Audit, Risk & Improvement Committee Meeting - 11 August 2026
Attachments

ARIC Work Plan 2026	11-Aug-26	8-Dec-26	TOR Clause Version 13	Comment
Administration of the ARIC				
Annual Work Plan Review			12.5	The Annual Work Plan is presented for endorsement at the final ordinary ARIC meeting each year. If significant changes are made to the reporting cadence or reporting requirements of the Committee, the Work Plan will be updated and re-presented as required.
Audit				
Internal Audit Plan - FY2026/27 to FY2028/29			4.2 (a)	Strategic decision underway.
Internal Audit Reports (as available)			4.2 (a)	Provided as available.
Audit Log Review			4.2 (a)	
Annual Audited Financial Statements			4.1(a)(i)	
Compliance Audit Return			4.1(a)(ii) 4.1(b)(ii)	The 2025 Compliance Audit Return is to be submitted to the Local Government Inspectorate by 30 September 2026.
Risk Management				
Risk Register Review			4.2 (b)	
Business Continuity Plan			4.2 (b)	To be removed from the Work Plan.
Risk Appetite Statement Review			4.2 (b)	Adopted, CM202526/173 , 27 May 2026.
Risk Management Policy Review			4.2 (b)	Policy went to March OCM as part of the Policy Review Program.
Financial Reporting				
Outstanding Debtors (Including Rates)			4.1(b)(i)	
Compliance				
Procurement Report on Panels Usage			4.1(b)(ii)	
Improvement				
Project Uplift Update			4.2 (c)	
Asset Management Framework Progress Report			4.2 (d)	
Enterprise Resource Planning Implementation Progress Report			4.2(d)	
Town of Port Hedland Integrity Policy			4.2 (e)	
Relevant reports - adhoc				As required.

Local Government Inspector

GOVERNMENT OF WESTERN AUSTRALIA

2025 Compliance Audit Return

Local Government Authority: The Town of Port Hedland

Local Government Act 1995

s. 2.29

Has every person elected or appointed to a mayor, president, deputy, or councillor role made the required declaration in the prescribed form before a prescribed person, prior to acting in the office?

Response: Yes

Comments: Declarations were made in the prescribed form by all Elected Members prior to acting in office.

s. 3.16

Has the local government reviewed local laws, which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?

Response: No

Comments: The review commenced in January 2025, and the outcomes of the consultation process undertaken were presented to Council on 26 March 2025 (CM202425/302 En Bloc Council Decision). Council noted the consultation outcomes and further noted that proposals to amend the Town's local laws under section 3.12 of the Act would be presented to Council for consideration in due course.

At the time of the review, a number of the Town's local laws had not been reviewed within the previous eight years.

s.3.57

Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?

Response: No

Comments: Council endorsed the First Lights Major Winter Event 2025 on 5 February 2025. The associated Council report identified estimated expenditure of approximately $300,000, which exceeded the applicable tender threshold. Contract CT000462 was subsequently awarded at a value of $225,647, with a further approved contract variation of approximately $22,000. No evidence was identified to demonstrate that a public tender process was undertaken or that an applicable exemption from tendering requirements was relied upon.

s. 3.58(3)

Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?

Response: N/A

Comments: No disposals of property under section 3.58(3) of the Local Government Act 1995 were identified during the reporting period. Vehicles were disposed of through public auction, and the lease of the Port Hedland Yacht Club was awarded through a public tender process.

s. 3.58(4)

Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?

Response: N/A

Comments: No disposals of property under section 3.58(3) of the Local Government Act 1995 were identified during the reporting period. Vehicles were disposed of through public auction, and the lease of the Port Hedland Yacht Club was awarded through a public tender process.

s. 3.59(2)(a)

Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2025?

Response: N/A

Comments: No major trading undertakings occurred during the period.

s. 3.59(2)(b)

Has the local government prepared a business plan for each major land transaction that was not exempt in 2025?

Response: Yes

Comments: A Business Plan for Major Land Transaction was prepared for the proposed purchase of residential property on Captains Way, South Hedland.

s. 3.59(2)(c)

Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2025?

Response: Yes

Comments: A Business Plan for Major Land Transaction was prepared for the proposed purchase of residential property on Captains Way, South Hedland.

s. 3.59(4)

Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2024?

Response: Yes

Comments: At its Ordinary Council Meeting held on 5 February 2025, Council resolved to endorse the public advertising of the Business Plan for a Major Land Transaction - Purchase of Residential Property for use as Staff Housing in accordance with section 3.59(4) of the Local Government Act 1995(CM202425/242).

Statewide public notice was given.

s. 3.59(5)

During 2025, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?

Response: N/A

Comments: A proposed major land transaction relating to the purchase of a residential property on Captains Way, South Hedland was presented to Council on 28 May 2025. The officer recommendation to adopt the Business Plan lapsed for want of a seconder and was not carried. As Council did not resolve to proceed with the transaction, no major land transaction or trading undertaking proceeded during 2025.

s. 5.16 (1)

Were all delegations to committees resolved by absolute majority?

