of the *Local Government (Audit) Regulations 1996*.

This report recommends that Council adopt the 2025 Compliance Audit Return as provided in Attachment 1, and note that the Mayor and the Chief Executive Officer will certify the return before it is submitted to the Department of Local Government, Sport, and Cultural Industries Inspectors Office by 30 September 2026.

BACKGROUND

In accordance with regulation 14 of the *Local Government (Audit) Regulations 1996*, each local government is required to carry out a compliance audit for the period 1 January to 31 December of each year and submit it to the Department of Local Government, Sport, and Cultural Industries (the Department) by 31 March (of each year).

For the 2025 audit period, the submission deadline was extended to 30 September 2026 as a transitional arrangement arising from the establishment of the Local Government Inspectorate and amendments to the *Local Government (Audit) Regulations 1996*.

As part of these reforms, a number of the CAR questions were revised and new compliance questions have been included, expanding the scope of assessment across a number of governance, transparency and accountability obligations. The revised CAR consists of 97 question/reference items in total (previously 94).



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This years CAR contains questions focusing on the local government's compliance with the requirements of the *Local Government Act 1995* (the Act) and associated regulations. The 2025 CAR includes consideration of compliance across the following areas:

- Commercial Enterprises by Local Governments
- Delegation of Power/Duty
- Disclosure of Interest
- Disposal of Property
- Elections
- Finance
- Integrated Planning and Reporting
- Local Government Employees
- Official Conduct
- Tenders for Providing Goods and Services

Under regulation 14(3)(a) of the *Local Government (Audit) Regulations 1996*, the Audit, Risk and Improvement Committee is required to review the CAR and make recommendations to Council on any action required in response to the audit findings. Council is required to adopt the CAR prior to its certification by the Mayor and Chief Executive Officer and submission to the Local Government Inspector before the deadline of 30 September 2026.

FINANCIAL IMPLICATIONS

Nil

LEGAL IMPLICATIONS

In accordance with section 7.13(1)(i) of the *Local Government Act 1995* and regulations 13, 14 and 15 of the *Local Government (Audit) Regulations 1996*, local governments are required to carry out an audit of compliance for the period 1 January to 31 December each year.

Following preparation of the CAR, a local government is required to:

- a) Review the return at its Audit, Risk and Improvement Committee;
- b) Present the return to Council;
- c) Adopt the return by resolution of Council; and
- d) Record the return and Council's resolution in the minutes of the meeting.

The return is to be signed by the Mayor and Chief Executive Officer. It must then be submitted to the Local Government Inspector, together with a copy of the



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relevant section of the Council minutes recording its adoption, by the prescribed due date.

The release of the 2025 CAR was delayed following the establishment of the Local Government Inspector function and the implementation of local government reforms.

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

Internal meetings were held with relevant officers to review each of the 97 questions/reference items in total contained within the CAR 2025. During these internal meetings supporting documents were examined and responses were verified to ensure accuracy and completeness.

OFFICER COMMENT

The City has conducted the 2025 CAR internally and determined that it achieved an overall compliance rate of 97.94% with 2 findings of non-compliance relating to purchase card reporting requirements and tender register recording requirements.

This result demonstrates a consistently high level of legislative compliance across the organisation. The identified instances of non-compliance were limited in scope and have either been addressed or are currently being addressed through policy and procedural improvements to further strengthen compliance practices, or as required in accordance with local government reform changes.

CAR Audit Findings

Attachment 2 contains detailed results of the 2025 CAR, comprising of the 97 questions/reference items.

The 2 instances of non-compliance, are as follows:



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Local Government (Financial Management) Regulations 1996 <i>Regulation 13A</i>		
Question	Response	Officer Response to Finding
Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee's name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?	No	The City provided the following to Council monthly: (a) the payee's name; (b) the amount of the payment; (c) the date of the payment; An audit finding identified that the following requirement of regulation 13A (1), was not met on all occasions: (d) <i>sufficient information to identify the payment.</i> It is noted that this finding was identified in the management of purchasing cards audit. In response to this finding and recommendation, the City is reviewing the report provided to Council each month and will make appropriate amendments to ensure sufficient information is provided to satisfy this requirement.
Local Government (Functions and General) Regulations 1996 <i>Regulation 15 and 16</i>		
Question	Response	Officer Response to Finding
<u>Regulation 15</u> Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16? <u>Regulation 16</u> Asked as part of question Reg 15	No	The City generally complied with the requirements of <i>Local Government (Functions and General) Regulations 1996</i>, Regulations 15 and 16. However, the City did not fully comply with Regulation 16(3)(c), as some details of tenders were not recorded in the tenders register "immediately" after opening. It was found that the names of respondents were not recorded immediately in the register after opening. Procedures are being reviewed and updated to address this requirement, based on advice that "immediately" suggests "by end of day".

A number of questions within the 2025 CAR were assessed as not applicable (NA) due to the City's circumstances during the audit period. Further details of all NA responses and supporting comments are provided in Attachment 2.



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The City uses the CAR each year as an opportunity to review its practices and identify processes improvement opportunities that may assist in preventing future non-compliance. As part of this officers are exploring options to implement an ongoing internal audit program based on the questions in the CAR. This program will be used to monitor and track compliance throughout the year. The proposed CAR Audit Action Plan is provided below. The actions identified will be incorporated into the City's Audit Action Register.

