

**Audit, Risk & Improvement Committee Meeting Agenda - 10 March 2026
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PAXON

TOWN OF PORT HEDLAND

Customer Service, Media & Stakeholder Internal Audit Review

February 2026

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1. INTRODUCTION

1.1 Background & Objective

This internal audit review was included within the Town of Port Hedland's ('Town's') risk based strategic internal audit plan that was endorsed by the Audit, Risk & Compliance Committee ('Committee') in April 2024.

The objective of our review was to provide a report, based on our understanding of the Town and associated risks, on the appropriateness and effectiveness of the Town's processes and controls in the following areas:

- Customer service objectives are documented and monitored to assess and improve performance.
- Publications and media responses are appropriately approved prior to release, including:
 - Strategy and Management Practice are in place and operational; and
 - Internal guidance covers all expected areas
- Social media is administered effectively, including:
 - Strategy and Management Practice are in place and operational; and
 - Internal guidance covers all expected areas such as monitoring and responding to adverse comments, approval of posting and access to applications
 - Induction and training processes are appropriately designed and operating effectively
- The design and operation of processes related to the coordination of stakeholder management

1.2 Key Risks & Approach

The following key risks were identified and reviewed:

- There is a reputational risk caused by defamatory or harmful comments made on social media platforms by the community, which can lead to legal action and therefore a negative reputational impact
- There is a service interruption risk caused by lack of staff, which could lead to the inability or reduced capacity to deliver services



2. EXECUTIVE SUMMARY

This internal audit review assessed how effectively the Town of Port Hedland manages its customer service, media, social media, and stakeholder engagement processes.

Our work has identified some improvement opportunities to strengthen governance, consistency, and oversight across key customer-facing and communication functions. Five findings were identified: three rated Medium risk and two rated Low risk. The three medium rated findings identified in the review are as follows:

- The Town receives customer requests through many channels, including shared inboxes, phone calls, facility front counters and online tools. Because some of these pathways require manual logging into TechOne, requests may not always be recorded, reducing the completeness of reporting and there is no overall procedure as to how they should be treated. A single intake model, applied Town-wide, would improve reliability, trend analysis, and service planning.

In addition, there is no structured oversight of the Customer Experience Strategy or consistent Town-wide performance reporting.

- The review found that media releases do not follow a formal, documented approval process with testing highlighted a lack of documented evidence of circulation to relevant stakeholders or sign-off prior to publication.
- While the Town has strategic frameworks for public affairs and community engagement, these are not supported by an operational stakeholder matrix or consistent planning and reporting processes.

Low rated findings were noted in relation to:

- Involvement of marketing earlier in the process for event planning, and
- There is no formal process for escalating or removing individuals who repeatedly engage in abusive behaviour.

It was also noted that at the time of our review the 2025 Community Survey had been completed but the Town was still processing the results and had not yet developed an action plan to address key themes arising from the survey.

All Paxon’s findings are documented in detail within Section 5 of this report.

Reference	Finding	Risk Rating
5.1	Customer request management	Medium
5.2	Approval workflow for media release	Medium
5.3	Operational stakeholder management	Medium
5.4	Marketing input into events	Low
5.5	Social media access	Low

The audit identified the following good practices and sound internal processes in the following areas:

- Role based access with default 2FA across master accounts (Facebook, Instagram, LinkedIn, YouTube), controlled admin rights, partner access only where needed, and ongoing access reviews.
- Abusive/defamatory content is hidden, staff are guided not to engage directly, and all public/media enquiries route to Public Affairs with escalation paths by issue type (Mayor/CEO/Directors/Managers) as appropriate.
- Environmental Services have implemented a centralised single intake model ensure the completeness of the customer service requests being logged in TechOne.

We would like to thank all staff that have facilitated the performance of this review.