Response: Yes

Comments: The Town's Delegation Register was adopted by Council at its 24 September 2025 Ordinary Council Meeting (CM202526/117) by absolute majority.

s. 5.16 (2)

Were all delegations to committees in writing?

Response: Yes

Comments: Council delegated specific powers and duties to the Audit, Risk and Improvement Committee (ARIC). The Town's Delegation Register is available on the Town's website and its delegations further articulated in the ARIC Terms of Reference adopted by Council on 10 December 2025 (CM202526/180).

s. 5.17

Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?

Response: Yes

s. 5.18

Were all delegations to committees recorded in a register of delegations?

Response: Yes

s. 5.36(4) and s. 5.37(3)

Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?

Response: No

Comments: The 2025 advertisement for the Chief Executive Officer vacancy did not state the proposed duration of the employment contract. Although the contract duration was included in the Information Pack and Position Description accessible through a link in the advertisement, it was not clearly presented in the advertisement itself.

s. 5.37(2)

Did the CEO inform council of each proposal to employ or dismiss senior employee?

Response: Yes

Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?

Response: N/A

Comments: To the best of managements knowledge, Council did not reject any recommendation to employ or dismiss a senior employee.

s. 5.39B

Has the local government adopted and maintained model standards that incorporate the prescribed model standards within required timeframes (including amendments), ensured adoption by absolute majority, published an up-to-date version on its official website, and avoided including any inconsistent additional provisions?

Response: No

Comments: The Model Standards for CEO Recruitment, Performance and Termination were adopted by absolute majority at the Ordinary Council Meeting held on 30 October 2024 (CM202425/187). However, the standards were required to be published on the local government's website and were not during the 2025 calendar year. The standards were subsequently uploaded to the website on 7 January 2026.

s. 5.42

Were all delegations to the CEO resolved by an absolute majority?

Response: Yes

Comments: The Town's Delegation Register adopted by Council on 24 September 2025 (CM202526/117) was by absolute majority.

Were all delegations to the CEO in writing?

Response: Yes

Comments: The Town's Delegation Register as published on the local government's website contains all Council to CEO delegations and is in writing.

Furthermore, the CEO Is issued with a Certificate of Delegated Authority from Attain Software.

s. 5.43

Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?

Response: Yes

s. 5.44(2)

Were all employees delegated authority by the CEO under Section 5.44(1), issued with a written instrument of delegation?

Response: Yes

Comments: The Town's Delegation Register as published on the Town's website contains all CEO to Employee delegations and is in writing.

https://www.porthedland.wa.gov.au/documents/3402/register-of-delegated-authority

Furthermore, employees are issued with a Certificate of Delegated Authority from Attain Software.

s. 5.45(1)(b)

Were all decisions by the Council to amend or revoke a delegation made by absolute majority?

Response: Yes

Comments: Council adopted the 2025-2026 Delegation Register at its meeting held on 24 September 2025 (CM202526/117). The register was adopted with amendments, which were approved by absolute majority. No further amendments have been made since its initial adoption.

s. 5.46

Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?

Response: Yes

Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2024/2025 financial year?

Response: No

Comments: Council reviewed the Delegation Register on 25 June 2024 (CM202324/292); however, this review occurred during the 2023-24 financial year. The Delegation Register was not reviewed again until 24 September 2025, when Council adopted the 2025-2026 Delegation Register during the 2025-26 financial year.

Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?

Response: Yes

s. 5.50

If the local government paid a finishing employee an amount in addition to their entitlement, did the local government follow a policy it had adopted and published on its website outlining the circumstances in relation to payments made to terminated employees?

Response: No

Comments: The Town does not have a policy prepared and adopted under section 5.50(1) of the Local Government Act 1995 relating to payments to employees whose employment is ending. It was rescinded at the Ordinary Council Meeting held on 5 March 2025 (CM202425/271). Accordingly, the Town is not compliant with section 5.50(1).

Management have confirmed that there were several instances in which finishing employees were paid in addition to any amount to which the employee was entitled under a contract of employment.

If the local government made a payment to a finishing employee that is more than the amount set out in the policy, was local public notice given?

Response: No

Comments: The Town does not have a policy prepared and adopted under section 5.50(1) of the Local Government Act 1995 relating to payments to employees whose employment is ending. It was rescinded at the Ordinary Council Meeting held on 5 March 2025 (CM202425/271). Accordingly, the Town is not compliant with section 5.50(1).

Management have confirmed that there were several instances in which finishing employees were paid in addition to any amount to which the employee was entitled under a contract of employment.

s. 5.51A

Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government?

Response: Yes

Has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?

Response: Yes

Comments: The employee code of conduct was available on the Town's website.

https://www.porthedland.wa.gov.au/about-council/council/policies.aspx

s. 5.67

Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?

Response: Yes

s. 5.68(2)

Were all decisions regarding participation approval in relation to Section 5.68(2), including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?