Finding	Responsible officer	Audit Action	Completion date (est.)
Purchase card reports presented to Council did not include all information required under Regulation 13A of the <i>Local Government (Financial Management) Regulations 1996</i> .	Manager Commercial Services	The City is reviewing the report presented to Council each month to ensure sufficient information is given for each purchase listed. Appropriate action will be taken as required to meet the regulation requirements.	December 2026
Tender details were not recorded in the tender register immediately following tender opening as required by Regulation 16(3)(c) of the <i>Local Government (Functions and General) Regulations 1996</i> .	Manager Commercial Services	Procedures are being reviewed and updated to ensure respondents names are added to the tenders register and published on the website by end of day.	December 2026

VOTING AND OTHER REQUIREMENTS

Simple Majority Required

DECISION MAKING AUTHORITY

Council



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COMMITTEE RECOMMENDATION ITEM ARIC2609-1
(Officer's recommendation)

Moved: Cr Pip Slaughter

Seconded: Mr Brad Pearce

Council:

- 1. Receive the Compliance Audit Return, as provided in Attachment 1, and endorse the actions outlined in this report.**
- 2. Adopt the 2025 Compliance Audit Return for the period 1 January 2025 to 31 December 2025, as provided in Attachment 1.**
- 3. Authorise the Mayor and the Chief Executive Officer to certify the 2025 Compliance Audit Return (Attachment 1), for submission to the Inspector of Local Government by 30 September 2026.**

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

Against:

Nil



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ARIC2609-2 ADOPTION OF THE ENTERPRISE RISK MANAGEMENT (ERM) POLICY & FRAMEWORK

Meeting date:	Monday 14 September 2026
Responsible officer:	Manager Governance
Voting requirements:	Simple Majority Required
Decision making authority:	Council
Attachments:	1. Current City of Fremantle Risk Management Framework 2. Enterprise Risk Management (ERM) Policy 3. Enterprise Risk Management (ERM) Framework 2026-28

SUMMARY

At the Ordinary Meeting of Council held on 24 June 2026, Council received the Risk Roadmap Information Report (ARIC2606-1) which provided an update to Council on the City of Fremantle's transition from its current risk management program to enterprise risk management.

This report recommends that Council revokes the existing Risk Management Policy and Risk Management Framework and adopts the proposed Enterprise Risk Management Policy (Attachment 2) and Enterprise Risk Management Framework (Attachment 3).

BACKGROUND

Traditional risk management often results in risk being considered and managed in isolation or siloed to individual service areas, physical locations, and projects. Enterprise risk management (ERM) is managed as a governance function ensures risk management is sufficiently integrated into the decisions and activities of the organisation, with the objective of improving risk competency and driving desired behaviour, both of which support the long-term sustainability of Council by ensuring risk is managed where sustainability is essential.

The proposed Enterprise Risk Management Policy (Policy), provided in Attachment 1, is a new policy that establishes Council's commitment to effective risk management. Guided by the risk management principles, the Policy defines the roles, responsibilities, and accountabilities for enterprise risk management and establishes the framework for risk management governance, oversight, and continual improvement.

The proposed Enterprise Risk Management Framework (Framework) provides the structure and guidance for implementing the Policy and establishes the minimum



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standards for the identification, assessment, treatment, monitoring, escalation, and reporting of risk across the organisation.

The Framework outlines the processes, methodologies, and responsibilities necessary to support a consistent and integrated approach to risk management, ensuring that risks are managed in accordance with Council's risk appetite and strategic objectives.

Together, the proposed Policy and Framework strengthen the integration of risk management across governance, strategic planning, operations, projects, financial management, and organisational decision-making. This integrated approach promotes risk-informed decision-making, enhances organisational resilience, and supports the effective achievement of Council's objectives.

FINANCIAL IMPLICATIONS

Nil.

LEGAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

This item 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'

- Improve organisational performance and capability.

CONSULTATION

Both the proposed Policy and Framework were developed in consultation with the organisation, including relevant officers, management, the Executive Leadership Team (ELT), and the Audit, Risk and Improvement Committee (ARIC).

The consultation process helped ensure the proposed documents were practical and aligned with the organisation's needs. It also provided an opportunity to reinforce risk management as an organisation-wide responsibility and strategic business enabler.



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Feedback received during consultation was carefully considered in finalising both documents and was critical to the transition to Enterprise Risk Management (ERM).

Executive Leadership Team (ELT)

The proposed Enterprise Risk Management Framework (Framework) was presented to the Executive Leadership Team (ELT) at the April Risk Workshop. ELT received an update on the progress of the risk roadmap and the organisation's transition to enterprise risk management (ERM).

Framework review and comparison

The workshop compared the proposed Framework with the existing framework, with particular focus on the risk assessment methodology, risk criteria and risk appetite. It also outlined how ERM can strengthen risk governance, assessment, treatment, escalation, monitoring and reporting across the organisation.

Considerations

ELT discussed how the Framework would be implemented across all levels and functions of the organisation, including how it would:

- apply to governance, strategy, operations, projects and service delivery;
- embed a consistent and integrated approach to risk management;
- strengthen risk-informed decision-making; and
- support the achievement of Council's strategic and operational objectives.

Outcome

The workshop provided ELT with an opportunity to review and contribute to the proposed Framework, ensuring the Framework reflects organisational requirements and will support the successful transition to a mature and effective enterprise risk management approach.