3. METHODOLOGY

Our methodology for this review comprised of the following steps:

- Conducted an initial meeting with management to obtain an understanding of processes and potential issues;
- Developed overview documentation of the processes including key controls by discussion with staff and review of the processes;
- Evaluated the effectiveness of the design of controls to cover the identified risk and tested the operation of the key controls;
- Followed up and confirmed action taken on any previous business issues identified and recommendations made;
- Researched the issues, weaknesses and potential improvements noted from our discussions and review of the existing processes and identified key controls;
- Developed appropriate recommendations for improvement for discussion with management;
- Drafted a report of findings and recommendations and obtained formal responses from management; and
- Finalised the report and issued it to Management for distribution to the Audit and Risk Committee.

Each finding detailed in Section 5 is rated based on the following scale:

Rating	Definition
High	Major contravention of policies, procedures or laws, unacceptable internal controls, high risk for fraud, waste or abuse, major opportunity to improve effectiveness and efficiency, major risk identified. Immediate corrective action is required. A short-term fix may be needed prior to it being resolved properly.
Medium	Moderate contravention of policies, procedures or laws, poor internal controls, significant opportunity to improve effectiveness and efficiency, significant risk identified. Corrective action is required. Need to be resolved as soon as resources can be made available, but within six months.
Low	Minor contravention of policies and procedures, weak internal controls, opportunity to improve effectiveness and efficiency, moderate risk identified. Corrective action is required. Need to be resolved within twelve months.



4. INHERENT LIMITATIONS

Due to the inherent limitations in any internal control structure, it is possible errors or irregularities may occur and not be detected. Further, the internal control structure, within which the control procedures that have been reviewed operate, has not been reviewed in its entirety and therefore no opinion is expressed as to the effectiveness of the greater internal control structure.

It should also be noted our review was not designed to detect all weaknesses in control procedures as it was not performed continuously throughout the period subject to review.

The review conclusion and any opinion expressed in this report have been formed on the above basis.

5. DETAILED AUDIT FINDINGS

5.1 Customer Request Management

Audit Finding

Paxon reviewed the following processes and documents in relation to customer service:

- Customer Experience Strategy 2024–26 is in place to promote a customer-centric culture, including goals, initiatives and their implementation. There is no structured tracking of implementation against the Strategy's pillars and identified actions. Some monitoring of the Customer Service Initiatives were identified, which align with the strategy, but are at a high level with timeframes for implementation documented as 0-6 months, rather than specific timeframes and it is not documented as to when it was last updated.

The Strategy also references a Quality Assurance Framework document which monitors and evaluates the Town's performance, but not sure as to whether this is in place as it was not provided and could not be located on the Town's website.

- Customer Service Charter. This sets out expectations and timeframes for responses to customer requests, but these are not reported against.
- Customer service reporting is provided to the Executive Leadership Team (ELT) but it focuses on volume of requests, but not performance such as meeting the requirements of the charter in terms of timeliness. From a performance management, trend analysis, and resourcing perspective, visibility is also limited at service level as Managers rely primarily on TechOne dashboards that only display open requests and provide no historical trend information. This restricts the Town's ability to monitor whether service delivery continues to meet the Charter's commitments to reliability, transparency, and continuous improvement.

The walkthroughs with Infrastructure Operations, Waste and Resource Recovery, Planning and Economic Development and Environmental Service revealed that there are multiple channels used by the people of town to log their requests, such as through shared mailboxes, direct phone calls, or interactions at facilities such as libraries, the Leisure Centre, or JD Hardie must be logged. There is no overall document which determines how customer service requests should be received and how and when they should be logged within TechOne.

Good practice was noted within Environmental Services have implemented a centralised intake model through TechOne, demonstrating alignment with good practice as they have closed shared inboxes, enforce a single request pathway and issue revised timeframes when delays occur.

- Standard Operating Procedure Request Management. This an administrative document identifying how requests should be dealt with within TechOne at a keystroke level.

Risk Rating

Paxon has determined this finding to be **Medium** risk.

Possible Implication

- Inaccurate and incomplete performance information and reporting and reduced ability to plan and resource effectively and impacts on customer service

**Recommendation**

- 5.1.1 Town wide performance reporting against Charter and historic performance should also be introduced
- 5.1.2 The Customer Experience Strategy activities monitoring should be enhanced to include specific timeframes, and the Quality Assurance Framework should be developed, and
- 5.1.3 Implement a formalised, Town-wide single intake model (Internal Operating Procedure) for customer requests (using TechOne as the system of record), supported by clear governance, standardised logging procedures.