Response: N/A

Comments: No participation approvals under s.5.68 of the Local Government Act 1995 were sought or granted during the period. The Elected Member who declared a financial interest left the meeting before consideration of the relevant item, as recorded in the minutes of the 5 March 2025 Council Meeting (Item 12.4.1).

s. 5.69(5)

Were all decisions regarding participation approval in relation to Section 5.69(5), including the extent of participation allowed recorded in the minutes of the relevant council or committee meeting?

Response: N/A

Comments: No approvals under s.5.69 of the Local Government Act 1995 were granted during the audit period.

s. 5.70

Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?

Response: No

Comments: Declarations of interest were made and recorded in the Report Writers' Disclosure of Interest Register and the relevant agenda; however, the nature of some declarations was not documented.

s. 5.71B(5) and (7)

Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?

Response: N/A

Comments: No relevant applications were made to the Minister during the reporting period.

Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?

Response: N/A

Comments: No relevant applications were made to the Minister during the reporting period.

s. 5.73

Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?

Response: Yes

s. 5.75

Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?

Response: No

Comments: Several instances were identified where Primary Returns were not lodged within three months of the relevant person's start day.

The Town has since reviewed the identified instances and implemented corrective actions to improve the administration, monitoring and follow-up of Primary Returns. While all identified returns have now been obtained, the returns were not lodged within the prescribed timeframe.

s. 5.76

Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?

Response: No

Comments: Three relevant persons lodged their annual returns after the 31 August 2025 deadline. All three returns were subsequently received.

s. 5.77

On receipt of a primary or annual return, did the CEO, or the Mayor/President, as the case may be, give written acknowledgment of having received the return?

Response: Yes

s. 5.88

Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?

Response: Yes

Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?

Response: Yes

After a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?

Response: No

Comments: Several returns relating to former employees remained recorded in the Register of Financial Interests.

Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?

Response: Yes

s. 5.89A

Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?

Response: Yes

Did the CEO publish an up-to-date version of the gift register on the local government's website?

Response: Yes

s. 5.90A

Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?

Response: No

Comments: Policy 1/029 Attendance at Events was adopted by Council at its meeting on 5 March 2025 (CM202425/270). However, the Policy was adopted by a simple majority rather than an absolute majority.

s. 5.94

Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?

Response: Yes

s. 5.96

Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, (unless prescribed otherwise)?

Response: Yes

s. 5.96A

Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?

Response: Yes

s. 5.104

Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates that incorporates the model code of conduct?

Response: Yes

Comments: The Model Code of Conduct was adopted by Council at its Ordinary Council Meeting held on 28 April 2021 (CM202021/154).

Did the local government adopt additional requirements in addition to the model code of conduct?

Response: N/A

Comments: The Town has not adopted any additional requirements beyond the Model Code of Conduct.

Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?

Response: Yes

Comments: The Code of Conduct for Council Members, Committee Members, Appointees and Candidates is available on the Town's website.

https://www.porthedland.wa.gov.au/documents/4322/town-of-port-hedland-code-of-conduct-for-council-members-committee-members-appointees-and-candidates

s. 5.128

Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?

Response: No

Comments: Council most recently adopted its Elected Member Professional Development Policy on 7 September 2022 (CM202223/018), however, it was not reviewed after the 2023 Ordinary Election as required by s.5.128(5)(a).

s. 7.12A(3), (4) and (5)

Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?

Response: Yes

Comments: Actions are completed or progressing, are recorded in the Audit Log and are reported to the ARIC quarterly.

Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters?

Response: N/A

Comments: No significant findings were reported in the auditor’s report.

Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?

Response: N/A

Comments: No significant findings were reported in the auditor’s report.

Local Government (Administration) Regulations 1996

r. 18F

Were the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?

Response: N/A

Comments: The CEOs remunerated during the 2025 calendar year were appointed in temporary capacities and were not substantively appointed to the position of Chief Executive Officer. Accordingly, the remuneration paid during the period related to temporary CEO arrangements rather than a substantive CEO appointment.

r. 19AB

Does the code of conduct contain the requirement that a local government employee (not including the CEO) must not accept a prohibited gift from an associated person?

Response: Yes

r. 19AC

Does the local government's code of conduct include requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements?

Response: Yes

r. 19AE

Does the local government's code of conduct include requirements addressing employee behaviour in the performance of duties, interactions with others, use and disclosure of information, use of local government resources and finances, the keeping of records, and the reporting and management of suspected breaches and misconduct, in accordance with regulatory requirements?

Response: Yes

r. 19B

Did the local government include in its annual report all information required under section 5.53(2)(g) and (i) and regulation 3A(2), including number of employee's in salary bands over $130,000, remuneration and allowances paid, ordered payments, CEO remuneration, council member meeting attendance, available demographic information about council members, and details of any modifications to the strategic community plan or significant modifications to the corporate business plan?

Response: Yes

r. 19C

Has the local government adopted by absolute majority a strategic community plan?