Audit, Risk and Improvement Committee (ARIC)

On 10 August 2026, key elements of the proposed Enterprise Risk Management Policy (Policy) and Enterprise Risk Management Framework (Framework) were presented to the Audit, Risk and Improvement Committee (ARIC) for review, input, and feedback.

Considerations

ARIC reviewed the proposed risk management documents and considered how the Policy and Framework would support effective risk governance and organisational



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oversight and provide assurance risk is being consistently managed across the organisation.

Outcome

ARIC's feedback provided strategic input into the finalisation of the Policy and Framework and confirmed the Committee's alignment with the organisation's governance and assurance requirements.

OFFICER COMMENT

Enterprise Risk Management (ERM) represents the next stage in the maturity of Council's risk management program, building on the existing risk management framework by establishing a coordinated, organisation-wide approach to identifying, assessing, managing and monitoring risk and uncertainty.

The transition to ERM is expected to strengthen the relationship between strategy, objectives, decision-making, risk appetite, performance and assurance. Rather than managing risk in isolation, ERM provides the framework for Council to consider risk collectively across the organisation, providing the organisation with a better understanding of how individual and interconnected risks may affect objectives, statutory responsibilities, financial sustainability, and service delivery models.

Aligning risk management to organisational planning and decision-making also supports a more consistent assessment of risk, improving accountability and risk ownership, control effectiveness, and risk governance objectives by providing Council with better visibility over its enterprise and emerging risks and a stronger understanding for whether risk is being managed within appropriate risk appetite.

The implementation of ERM is expected to provide the organisation with the following long-term benefits:

- Stronger alignment between risk and strategy by considering risks in the context of Council's objectives and priorities.
- Enterprise-wide visibility of risk by providing a consolidated view of enterprise, emerging and interconnected risks.
- Improved governance and accountability through clear risk ownership, escalation and oversight functionality.
- Enhanced decision-making by providing timely, consistent and relevant risk information across the organisation.
- Strengthened assurance processes as risk information is more consistently used to determine which assurance or compliance activities should be prioritised



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- Better allocation of resources by prioritising investment toward risks of greatest threat
- The more consistent application of risk appetite supports informed decisions to the level and nature of risk Council is prepared to accept or pursue.
- Strengthened organisational resilience by improving Council's capacity to plan, prepare for, respond to and recover from, significant disruption and crisis.

Transitioning to ERM will require ongoing engagement with the organisation.

For ERM to be effective, risk management must become an integrated business discipline rather than a stand-alone compliance activity.

Achieving ERM is expected to provide Council, the Audit, Risk and Improvement Committee and the Executive Leadership Team with greater confidence that risks are being appropriately identified, managed, treated, and monitored.

VOTING AND OTHER REQUIREMENTS

Simple Majority Required

DECISION MAKING AUTHORITY

Council

COMMITTEE RECOMMENDATION ITEM ARIC2609-2
(Officer's recommendation)

Moved: Cr Andrew Sullivan

Seconded: Cr Fedele Camarda

Council:

- 1. Revoke the existing Risk Management Policy and Risk Management Framework, provided in Attachment 1.**
- 2. Adopt the Enterprise Risk Management Policy, provided in Attachment 2.**
- 3. Adopt the Enterprise Risk Management Framework, provided in Attachment 3.**

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

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Against:
Nil



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ARIC2609-3 BUDGET MANAGEMENT POLICY

Meeting date:	Monday 14 September 2026
Responsible officer:	Manager Financial Services
Voting requirements:	Simple Majority Required
Decision making authority:	Council
Attachments:	1. Current Budget Management Council Policy 2. DRAFT Council Policy Budget Management 3. Proposed Delegation 2.25 - Insufficient Budget Allocations

SUMMARY

The Budget Management Council Policy has been reviewed in line with the City of Fremantle's Document Management administration policy, which states that all documents should be reviewed within every four (4) years to ensure that the information contained in the document is still relevant, accurate and remains compliant with legislation. The Budget Management Policy was adopted on 27 June 2018 (FPOL1806-11) and is therefore due for review.

This report recommends that Council revoke the current policy and adopt the new Budget Management Council Policy.

BACKGROUND

The Budget Management Council Policy (the Policy) is due for review, in accordance with the City of Fremantle's City Document Management administration policy, which calls for a review every four (4) years. Policy amendments are often recommended to reflect contemporary practices, changes in legislation and Council direction, and to clarify working requirements.

FINANCIAL IMPLICATIONS

The Policy establishes a governance framework and does not itself commit any operating or project budget expenditure. Individual budget decisions made under the Policy will continue to be considered by Council through the normal annual budget process.

LEGAL IMPLICATIONS

The Policy facilitates the City's compliance with Part 6 (Financial Management) of the *Local Government Act 1995*, including sections 6.2 (annual budget), 6.8



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(unbudgeted expenditure), 6.33 (differential general rates), 6.34 (balanced budget), 6.37 (specified area rates) and 6.38 (service charges), and with the *Local Government (Financial Management) Regulations 1996*, including regulation 33A (mid-year budget review) and regulation 34(5) (material variance threshold for Statement of Financial Activity reporting). There are no contractual 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'

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

CONSULTATION

Nil.

OFFICER COMMENT

Officer's undertook an internal review of the current Budget Management Council Policy and propose numerous changes to bring the Policy inline with the current legislative and operational context.