Management Action:

5.1.1 Management will implement standardised performance reporting aligned to the Customer Service Charter, including defining key response-time KPIs and using OneConnect data to report performance. A regular reporting schedule will be established for ELT and service managers.

5.1.2(a) The Customer Experience Strategy will be updated to include specific implementation milestones, timeframes, and clearer monitoring requirements. A structured tracking tool will be developed to record progress against each action and pillar, with routine reporting to the Technical Advisory Group.

5.1.2(b) Management will develop a Customer Service Quality Assurance Framework that outlines service standards, monitoring requirements, and reporting expectations aligned to the Customer Service Charter. Customer Service will lead the development of the Framework, including defining performance measures and establishing consistent reporting for ELT and service managers. Audit & Risk will provide independent oversight through periodic assurance testing to confirm the Framework is operating effectively once implemented.

5.1.3 An overarching Request Management IOP will be developed to establish standardised logging procedures, requirements for capturing all customer interactions, and clear guidance on how to use statuses such as "With External Contractor" instead of closing a request prematurely.

Action Owner:

- 5.1.1 Coordinator Customer Experience
- 5.1.2(a) Coordinator Customer Experience
- 5.1.2(b) Coordinator Customer Experience
- 5.1.3 Coordinator Customer Experience

Target Completion Date:

- 5.1.1 30 June 2026
- 5.1.2(a) 31 December 2026
- 5.1.2(b) 31 December 2026
- 5.1.3 30 June 2026



5.2 Approval Workflow for Media Release

Audit Finding

The Town does not have a formal approval workflow for media releases or statements released publicly. Out of the five samples tested of information released publicly, only one could be evidenced as having received formal written approval from reviewing stakeholders prior to release. The others may have received the relevant approval, however, that was not documented formally.

There is no template used that contains an approval workflow or sign off sections verifying that the appropriate stakeholders have reviewed and authorised the release prior to publication.

Risk Rating

Paxon has determined this finding to be **Medium** risk.

Possible Implication

- Unapproved media release approval processes increase the risk of inaccurate, or unendorsed information being published.

Recommendation

5.2.1 Implement a formalised approval workflow for media releases and publications.

Management Action:

5.2.1(a) A process that outlines how both a proactive and reactive media release or statement is produced will be developed. The process will be included in the relevant IOP and can be process-mapped as part of the organisation-wide process mapping project currently underway.

5.2.1(b) A central register for information provided proactively to media (releases or statements) will be established in the OneConnect ECM module to ensure there is clear and auditable evidence of review and authorisation prior to release.

Action Owner: Manager Public Affairs

Target Completion Date: 17 April 2026



5.3 Operational Stakeholder Management

Audit Finding

The audit identified that the Town has a documented stakeholder engagement framework with the Public Affairs Strategy (2024–2026) setting out high-level stakeholder segmentation and outlines various monitoring and reporting mechanisms.

Similarly, the Engagement Strategy (2025–2028) describes a structured five-phase model (Understand, Plan, Deliver, Report and Review) but there is no operational stakeholder matrix that assigns relationship ownership, coordinates, prioritises and plans engagement and its frequency to maximise the benefit to the Town and stakeholders or maintain records of interactions.

Risk Rating

Paxon has identified this finding to be a **Medium** risk.

Possible Implication

- The absence of a formal operational stakeholder engagement framework increases the risk of inconsistent, ad hoc and reactive engagement, unclear ownership of stakeholder relationships, resulting in missed opportunities.

Recommendation

- 5.3.1 Develop and implement a formalised, Town-wide stakeholder engagement framework that includes an operational stakeholder matrix with defined ownership, standardised planning and documentation requirements, reporting mechanisms, and structured oversight to ensure alignment with the Public Affairs Strategy and Engagement Strategy to help ensure effective engagement.