Response: Yes

Comments: The Town has a Council Plan 2025-2035 (incorporating the Strategic Community Plan and the Corporate Business Plan). The Council Plan was adopted by Council by absolute majority on 24 September 2025 (CM202526/131) and is being reviewed in 2026 through the Major Strategic Review.

Adoption date or the date of the most recent review: 24/09/2025

r. 19DA

Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4)?

Response: Yes

Comments: The Town has a Council Plan 2025-2035 (incorporating the Strategic Community Plan and the Corporate Business Plan). The Council Plan was adopted by Council by absolute majority on 24 September 2025 (CM202526/131) and is being reviewed in 2026 through the Major Strategic Review.

Date of review: 24/09/2025

Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?

Response: Yes

r. 22

No response required. This is covered by s5.75.

r. 23

No response required. This is covered by s5.76.

r. 28

No response required. This is covered by s5.88(1).

r. 28A

No response required. This is covered by s5.89A(1).

r. 29

No response required. This is covered by s5.94.

r. 29C

Does the local government publish all prescribed information on its official website— including up-to-date policies, required details of council member and employee returns, council member fees and allowances, and relevant public notices—within the specified timeframes and in accordance with legislative requirements?

Response: Yes

r. 35

Has every local government council member completed and passed the Council Member Essentials course, consisting of the five required modules and delivered by an approved provider, within 12 months of being elected?

Response: No

Comments: Only one Elected Member completed and passed the Council Member Essentials course. Following the appointment of Commissioners in September 2025, there were no remaining Elected Members required to complete the course.

r. 36

Does the local government appropriately identify and document council members who are exempt from the training requirements under section 5.126(1), including verifying that the member:

- has completed an approved course within the specified 5-year period prior to election, or
- completed the LGASS00002 Elected Member Skill Set before 1 July 2019 within the relevant timeframe, or
- qualifies for the transitional exemption applicable to council members in office at the commencement of the 2019 regulatory amendments?

Response: N/A

Comments: No Elected Members were exempt during the reporting period.

Local Government (Audit) Regulations 1996

r. 10

Was the auditor's report for the financial year ending 30 June 2025 received by the local government within 30 days of completion of the audit?

Response: Yes

Comments: The Auditor's Closing Report was issued on 3 December 2025 and the Independent Auditor's Report was issued on 17 December 2025.

r. 17

Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025?

Response: Yes

Comments: Council received the Regulation 17 Audit Report at its Ordinary Council Meeting on 25 September 2024 (CM202425/144).

Date of council's resolution to accept the report: 25/09/2025

Local Government (Constitution) Regulations 1998

r. 11FA

Did the CEO provide the Minister a report as to the result of the election within 14 days of the declaration and in the form of Form 20 of the Local Government (Elections) Regulations 1997, modified as necessary?

Response: N/A

Comments: No election was held in 2025. Following the Mayor's resignation and earlier councillor resignations, more than half of the offices of Council became vacant. The remaining offices were declared vacant, Commissioners were appointed from September 2025, and an extraordinary election was scheduled for 28 March 2026.

r. 13

Were all required oaths, affirmations and declarations under section 2.42 (in relation to Commissioners) made in the correct form (Form 8), before the appropriate authorised person?

Response: N/A

Comments: No election was held in 2025. Following the Mayor's resignation and earlier councillor resignations, more than half of the offices of Council became vacant. The remaining offices were declared vacant, Commissioners were appointed from September 2025, and an extraordinary election was scheduled for 28 March 2026.

Local Government (Elections) Regulations 1997

r. 30G

Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?

Response: N/A

Comments: No election was held in 2025. Following the Mayor’s resignation and earlier councillor resignations, more than half of the offices of Council became vacant. The remaining offices were declared vacant, Commissioners were appointed from September 2025, and an extraordinary election was scheduled for 28 March 2026.

Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?

Response: N/A

Did the CEO publish an up-to-date version of the electoral gift register on the local government’s official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?

Response: N/A

Local Government (Financial Management) Regulations 1996

r. 5

Has the CEO ensured efficient systems and procedures are established under provisions set out in Financial Management Regulations 5(1)(a) to (g)?

Response: Yes

r. 6

Has the local government ensured that any employee delegated responsibility for day-to-day accounting or financial management operations is not also delegated the responsibility for conducting internal audits, reviewing their own duties, or for managing, directing or supervising someone who carries out these functions?

Response: Yes

Comments: Responsibility for internal audit is assigned to the Audit, Risk and Insurance business unit, which operates within the Governance department and has a separate reporting line from Financial Services.

r. 7

Did the local government ensure it has regard to the needs of the inhabitants of the district as a whole and not keep separate ward accounts or determine expenditure on the basis of revenue from a ward?

Response: Yes

Comments: Revenue and expenditure are managed for the Town of Port Hedland district as a whole. The Town does not maintain separate ward accounts or determine expenditure by reference to revenue raised within a particular ward.

r. 8

Does the local government maintain separate accounts with a bank or other financial institution for money to be held in the municipal fund, trust fund and for reserve account purposes?