To assist with readability and application, the Policy was re-written and as such, officer's recommend revoking the current Budget Management Council Policy (Attachment 1) and to adopt the new draft Budget Management Council Policy (Attachment 2).

The following table lists the proposed changes to the Policy and the justification for each:

Change	Reason
Broader policy that covers the full annual budget cycle, not just budget variations.	Provides a single, comprehensive policy governing the annual budget process.
Updated legislative references, including new mid-year review dates.	Reflects 2023 changes to the Regulations.
Outdated reference to the former FPOL Committee updated; removed outdated resolution template.	Reflects the City's current internal reporting structure.



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Additional-purpose spending can now be funded from surplus, grants or reserves, not just other accounts.	Reflects funding sources used in practice.
Monthly budget amendment reports to Council replaced with as-needed reporting.	Discourages staff from making frequent, ad-hoc budget changes.
Carried-forward projects must meet Council's materiality threshold.	Encourages staff to deliver funded projects within the year requested, while retaining Council and CEO discretion to approve carry-forward in other cases.
Included reference to annual budget workshops for Elected Members.	Provides a formal opportunity for Elected Member feedback before adoption.

VOTING AND OTHER REQUIREMENTS

Simple Majority Required

DECISION MAKING AUTHORITY

Council

COMMITTEE RECOMMENDATION ITEM ARIC2609-3 **(Officer's recommendation)**

Moved: Mayor Ben Lawver

Seconded: Cr Andrew Sullivan

Council:

- 1. Revoke the current Budget Management Council Policy, as provided in Attachment 1.**
- 2. Adopt the new Budget Management Council Policy, as provided in Attachment 2.**
- 3. Delegate authority to the Chief Executive Officer to incur expenditure for a purpose already identified within the budget where there are insufficient funds allocated, as detailed in the attached delegation 2.25 (Attachment 3), to be included in the Register of Delegated Authority 2026-27.**

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
 Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

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Against:
Nil



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ARIC2609-4 AUDIT ACTIONS UPDATE - AUGUST 2026

Meeting date: Monday 14 September 2026
Responsible officer: Director City Business
Voting requirements: Simple Majority Required
Decision making authority: Council
Attachments: 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 and recommends that Council receive and note the current list of audit actions and status associated with each, as provided in Confidential Attachment 1.

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 (Financial Management Regulation 5)
- Audit of general systems, procedures and controls (Audit 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.

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.



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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* (the Act).

If the Auditor General or a local government's appointed auditor reports a significant matter in an audit report, section 7.12A of 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, Risk and Improvement 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.

At the June 2026 Audit, Risk and Improvement Committee meeting, 23 items were reported as outstanding. Nine of these were completed during this reporting period, leaving 14 items outstanding.

Summary of outstanding items:

1. Six items relate to the OAG General Computer Controls (IT) Audit, comprising six findings assessed as moderate and one assessed as minor.
2. One item relates to the OAG Performance Audit – Management of Purchasing Cards, assessed as moderate.
3. Seven items relate to the Regulation 17 Audit, comprising one finding assessed as high, four assessed as moderate, and two assessed as minor.



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Items finalised since the previous reporting period:

1. Four items relate to the OAG Financial Audit for the 2024/25 financial year,
2. Four relate to the OAG General Computer Controls (IT) Audit, and
3. One relates to the Regulation 17 Audit.

VOTING AND OTHER REQUIREMENTS

Simple Majority Required

DECISION MAKING AUTHORITY

Council

COMMITTEE RECOMMENDATION ITEM ARIC2609-4
(Officer's recommendation)

Moved: Cr Pip Slaughter

Seconded: Mr Brad Pearce

Council receive the updated Audit Actions Register, as provided in Confidential Attachment 1.

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

Against:

Nil



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ARIC2609-5 EMERGING ISSUES REPORT - AUGUST 2026

Meeting date:	Monday 14 September 2026
Responsible officer:	Manager Governance
Voting requirements:	Simple Majority Required
Decision making authority:	Council
Attachments:	1. CONFIDENTIAL - Emerging Issues Summary Report August 26

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:



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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

DECISION MAKING AUTHORITY

Council

COMMITTEE RECOMMENDATION ITEM ARIC2609-5
(Officer's recommendation)

Moved: Mr Brad Pearce

Seconded: Cr Fedele Camarda

Council receive the Emerging Issues report up to August 2026, as provided in Confidential Attachment 1.

Carried: 6/0

For:

Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,

City of Fremantle
Audit, Risk and Improvement Committee - Minutes
14 September 2026



OFFICIAL

Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan

Against:
Nil



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**ARIC2609-6 PROCUREMENT POLICY EXEMPTIONS JUNE TO AUGUST
2026**

Meeting date: Monday 14 September 2026
Responsible officer: Director City Business
Voting requirements: Simple Majority Required
Decision making authority: Council
Attachments: 1. Purchasing Policy Exemptions June to August 2026

SUMMARY

The purpose of this report is to inform the Committee and Council of purchases made by the City that were exempted from the requirements of the Procurement Policy, during the period June to August 2026.

This report recommends that Council receive the Procurement Policy Exemptions report from June to August 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, Risk and Improvement 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

June 2026

The total value of spending exempt from the City of Fremantle Procurement Policy was **\$152,296.55** for the month of June 2026.