Management Action: The following actions will be undertaken:

1. Identify key strategic partnerships and stakeholder groups across the Town and confirm the internal owner for each relationship.
2. Develop a stakeholder matrix that assigns relationship ownership, coordinates, prioritises and plans engagement and its frequency.
3. Review the suitability of the existing Consultation Manager system for capturing stakeholder interactions, decisions, and engagement history, and determine whether it is fit for organisation-wide use or source another solution.
4. Implement training for relevant staff on the stakeholder matrix, engagement requirements, and use of the approved system for recording stakeholder interactions.

Action Owner: Manager Public Affairs

Target Completion Date: 31 December 2026



5.4 Marketing Input into Events

Audit Finding

Based on walkthroughs and the documents provided (communications plans, marketing plans and stakeholder engagement materials), early planning activities such as defining scope, budget and concept appear to be led by the relevant service area across the organisation, with Marketing/Public Affairs typically engaged later to support promotion and execution. As overarching event planning and management frameworks/processes were not within the scope of this review, this observation may not capture all existing arrangements across the organisation.

Marketing prepares post-event reviews that include lessons learned and improvement opportunities. Earlier involvement at the scoping stage would support more consistent use of these insights in future event design. There is no organisation-wide framework that clearly sets roles, responsibilities and engagement points for this area.

Risk Rating

Paxon has identified this finding to be a **Low** risk.

Possible Implication

- Reduction in the potential for a coordinated event lifecycle and limits the Town's ability to apply continuous improvement practices across both planning and delivery.

Recommendation

- 5.4.1 Implement a formalised event planning framework that embeds Marketing involvement from the initial scoping stage covering concept, budget, audience objectives and ensures post-activity insights are consistently incorporated into future event cycles through a structured feedback and planning process.

Management Action: Management will develop an event planning framework that applies to all relevant event types. The first step is to define what constitutes an event. Roles and responsibilities for each stage of the event lifecycle will be documented to clarify ownership and decision points. The framework will require early engagement with Public Affairs at the scoping stage. The overarching framework and supporting IOP will outline the end-to-end process, engagement requirements, and responsibilities.

Action Owner: Manager Events, Arts and Culture

Target Completion Date: 31 December 2026



5.5 Social Media Access

Audit Finding

The audit found that although the Town has internal “Guidelines for Social Media Use” which set clear expectations for staff conduct and outline how the Public Affairs Unit manages inappropriate or harmful comments on official social media pages, the Town does not have a defined or documented process for removing or restricting individuals who engage in abusive, threatening, or adverse behaviour. The guidelines specify that comments deemed abusive, offensive, defamatory, misleading, or disclosing sensitive information will be hidden by the Public Affairs Unit, demonstrating an established moderation approach.

Risk Rating

Paxon has identified this finding to be a **Low** risk.

Possible Implication

- This gap creates inconsistency in how adverse online behaviour is managed and increases the risk of delayed or inappropriate responses to escalating situations.

Recommendation

5.5.1 Establishing a formalised removal and escalation procedure to strengthen the Town’s ability to manage online risks and reinforce safe and respectful engagement across all platforms.

Management Action: IOP COR 001 Media and Communications will be updated to include a formal, documented procedure for removing or restricting individuals who engage in abusive, threatening, or harmful behaviour on the Town’s social media platforms.

Action Owner: Manager Public Affairs

Target Completion Date: 30 June 2026.

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ATTACHMENT 1 – Panels Engagement Report Q2 2025-26

Pre-Qualified Supplier Panel - Construction Contractors RFT 2324-01 (6 Panel Members)

Action Framing Solution	No evidence attached to purchase orders raised against panel contract of requesting quotes under panel engagement method “The Town will obtain quotations from each pre-qualified supplier on the panel for all purchases.” Due to the low value of purchasing the purchase orders may be incorrectly raise against the panel contract as the normal procurement threshold would require 1 quote only.
Ribshire Pty. Ltd T/A Goodline	
Pilbara Constructions Pty Ltd	
Metropolis Projects Group T/As Form Homes	
Bugardi Contracting Pty Ltd	
TEC Services Australia Pty Ltd	

Pre-Qualified Supplier Panel - Trade Services RFT 2324-05 (11 Panel Members)