Response: Yes

r. 9

Did the local government keep separate financial records for each trading undertaking and each major land transaction?

Response: N/A

Comments: No trading undertakings or major land transactions were entered into during the reporting period.

r. 11

Has the local government developed procedures for the authorisation of, and the payment of, accounts in accordance with Local Government (Financial Management) Regulations 11(1), (2) and (3)?

Response: Yes

r. 12

Were payments made from the municipal fund or trust fund made by the CEO under a delegated authority or authorised, in accordance with regulation 13(2), in advance by a council resolution?

Response: Yes

r. 13

Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes?

- includes the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or
- includes the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval.

Response: Yes

r. 13A

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)?

Response: Yes

r. 19

Has the local government established and documented internal control procedures to enable identification of the nature and location of all investments and any related transactions?

Response: Yes

Comments: Investments are managed by Prudential Investment Services in accordance with Financial Management Regulation 19C and the Town’s Investment Policy.

r. 19C

Has the local government ensured that all investments made under section 6.14(1) comply with statutory restrictions set out in Financial Management Reg. 19C?

Response: Yes

Local Government (Functions and General) Regulations 1996

r. 7

No response required. This is covered by s3.59(2).

r. 9

No response required. This is covered by s3.59(2).

r. 10

No response required. This is covered by s3.59(2).

r. 11A

Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, $250,000 or less or worth $250,000 or less?

Response: No

Comments: One instance was identified where the Purchasing Policy was not followed. In this instance, the total value of the services procured ($118,888 ex GST) exceeded the threshold requiring a Request for Quotation (RFQ), however the required procurement process was not undertaken before purchase orders were issued.

r. 11

No response required. This is covered by s3.57.

r. 12

Did the local government consider the implications of Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?

Response: No

Comments: The Town's Purchasing Policy requires the Contracts Register to be reviewed before entering into contracts for goods and services. A review of the Contracts Register did not identify any contracts that clearly contravene Regulation 12.

However, due to limitations in the available data, including incomplete contract records and the absence of contract references against purchase orders, it was not possible to determine whether some purchases should have been combined into a single contract. Accordingly, there is insufficient evidence to confirm whether the implications of Regulation 12 were consistently considered when entering into multiple contracts.

r. 14(1), (3) and (5)

If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?

Response: Yes

Comments: The Town uses VendorPanel to manage all Tenders. Addendums to Tender are exclusively released by VendorPanel which then notifies all potential suppliers following the Request.

r. 15

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?

Response: Yes

r. 16

No response required. This is covered by r. 15.

r. 17

Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?

Response: Yes

r. 18(1) and (4)

Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?

Response: Yes

Comments: Submissions were accepted only through VendorPanel. One instance was identified where a supplier submitted a response via email. The Town investigated the matter with VendorPanel and the Probity Adviser, confirming that no technical failure had occurred. As the submission did not comply with the specified lodgement requirements, it was rejected.

Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?

Response: Yes

r. 19

Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?

Response: Yes

r. 21

Does the local government's advertising and expression of interest processes for limiting who can tender comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?

Response: N/A

Comments: The Town did not use an EOI process to make a preliminary selection of prospective tenderers for the supply of goods or services during the review period.

r. 22

No response required. This is covered by r. 21.

r. 23

Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?

Response: N/A

Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?

Response: N/A

r. 24

Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?

Response: N/A

r. 24AD(2), (4) and (6)

Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?

Response: N/A

Comments: No panels for pre-qualified panels were established in 2025.

If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?

Response: N/A

r. 24AE

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AF

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AG

Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?

Response: N/A

Comments: No panels for pre-qualified panels were established in 2025.

r. 24AH(1) and (3)

Did the local government reject any applications to join a panel of prequalified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?

Response: N/A

Comments: No panels for pre-qualified panels were established in 2025.

Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?

Response: N/A

r. 24AI

Did the CEO send each applicant written notice advising them of the outcome of their application?

Response: N/A

r. 24E

Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?

Response: Yes

r. 24F

No response required. This is covered by r. 24E.

I certify this is a true and accurate copy of the 2025 Compliance Audit Return, as adopted by Council at the meeting of ______________________________ 2026.

CEO	Date
Mayor or President	Date

Town of Port Hedland

Audit Report

2025 COMPLIANCE AUDIT RETURN

REPORT DATE - 30 JULY 2026

Table of Contents

1. Introduction

This report presents the results of the Town of Port Hedland's review of the 2025 Compliance Audit Return (CAR), issued by the Local Government Inspector. The CAR is the Town's annual statutory self-assessment of compliance with prescribed requirements under the *Local Government Act 1995* and associated regulations for the period 1 January to 31 December 2025.

The report has been prepared for the Audit, Risk and Improvement Committee (ARIC). It provides an objective, evidence-based assessment of the Town's compliance position, with particular focus on the adequacy of the risk management and control environment supporting legislative compliance.