The value of exemptions by category is:

Exemption Category	Value \$
Specialist Legal or Consultant Advice	33,000.00
Original Equipment Manufacturer (OEM)	0.00
Subscription (excluding software)	0.00
Statutory Exemptions including Advertising	34,320.55
Professional / LG Memberships	0.00
Subscription (excluding software)	17,976.00
Postal Services	0.00
Software Licence Renewal	0.00
Sole Source of Supply	67,000.00
Total	152,296.55



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Details regarding individual exemptions can be found in Attachment 1.

July 2026

The total value of spending exempt from the City of Fremantle Procurement Policy was **\$42,000.00** for the month of July 2026.

The value of exemptions by category is:

Exemption Category	Value \$
Specialist Legal or Consultant Advice	0.00
Original Equipment Manufacturer (OEM)	20,000.00
Subscription (excluding software)	0.00
Statutory Exemptions including Advertising	0.00
Professional / LG Memberships	0.00
Subscription (excluding software)	0.00
Postal Services	0.00
Software Licence Renewal	0.00
Sole Source of Supply	22,000.00
Total	42,000.00

Details regarding individual exemptions can be found in Attachment 1.

August 2026

The total value of spending exempt from the City of Fremantle Procurement Policy was **\$43,984.00** for the month of August 2026.

The value of exemptions by category is:

Exemption Category	Value \$
Specialist Legal or Consultant Advice	43,984.00
Original Equipment Manufacturer (OEM)	0.00
Subscription (excluding software)	0.00
Statutory Exemptions including Advertising	0.00
Professional / LG Memberships	0.00
Subscription (excluding software)	0.00



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Postal Services	0.00
Software Licence Renewal	0.00
Sole Source of Supply	0.00
Total	43,984.00

Details regarding individual exemptions can be found in Attachment 1.

VOTING AND OTHER REQUIREMENTS

Simple Majority Required

DECISION MAKING AUTHORITY

Council

COMMITTEE RECOMMENDATION ITEM ARIC2609-6 **(Officer's recommendation)**

Moved: Cr Pip Slaughter

Seconded: Mr Brad Pearce

Council receive the information report on Procurement Policy Exemptions for June to August 2026.

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

Against:

Nil



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**ARIC2609-7 TENDERS AWARDED UNDER DELEGATION JUNE TO
AUGUST 2026**

Meeting date: Monday 14 September 2026
Responsible officer: Director City Business
Voting requirements: Simple Majority Required
Decision making authority: Council
Attachments: Nil

SUMMARY

The purpose of this report is to summarise tenders awarded under delegation by various delegated Officers and Committees during the period June to August 2026.

This report recommends that Council receive the report on tenders awarded under delegation between June to August 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 and 2026-27 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*.



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

STRATEGIC IMPLICATIONS

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CONSULTATION

Nil.

OFFICER COMMENT

Below is a list of tenders awarded under delegation between June to August 2026.

June 2026

Tender Description	Procurement Method	Awarded By	Contractor(s)	Contract Term	Contract Estimated Value
FCC715/26 - IT Infrastructure – Storage Renewal	Public Tender	CEO	R1i Pty Ltd T/A R1i Technology	5 Years	\$881,410.80
WFCC136/26 - Engineering Consulting Services	WALGA	CEO	Glen Flood Group Pty Ltd T/A GFG Consulting	Up to 5 Years (3+1+1)	\$500,000.00
WFCC137/26 - Underground Service Locating	WALGA	Director	WH Location Services Pty Ltd T/A ABAXA	Up to 5 Years (3+1+1)	\$424,730.00
WFCC142/26 - Supply of Precast Concrete Drainage Products	WALGA	Director	T C Precast Pty Ltd T/A Hydra Storm	Up to 5 Years (3+1+1)	\$430,820.00



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July 2026

Tender Description	Procurement Method	Awarded By	Contractor(s)	Contract Term	Contract Estimated Value
WFCC141/26 - Green Waste Collection	WALGA	Director	Craneswest (WA) Pty Ltd T/A Western Tree Recyclers	Up to 3 Years (2+1)	\$250,000.00
WFCC144/26 - Supply of Gas to Fremantle Leisure Centre and Walyalup Civic Centre	WALGA	CEO	Wesfarmers Kleenheat Gas Pty Ltd	Up to 3 Years (2+1)	\$523,029.00
FCC703/26 - Hilton Park North - ACM Removal	Public Tender	Director	Savana Environmental Australia Pty Ltd	1 Month	\$180,357.00
FCC707/26 - Supply and Delivery of one (1) General Purpose Side Tipper Cartage Truck	Public Tender	Director	Falconet Pty Ltd ATFT Truck Unit Trust T/A WA Hino Sales & Service	6 Months	\$170,113.39

August 2026

Tender Description	Procurement Method	Awarded By	Contractor(s)	Contract Term	Contract Estimated Value
FCC712/26 - Graffiti Services	Public Tender	CEO	Dalecoast Pty Ltd ATF Robthor Unit Trust T/A Graffiti Systems Australia	Up to 5 Years (3+1+1)	\$510,000.00
FCC717/26 - Supply of Tree Stock	Public Tender (*)	Director	Ellenby Pty Ltd T/A Ellenby Tree Farm Forestvale Trees Pty Ltd	Up to 4 Years (2+1+1)	\$388,000.00

* FCC717/26 - Supply of Tree Stock was awarded under a panel arrangement of 2 suppliers. The Contract Estimated Value reflects the Total Contract Amount for the panel.