Oresome Aircon Cleaning Pty Ltd	Under the Trades Services panel the suppliers who provided quotes were in the following categories:
Hedland Electrical Pty Ltd	
Mps Unit Trust	
Mining Electrical Contracting Pty Ltd	
Trustee for the Plutus Trust T/A Coldpoint Refrigeration	
Mining Electrical Contracting Pty Ltd	
Jupps Floorcoverings Port Hedland	
Gadget Locksmiths	

- Refrigeration technicians (4)
- AC Mechanics (3)
- Electricians (3)
- Painting (2)
- Tiling (1)
- Window Furnishings (1)
- Floor Finishing (1)
- Landscaping (2)
- Cabinet Maker (1)
- Carpenter (1)

Bugardi Contracting Pty Ltd

**The Trustee For Scarborough Painting Services
(Northwest) Unit**

Jupps Floorcoverings Port Hedland

Munggu Pty Ltd Trading as 6 Star Group Yarnda
Gana

Yurra Pty Ltd

Ribshire Pty. Ltd T/A Goodline

Pilbara Constructions Pty Ltd

- Plumbing (1)
- Brick & Block Laying
- Fencing (1)

Panel of Civil Construction Contractors & Trades Services RFT 2324-19 (15 Panel Members)

Ak Evans Group Australia T/A Regroup Australia

TIM LANDRIGAN CONTRACTING PTY LTD

James Matthews Haulage Pty Ltd

DOWSING GROUP PTY LTD

Brooks Hire

Remote Construction Group Pty Ltd

HARWELL HOLDINGS PTY LTD

Across The Line Construction PTY LTD

CORPS EARTHMOVING PTY LTD

Under the Civil Construction & Trades Services panel the suppliers who provided quotes were in the following categories:

- Wet & Dry Hire
- Concrete Placement
- Kerbing

EK CONTRACTING PTY LTD

Escape Civil & Construction

Everything Earth Pty Ltd

De Grey Civil Pty Ltd

Westex Contracting Pty Ltd

Jsb Constructions (Aust) Pty Ltd

Pre-Qualified Panel for Construction Professionals RFT 2324-20 (31 Panel Members)

BG&E PTY LIMITED

The Trustee For Udla Unit Trust

WML CONSULTANTS PTY LTD

SMEC Australia Pty Ltd

WHITEHAUS ARCHITECTS PTY LTD

RIDER LEVETT BUCKNALL WA PTY LTD

PORTER CONSULTING ENGINEERS

MCG Architects Pty Ltd

KC TRAFFIC AND TRANSPORT PTY LTD

Josh Byrne & Associates Pty Ltd

Hodge Collard Preston Architects

EMF GRIFFITHS WA PTY LTD

Under the Construction Professionals panel the suppliers who provided quotes were in the following categories:

- Architecture
- Civil Engineering
- Structural Engineering
- Geotechnical Engineering
- Project Management Services
- Traffic Engineers
- Technical Report Writing

1 purchase order had 0 quotes attached over the \$5,000 threshold.

CHRYSLIS QUANTITY SURVEYING PTY. LTD.

Altrum Pty Ltd t/a Engineered Efficiency

RPS AAP CONSULTING PTY LTD

Aspect Studios Pty Ltd

Talis Consultants

JDSi Consulting Engineers

HOWARD & HEAVER PTY LTD

Trustee Wheeler Bishop Family Trust T/A
Landscape Planners

MERFIELD WILDE AND WOOLLARD PTY LTD

Carabiner Architects Pty Ltd

ACOR CONSULTANTS PTY LTD

PLUS ARCHITECTURE WESTERN AUSTRALIA
PTY LTD

**AIE Engineering and Construction Management
Pty Ltd**

Rawlinsons (W.A.)