While previous CARs have been reported through the audit committee structure, the 2025 CAR is the first conducted under the amended compliance audit framework that commenced on 1 January 2026. Under the revised framework, the CEO prepares the CAR and provides it to ARIC. ARIC reviews the CAR, reports the results of its review to Council, and makes any recommendations it considers appropriate. Council must then consider the CAR and ARIC's review, determine whether any matters require action, and adopt the CAR, with or without amendments.

Following Council adoption, the Mayor and CEO must sign the CAR. The Town is then required to submit the signed CAR to the Local Government Inspector, together with ARIC's recommendations, the relevant Council minutes, and any explanatory or qualifying information required to support the submission. The usual statutory deadline is 31 March following the audit period; however, the Local Government Inspector has deferred the submission deadline for the 2025 CAR to 30 September 2026.

Town of Port Hedland

2. Background and Scope

2.1 Legislative Context

The CAR is a statutory instrument prescribed under the *Local Government (Audit) Regulations 1996*. It requires local governments in Western Australia to self-assess their compliance with key provisions of the *Local Government Act 1995* and associated regulations on an annual basis.

The relevant legislative framework governing the CAR process includes:

- *Local Government Act 1995 (the Act);*
- *Local Government (Audit) Regulations 1996 (Audit Regulations);*
- *Local Government (Administration) Regulations 1996 (Admin Regulations);*
- *Local Government (Financial Management) Regulations 1996 (Financial Management Regulations);*
- *Local Government (Functions and General) Regulations 1996 (F&G Regulations); and*
- *Local Government (Elections) Regulations 1997 (Election Regulations)*.

3. Methodology and Limitations

The assessment approach comprised the following steps:

1. **Planning and coordination:** The Town's Audit, Risk and Insurance (ARI) business unit created a shared Microsoft Lists workspace and allocated each of the 119 CAR questions, together with the required evidence, to the responsible business units across the organisation.
2. **Evidence collection:** Responsible business units submitted responses and supporting evidence. Evidence included documentary records, system outputs, Council and committee records, registers, policies, internal operating procedures, and sample transaction data.
3. **Independent review and testing:** ARI independently reviewed all 119 CAR questions and assessed the adequacy of the evidence submitted in support of each response. Where evidence did not substantiate the initial response, the response was assessed conservatively and reclassified as non-compliant following further analysis and, where practicable, consultation with the responsible officer.
4. **Risk-based evaluation:** For each instance of non-compliance, ARI assessed the associated risk in the context of the Town's risk management framework, considering the likelihood and consequence of the control gap, the nature of the legislative obligation, and the potential regulatory, financial, and reputational implications.
5. **Reporting and management consultation:** Findings and recommendations of the review were compiled into this report.

Risk ratings applied in this report are consistent with the Town's Risk Management Framework and are summarised below:

High Risk	Medium Risk	Low Risk
Significant non-compliance with potential for regulatory action, reputational damage, or financial loss. Requires urgent management attention.	Moderate non-compliance representing a control gap. Requires remediation within a reasonable timeframe with active management oversight.	Minor non-compliance with limited impact. Should be addressed through standard process improvement activities.

The CAR is a self-assessment instrument. While ARI has independently reviewed and tested each response against available evidence, the assessment is necessarily dependent on the completeness and accuracy of the information provided by business units. The report should not be construed as providing absolute assurance over all aspects of the Town's legislative compliance.

Despite these limitations, the Town remains satisfied that the CAR presents a reasonable assessment of the Town's compliance position as at 31 December 2025, and that the findings and recommendations contained in this report are supported by adequate and appropriate evidence.

Town of Port Hedland

4. Findings Summary

The Town's 2025 CAR assessed 119 prescribed questions, of which 105 required a response of Yes, No or Not Applicable. Of these, 75 questions were applicable: 59 were assessed as compliant (Yes) and 16 as non-compliant (No). A further 30 questions were assessed as Not Applicable because the relevant activity or circumstance did not occur during the audit period; these responses do not represent non-compliance and are excluded from the applicable compliance rate. The remaining 14 questions required no separate response because they cross-referenced requirements assessed elsewhere in the CAR and are also excluded from the applicable compliance rate.