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VOTING AND OTHER REQUIREMENTS

Simple Majority Required

DECISION MAKING AUTHORITY

Council

COMMITTEE RECOMMENDATION ITEM ARIC2609-7 **(Officer's recommendation)**

Moved: Mr Brad Pearce

Seconded: Cr Pip Slaughter

**Council receive the information report on Tenders Awarded under
Delegation for June to August 2026.**

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

Against:

Nil



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ARIC2609-8 OVERDUE DEBTORS AS AT AUGUST 2026

Meeting date:	Monday 14 September 2026
Responsible officer:	Director City Business
Voting requirements:	Simple Majority Required
Decision making authority:	Council
Attachments:	1. CONFIDENTIAL - Summary of Outstanding Debtors - 31 August 2026 2. CONFIDENTIAL - Fee Waivers and Debt Write-Offs Schedule - 31 August 2026

SUMMARY

This Overdue Debtors Report, with confidential attachments, is provided to the Audit, Risk and Improvement Committee to report overdue debts outstanding as at 31 August 2026.

Attachment 1 identifies debts overdue by more than 90 days where the combined value, by debtor, exceeds \$10,000.

Attachment 2 provides the supporting schedule of fee waivers and debt write-offs actioned under Delegation 2.3 during the period.

BACKGROUND

This report provides the Audit, Risk and Improvement Committee with 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 waived or 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.



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As at 31 August 2026, \$72,028 has been held as an allowance for impairment of sundry receivables. A total of \$194,158 in waivers and/or write offs has occurred during the 2026/27 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 sections 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, Risk and Improvement 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

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CONSULTATION

Nil.



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OFFICER COMMENT

Total outstanding debts as at 31 August 2026 were \$619,408, decreased from \$1,056,199 reported to the Audit, Risk and Improvement Committee in June 2026. The decrease is primarily attributable to a capital grant invoice of approximately \$450,000 that was issued in May 2026. This invoice was fully receipted in June 2026 and therefore does not represent a long-term collection risk.

Debts outstanding for more than 90 days increased marginally from \$97,776 in May 2026 to \$105,499 as at 31 August 2026. The increase reflects a small number of aged debtor balances and is not the primary driver of the overall increase in outstanding debt during the reporting period.

One debtor exceeds both the 90-day ageing threshold and the \$10,000 reporting limit. As at 31 August 2026, the outstanding balance is \$58,126, all of which is more than 90 days overdue.

Detailed information relating to this debtor is contained within the confidential attachment for the Committee's consideration.

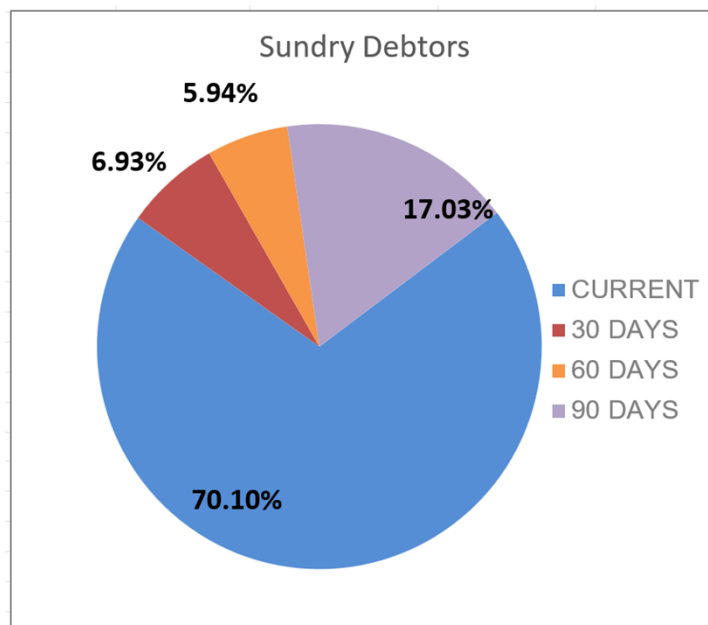
A breakdown of aged debt for the current period compared to prior year is tabled below.

Period Ending August 2026	Current	30 Days	60 Days	90+ Days	Total
August 2026	70%	7%	6%	17%	100%
Total Debtors	434,215	42,918	36,776	105,499	619,408
August 2026 Excl.	82%	0%	11%	7%	100%
Commercial Properties	168,345	-	22,847	14,210	205,402
August 2025	49%	10%	12%	29%	100%
Total Debtors	268,278	52,304	64,813	158,795	544,190

The graph below shows the aged debt balances as at 31 August 2026:



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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.