QUANTUM PHASES CONSORTIUM PTY LTD

Altus Group Consulting Pty Limited

Stantec Australia Pty Ltd

CMW Geosciences Pty Ltd

Norda Architects Pty Ltd

Panel of Civil Construction Material Suppliers RFT 2324-22 (4 Panel Members)

Northwest Quarries

WA Limestone Contracting Pty Ltd

Brookdale Contractors

Bj Young Earthmoving Pty Ltd

Under the Civil Construction Material Suppliers panel the suppliers who provided quotes were in the following categories:

- Sand and Fill Quarry Materials

Panel of Pre-Qualified Suppliers - Graphic Design RFT 2425-11 (7 Panel Members)

Impact Digi

Mustang Three PTY LTD t/a Key2create

Lateral Aspect (TTF Lucas Family Trust)

Media Engine (Print and Design Online Pty Ltd T/A)

Scott Printers Pty Ltd

Bevin Creative (TTF Bevin Design House Trust)

Tovy Shearwood Pty Ltd T/A Creative Adm

All purchase orders were under \$15,000 in aggregate for each supplier Q2.

ATTACHMENT 2 - Summary of quotes requested and received

VendorPanel Supplier Engagement Q2 October – December 2025									
Panel Name	No. of Requests	No. of Panel Members	No. of Suppliers Requested	Declined to Respond	Responses (Submitted)	Successful	Not Successful	Undecided	Not responded
Pre-Qualified Construction Panel (RFT2324-01)	1	6	6	-	0	-	-	-	-
Pre-Qualified Panel for Trade Services (RFT2324-05)	1	11	4	-	1	-	-	1	3
Pre-Qualified Civil Construction Contractors & Trades (RFT2324-19)	-	15	-	-	-	-	-	-	-
Pre-Qualified Panel of Construction Professionals (RFT2324-20)	2	31	14	2	3	2	0	0	9
Pre-Qualified Civil Construction (RFT2324-22)	-	4	-	-	-	-	-	-	-
Graphic Design Panel (RFT2425-11)	-	7	-	-	-	-	-	-	-
RFT2324-01 Pre-Qualified Construction Panel /RFT2324-05 Trades Panel	1	17	7	-	2	1	1	-	5

Direct Engagement – Records from OneConnect Q2 October 2025 – December 2025									
Panel Name	No. of Requests	No. of Panel Members	No. of Suppliers Requested	Declined to Respond	Responses (Submitted)	Successful	Not Successful	Undecided	Not responded
Pre-Qualified Construction Panel (RFT2324-01)	6	6	6	-	6	6	-	-	-
Pre-Qualified Panel for Trade Services (RFT2324-05)	23	11	27	-	27	23	4	-	-
Pre-Qualified Civil Construction Contractors & Trades (RFT2324-19)	30	15	30	-	30	30	-	-	-
Pre-Qualified Panel of Construction Professionals (RFT2324-20)	10	31	18	-	17	10	7	-	1
Pre-Qualified Civil Construction (RFT2324-22)	6	4	6	-	6	6	-	-	-
Graphic Design Panel (RFT2425-11)	8	7	8	-	8	8	-	-	-