4.1 Overall Results

Response	Number of All Items	Percentage of All Items	Percentage of Applicable Items
Yes – Compliant	59	49.58%	**78.67%**
No – Non-Compliant	16	13.45%	**21.33%**
Not Applicable	30	25.21%	0%
No Response Required	14	11.76%	0%
Total	**119**	**100.00%**	**100.00%**

4.2 Risk Rating Results

Risk Rating	Finding No.	Finding Title
High	Finding 01	Finishing Employee Payments – No Policy or Public Notice Given
High	Finding 02	First Lights Winter Event Contract – No Tender or Exemption
Medium	Finding 03	Local Law Review - Overdue Review
Medium	Finding 04	Delegation Register – Not Reviewed During 2024/25 Financial Year
Medium	Finding 05	Employee Interest Declarations – Nature of Interest Not Documented
Medium	Finding 06	Primary Returns – Nine Returns Not Lodged Within Prescribed Timeframe
Medium	Finding 07	Attendance at Events Policy – Not Adopted by Absolute Majority
Medium	Finding 08	CEO Vacancy Advertisement – Contract Duration Not Disclosed
Medium	Finding 09	Model Standards for CEO Recruitment – Not Published on Website During 2025
Medium	Finding 10	Purchasing Policy – Non-Compliant Procurement Process for One Engagement
Medium	Finding 11	Contract Aggregation – Insufficient Evidence to Confirm Compliance
Low	Finding 12	Annual Returns – Three Returns Submitted After Prescribed Deadline
Low	Finding 13	Council Member Essentials Training – Not Completed by All Members Within 12 Months
Low	Finding 14	Elected Member Professional Development Policy – Not Reviewed After 2023 Election
Low	Finding 15	Register of Financial Interests – Some Former Employee Returns Not Removed

5. Detailed Findings

Finding 01 · LGA 1995 s.5.50 & s.5.50(2) **Finishing Employee Payments – No Policy in Place; Public Notice Not Given**	RISK RATING **HIGH**
Observation	The Town's Severance Payments Policy 1/027 was rescinded at the Ordinary Council Meeting held on 5 March 2025 (CM202425/271) and no replacement policy was adopted under section 5.50(1) of the *Local Government Act 1995* during the 2025 calendar year. Management confirmed that there were several instances in which finishing employees received payments in addition to their contractual entitlements during this period. As no policy was in place, no public notice was given in relation to any such payments as would have been required under section 5.50(2) where payments exceeded policy limits.
Implication	The absence of an adopted policy under section 5.50(1) renders all additional payments to finishing employees non-compliant with the legislative framework. Without a policy, there is no transparent, accountable basis for approving or quantifying additional finishing payments, creating significant exposure to regulatory action under the *Local Government Act 1995*, reputational risk, and potential public interest scrutiny. The failure to give public notice where applicable compounds this risk and represents a further discrete breach of the Act.
Recommendation	Management should develop and present to Council for adoption a policy under section 5.50(1) governing payments to finishing employees. Until a compliant policy is in place, no additional payments beyond contractual entitlements should be made. All instances of additional payments made during the non-compliant period should be reviewed, documented, and reported to the CEO and ARIC.
Agreed Management Action(s)	The relevant Policy will be drafted for Council adoption.
Accountable Officer	Chief Executive Officer
Responsible Officer	Manager Human Resources
Target Due Date	30 September 2026

Finding 02 · LGA 1995 s.3.57 **First Lights Winter Event – Contract Awarded Without Tender or Documented Exemption**	RISK RATING **HIGH**
Observation	Council endorsed the First Lights Major Winter Event 2025 on 5 February 2025. The associated Council report identified estimated expenditure of approximately $300,000, which exceeded the applicable tender threshold under regulation 11(1) of the *Local Government (Functions and General) Regulations 1996*. Contract CT000462 was subsequently awarded at a value of $225,647, with a further approved variation of approximately $22,000. No evidence was identified to demonstrate that a public tender process was undertaken or that an applicable exemption from tendering requirements was relied upon.
Implication	Section 3.57 of the *Local Government Act 1995* requires a local government to invite tenders for all contracts for the supply of goods or services where the consideration exceeds the prescribed threshold, unless an applicable exemption applies. Awarding a contract above the threshold without a compliant tender process or documented exemption is a breach of the Town's procurement governance framework. It undermines the probity, transparency, and value-for-money objectives of public procurement and may expose the Town to regulatory action by the Local Government Inspector.
Recommendation	Management should implement mandatory procurement training for all officers involved in purchasing, procurement, contract management or expenditure approval. Training completion must be recorded and monitored to ensure all relevant officers maintain current knowledge of their procurement responsibilities and compliance obligations.
Agreed Management Action(s)	Liaise with Human Resources in the possibility of implementing ELMO training made mandatory for all Officers with the delegation 30.3 Expenditure Financial Limits as per the current approved delegation register. The training covers the legislative framework for local government procurement including the *Local Government (Functions and General) Regulations 1996*.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Procurement & Contracting Advisor
Target Due Date	December 2026