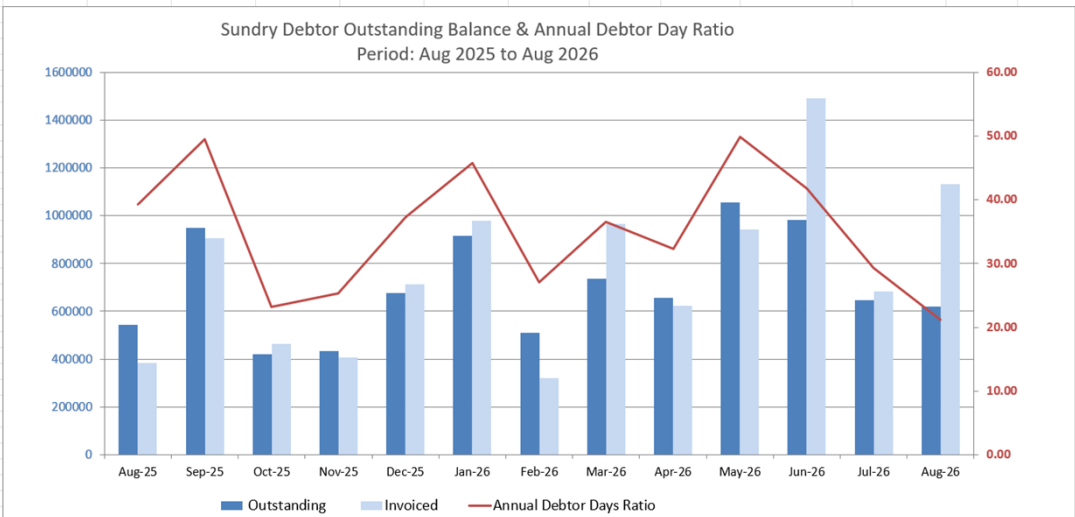
Debtor Day Ratio

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.



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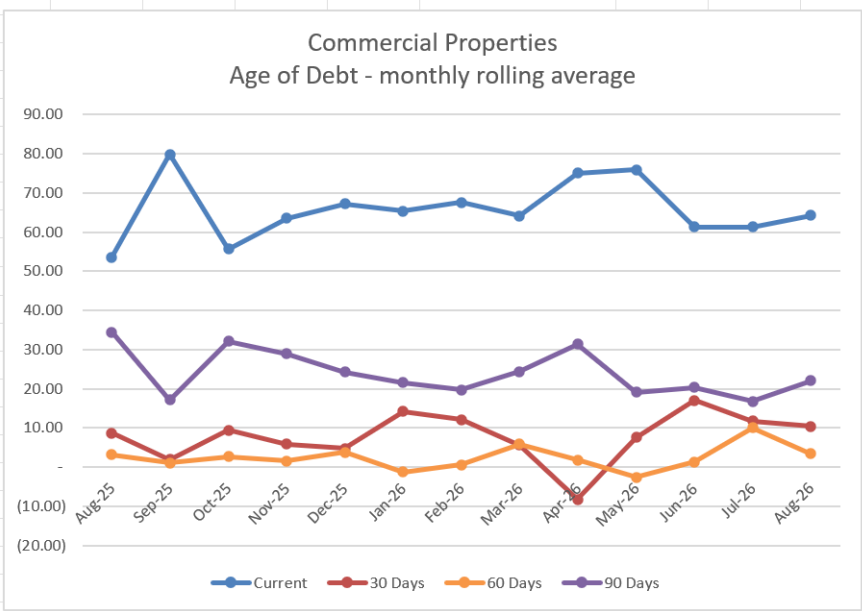
The following chart indicates the debtor days over the last 12 months. Debtor days have steadily decreased over the past 12 months, with a ratio of 21.13 being reported for August 2026.



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.

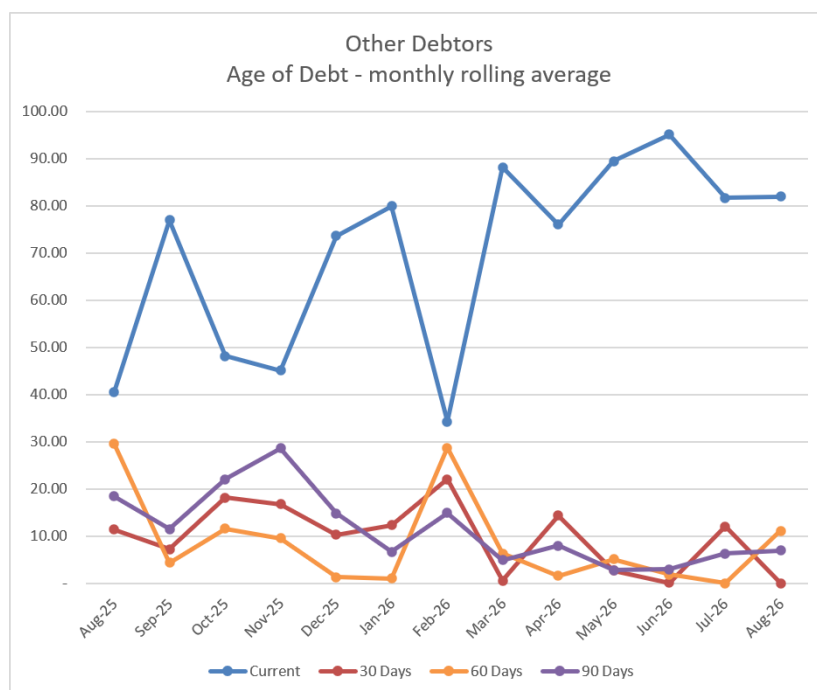
For commercial debt, 64% of debt was current as of August 2026. Debt over 90 days has increased from 19.10% to 22.05% since the last reporting period, while debt in the 30-59 day and 60-89 day categories remains low.





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For other debtors, 82% of debt was current as of August 2026. Debt over 90 days has increased since the last reporting period from 3% to 7%, while debt 60-89 days has increased from 5% to 11%.