AMF PCG January 2026 - Priority Activity Outcomes

Focus Area	Initiative	Activity	Priority	Due Date	Directorate	Assigned
AMF	AMF Improvement	Document the framework of AMPs back to the Financial Reporting.	High	Apr-26	Corporate Services	Asset Management Senior
AMF	National Asset Management Assessment Framework 2025/26	Review NAMAFA assessment (for 26/27 initiatives).	High	Apr-26	Corporate Services	Director Corporate Services
AMF	AMF Improvement	Roles and Responsibilities document v2, include broader asset custodian responsibilities.	High	Apr-26	Corporate Services	Asset Management Senior
AMPs	Asset Management Plans	AMPs per class V2, including actual maintenance and renewal work schedules.	High	Feb-26	Infrastructure Services	Engineering Assets Team
AMPs	Improvement Plan - Revise Useful Lives	Revise useful lives for all asset classes	High	Aug-26	Corporate Services	Asset Management Senior
Asset Register	Asset Register - Inline with above AMP Plan	Asset Movement Report	Med	Jul-26	Corporate Services	Finance Team
Asset Register	Revaluations	25/26 Revaluation of Road Assets	High	Jul-26	Infrastructure Services	Engineering Assets Team, Asset Management Senior
Asset Register	Infrastructure Register	GPS Coordinates	High	Feb-26	Infrastructure Services	Engineering Assets Team
Asset Register	Infrastructure Register	Incorporate CCTV component assets into TechOne Asset Register.	High	Apr-26	Infrastructure Services	Coordinator Spoilbank Marina Operations, Engineering Assets Team
Asset Register	Infrastructure Register	Incorporate Leisure assets into TechOne Asset Register.	High	Jul-26	Community Services, Infrastructure Services	Leisure Team, Engineering Assets Team
GIS	GIS - OneConnect	Implement Enterprise Mapping	High	Jul-26	Corporate Services	Manager Digital Services, Manager ERP
MARINA	Create SOP	Consultant Guideline: Asset Handover	High	Apr-26	Infrastructure Services	Engineering Assets Team
MARINA	Capitalise project cost	Breakdown asset attributes & cost, and capitalise	High	Apr-26	Corporate Services	Finance Team, Engineering Assets Team
T1 Maintenance Schedules	Automated Maintenance Schedules	Automation in OneConnect	High	Aug-26	Corporate Services, Infrastructure Services	Manager Digital Services
GIS	GIS - OneConnect	GISSA Data Warehouse Implementation.	Med	Mar-26	Infrastructure Services	Engineering Assets Team
AMF	National Asset Management Assessment Framework 2025/26	Renewal Model - Asset Data Request	Med	Apr-26	Corporate Services	Manager Digital Services

Focus Area		One Connect Phase 2							Or
Project		Customer Request Management	P&R Spatial Management	OneConnect Planning/Compliance modules	OneConnect Rates/Revenue modules	OneConnect Enterprise Cash Receipting	Enterprise Content Management (ECM)	Phase 2 Wash Up items	
Scope	1	The scope of implementing the Customer Request Management (CRM) module in OneConnect includes configuring request logging, automating workflows, enabling real-time status monitoring, integrating reporting functions, and ensuring seamless adoption across departments for efficient and transparent customer interaction management.	The implementation of the TechnologyOne Spatial Management module for the Town of Port Hedland, as part of the broader OneCouncil ERP program. The Spatial module will enable the integration of GIS data into business processes, improving spatial awareness, asset visibility, and decision-making across departments.	The implementation scope of OneConnect Planning/Compliance modules at the Town of Port Hedland includes automating development application processing, ensuring regulatory compliance, integrating request management, and enhancing reporting and workflow efficiencies across planning and compliance operations.	The implementation scope of OneConnect Rates/Revenue modules at the Town of Port Hedland includes integrating property rates management, development applications, regulatory compliance, and financial operations to enhance efficiency and streamline municipal revenue processes.	The scope of implementing OneConnect Enterprise Cash Receipting includes configuring and integrating the module with financial systems, automating transaction processing, enabling multi-channel payment acceptance, ensuring compliance, enhancing security, reconciling payments, generating reports, and providing user training for seamless adoption.	The OneConnect ECM implementation will centralize document and records management, automate workflows, ensure regulatory compliance, integrate with existing systems, and enhance efficiency through structured deployment, training, and support.	The scope of the Phase 2 Wash Up Items includes issue resolution, stabilisation and user adoption.	
Resourced (who how)	Internal SME	Internal SME	Internal SME	Internal SME	Internal SME	Internal SME	Internal SME	Internal SME	
		Stephen Galvin	Stephen Galvin	Stephen Galvin	Stephen Galvin	Stephen Galvin	Stephen Galvin	Stephen Galvin	
	External	External	External	External	External	External	External	External	
Budget	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved	
Timeframe (when)	Start	1/07/2024	1/07/2024	1/07/2024	1/07/2024	1/07/2024	1/07/2024	1/07/2026	
Milestones	1	Project Kick Off	Project Kick Off	Project Kick Off	Project Kick Off	Project Kick Off	Project Kick Off	Regulatory Services: Rangers	
	2	Design Workshops, CDD Sign Off	Design Workshops, CDD Sign Off	Design Workshops, CDD Sign Off	Design Workshops, CDD Sign Off	Design Workshops, CDD Sign Off	Design Workshops, CDD Sign Off	Regulatory Services: Planning & Building Applications	
	3	Configuration Certificate sign off	Configuration Certificate sign off	Configuration Certificate sign off	Configuration Certificate sign off	Configuration Certificate sign off	Configuration Certificate sign off	Regulatory Services: Environmental	
Focus Area		One Connect Phase 2							Or
Project		Customer Request Management	P&R Spatial Management	OneConnect Planning/Compliance modules	OneConnect Rates/Revenue modules	OneConnect Enterprise Cash Receipting	Enterprise Content Management (ECM)	Phase 2 Wash Up items	
Milestones	4	Data Migration & Validation	Data Migration & Validation	Data Migration & Validation	Data Migration & Validation	Data Migration & Validation	Data Migration & Validation	ECM	
	5	User Acceptance Testing Certificates - Revenue and Compliance sign off	User Acceptance Testing Certificates - Revenue and Compliance sign off	User Acceptance Testing Certificates - Revenue and Compliance sign off	User Acceptance Testing Certificates - Revenue and Compliance sign off	User Acceptance Testing Certificates - Revenue and Compliance sign off	User Acceptance Testing Certificates - Revenue and Compliance sign off	Revenue: Billing	
	6	Training Delivery Finalised		Training Delivery Finalised	Training Delivery Finalised	Training Delivery Finalised	Training Delivery Finalised	Revenue: ECR	
		1. Face to Face sessions		1. DA Application - External Registration (Website)	1. SoP's	1. SoP's	1. SoP's	Revenue: Debtors	
		2. User Guides		2. User Guides External & Internal SoP's	2. User Guides	2. User Guides	2. User Guides		
		3. Sign Off		3. Library personal training	3. Sign Off	3. Sign Off	3. Sign Off		
			Demo of new P&R Spatial	4. Hardware & Software compliance		4. ID Locations			
	7	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance		
	8	Deployment & Post-Implementation Review	Deployment & Post-Implementation Review	Deployment & Post-Implementation Review	Deployment & Post-Implementation Review	Deployment & Post-Implementation Review	Deployment & Post-Implementation Review		
Status	Not Started								
	In Progress								
	Behind Schedule								
	Complete								
Comments		Optimisation	Optimisation	Optimisation	Optimisation	Optimisation	Optimisation	Optimisation	