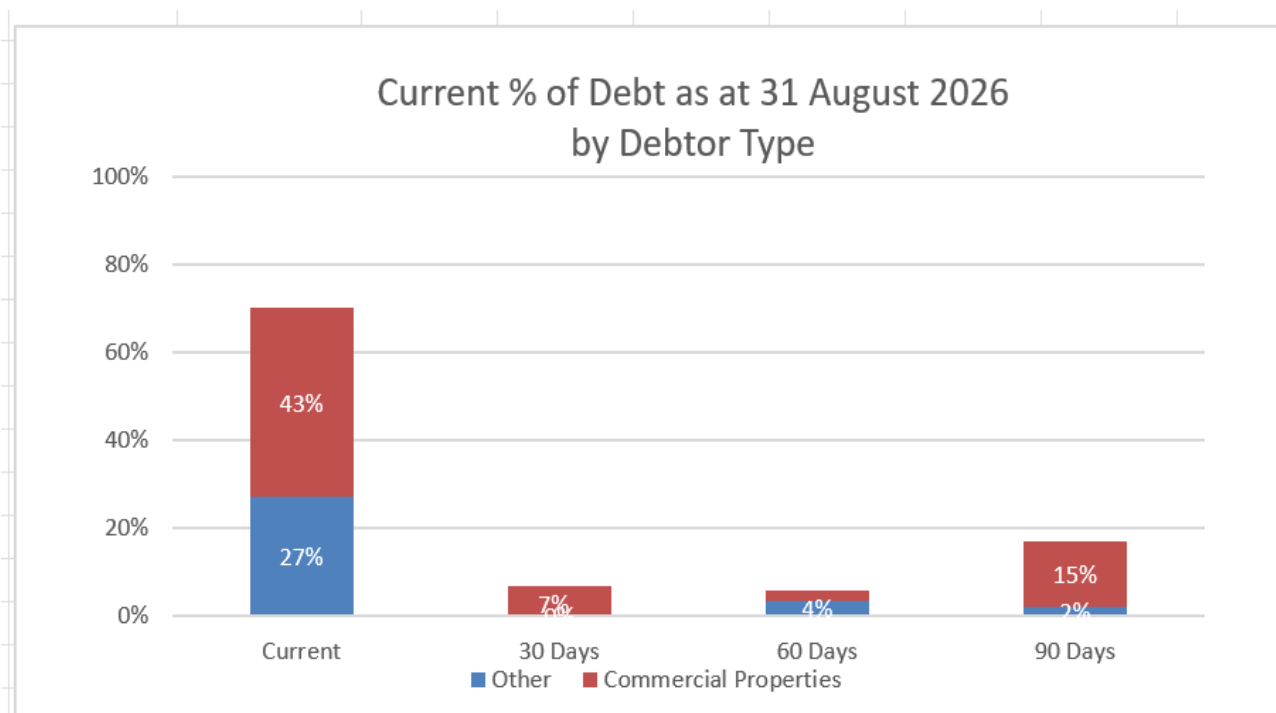


The next graph shows the current value of debt by age category, split between commercial properties and other debtors. Commercial properties make up 43% of current debt and 15% of debt over 90 days, whilst other debtors make up 27% of current, and 2% of debt over 90 days.

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



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

Waivers and write-offs received since last reported. Refer to attachment 2 for full details, including reasoning.

Customer / Debtor	Description	Amount
Fee Waivers		
Collaboration for Impact	ChangeFest25 partnership event.	\$2,247.00
Circus WA	Victoria Hall hire, 5–25 Jan 2026.	\$4,783.00
Buckingham Redevelopment Co.	50% discount on 4 parking bays, Phillimore Street (~18 months).	\$68,544.00
Circus WA	Victoria Hall hire — rehearsal space, 10 Nights in Port 2026.	\$4,930.00
Circus WA	Victoria Hall hire — rehearsal, The Raft (10 Nights in Port 2026).	\$1,505.00
MBAS Studio Artist	Moore's Building Art Space hire — group exhibition.	\$1,800.00
	Subtotal – Waivers	\$83,809.00



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Debt Write-offs		
2090081 – Fremantle Rugby League Football Club Incorporated	Lease termination.	\$7,656.89
2090107 – Fremantle Arts Centre Café	Lease termination.	\$2,078.38
2093943 – G.A.P's Kitchen Pty Ltd	Lease termination — Debtor went into Liquidation.	\$3,076.26
	Subtotal – Write-offs	\$12,811.53
TOTAL		\$96,620.53

VOTING AND OTHER REQUIREMENTS

Simple Majority Required

DECISION MAKING AUTHORITY

Council

COMMITTEE RECOMMENDATION ITEM ARIC2609-8 **(Officer's recommendation)**

Moved: Cr Fedele Camarda

Seconded: Cr Pip Slaughter

Council:

- 1. Receive the Overdue Debtors Report as at 31 August 2026.**
- 2. Receive the confidential attachments listing overdue debts exceeding 90 days with the combined value, by debtor, exceeding \$10,000.**
- 3. Receive fee waivers and debts written off as at 31 August 2026.**

Carried: 6/0

For:

**Ms Hayley Manser, Mr Brad Pearce, Mayor Ben Lawver,
 Cr Fedele Camarda, Cr Pip Slaughter and Cr Andrew Sullivan**

Against:

Nil



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Motion of which previous notice has been given

Nil.

Urgent business

Nil.

Late items

Nil.

Confidential business

Nil.

Closure

The Presiding Member declared the meeting closed at 6:15pm.