e Connect Phase 2 Optimisation Progr		
OneCouncil DXP (Digital Experience Platform)	Grants	Electrol
The scope of implementing OneCouncil DXP includes integrating it with existing systems, configuring self-service portals, automating workflows, enabling real-time analytics, ensuring security and compliance, providing multilingual support, streamlining processes, training staff, and offering ongoing technical support for continuous improvement.	Implement a centralised system for managing community and internal funding programs, integrating with Financials and ECM. It automates application, approval, and acquittal workflows, enables online submissions via DXP, and supports end-to-end tracking and reporting.	Support the administration of local government elections, including voter roll and candidate management, compliance reporting, and record-keeping. Integrates with existing systems during transition and streamlines workflows for Governance ahead of the next election cycle.
Internal SME	Internal SME	Internal SME
Stephen Galvin	Stephen Galvin	Stephen Galvin
External	External	External
Approved	Approved	Approved
1/07/2026	1/07/2026	1/07/2026
Project Kick Off	Project Kick Off	Project Kick Off
Design Workshops, CDD Sign Off	Design Workshops, CDD Sign Off	Design Workshops, CDD Sign Off
Configuration Certificate sign off	Configuration Certificate sign off	Configuration Certificate sign off
e Connect Phase 2 Optimisation Progr		
OneCouncil DXP (Digital Experience Platform)	Grants	Electrol
Data Migration & Validation	Data Migration & Validation	Data Migration & Validation
User Acceptance Testing Certificates	User Acceptance Testing Certificates	User Acceptance Testing Certificates
Training	Training	Training
User Guides	User Guides	User Guides
Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance	Go-Live Readiness, Cut Over Activities Plan, T1 Parallel Testing Acceptance
Deployment & Post-Implementation Review	Deployment & Post-Implementation Review	Deployment & Post-Implementation Review
Optimisation	Optimisation	Optimisation