Town of Port Hedland

Finding 03 · LGA 1995 s.3.16 **Local Law Review - Overdue Review**	RISK RATING **MEDIUM**
Observation	Section 3.16 of the *Local Government Act 1995* requires a local government to periodically review its local laws. Following public consultation, the local government must consider any submissions received and cause a report of the review to be prepared and submitted to Council. Council must then determine, by absolute majority, whether each local law should be repealed, amended or remain unchanged. Schedule 9.3, clause 65 establishes transitional arrangements for local laws that were in force when the review cycle changed from eight years to 15 years on 7 December 2024. The applicable transitional pathway and review deadline depend on matters including when each local law commenced and whether public notice of a review had been given during the relevant period. The Town commenced a consolidated review in November 2024 and presented the consultation outcomes to Council on 26 March 2025. Council noted the consultation outcomes and that proposed amendments would be presented for consideration in due course. However, the evidence reviewed did not include a report of the review that clearly addressed the required outcome for each affected local law or a Council determination, by absolute majority, that each local law should be repealed, amended or remain unchanged. Accordingly, the available evidence did not demonstrate that the relevant reviews had been completed by 31 December 2025. This does not, by itself, establish that a transitional statutory deadline had been breached. The applicable Schedule 9.3, clause 65 pathway and deadline must be determined separately for each local law. Where clauses 65(9) and 65(10) apply, the relevant 15-year period is taken to end at the end of the two-year period commencing on 7 December 2024 - that is, 7 December 2026.
Implication	If Council does not make the required section 3.16 determination before the applicable 15-year period expires, section 3.16(5) provides for the local law to be repealed at the end of that period. Unplanned repeal could create gaps in the Town's regulatory framework and affect its ability to administer or enforce relevant local requirements. The absence of a documented assessment of the applicable transitional pathway for each local law also increases the risk that statutory deadlines are not clearly identified, assigned and monitored.
Recommendation(s)	Management should prepare a local law review matrix that maps each local law to the applicable Schedule 9.3, clause 65 transitional pathway, commencement date, review status and statutory deadline. For each local law requiring review by 7 December 2026, management should ensure that the section 3.16 review report is presented to Council and that Council determines, by absolute majority, whether the local law is to be repealed, amended or remain unchanged. Record and monitor any subsequent amendment or repeal process under section 3.12 separately in the Town's relevant register.
Agreed Management Action(s)	Complete the Local Law review with guidance from the appointed consultant. The reviewed Local Laws will then be presented to Council for consideration. To support ongoing compliance, the Local Law review will be recorded in Attain to monitor and manage future review requirements.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	31 December 2026

Finding 04 · LGA 1995 s.5.46 **Delegation Register – Not Reviewed During 2024/25 Financial Year**	RISK RATING **MEDIUM**
Observation	Section 5.46(2) of the Act requires delegations made under Division 4 of Part 5 to be reviewed by the delegator at least once every financial year. This requires the relevant delegations to be reviewed during each period from 1 July to 30 June. Council reviewed its delegations on 25 June 2024 under Council decision CM202324/292, during the 2023–24 financial year. The next recorded review occurred on 24 September 2025 under Council decision CM202526/117, during the 2025–26 financial year. Accordingly, no review of Council's delegations was completed during the 2024–25 financial year, resulting in non-compliance with section 5.46(2). There was a period of approximately 15 months between the two recorded reviews.
Implication	Delegations may remain assigned to inappropriate positions or may not reflect current legislation, structure or operating needs.
Recommendation	Management should include the annual review of delegations in the governance compliance calendar, with sufficient lead time to ensure the delegator completes the review before 30 June each financial year. The calendar entry should identify the responsible officer, required approval pathway and Council agenda deadlines.
Agreed Management Action(s)	The Delegation Register Review Report will be presented to Council for consideration in August 2026. To ensure ongoing compliance, the annual review of the Delegation Register will be included in Attain, with the completion schedule due by 30 June each year.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 October 2026

Town of Port Hedland

Finding 05 · LGA 1995 s.5.70 **Employee Interest Declarations – Nature of Interest Not Documented**	RISK RATING **MEDIUM**
Observation	Section 5.70(2) of the *Local Government Act 1995* requires an employee who has an interest in a matter on which they are providing advice or a report directly to Council or a committee to disclose the nature of that interest when providing the advice or report. This requirement also applies to a person engaged under a contract for services who provides such advice or a report. The extent of the interest must also be disclosed if requested by Council or the committee under section 5.70(3). A review of the Report Writers' Disclosure of Interest Register and Council agendas identified instances where an interest was declared, but the nature of the interest was not adequately documented. As a result, the records did not consistently demonstrate compliance with section 5.70 or provide sufficient information to explain how the declared interest related to the relevant matter.
Implication	Incomplete documentation of an interest reduces transparency and limits the ability of Council or the committee to understand and appropriately manage an actual, potential or perceived conflict of interest. It also increases the risk that: • the Town cannot demonstrate compliance with section 5.70 of the Act; • the significance of an interest is not appropriately assessed; and • advice or reports may be perceived as lacking impartiality.
Recommendation	Management should strengthen the report-writing and agenda-review process to ensure that all employee and contractor disclosures under section 5.70 of the Act clearly describe the nature of the interest. Governance should complete and retain evidence of a quality-assurance review before each agenda is finalised. Any incomplete, unclear or generic disclosure should be returned to the report author for clarification before the agenda is published.
Agreed Management Action(s)	A comprehensive review of all agendas is required to be completed to ensure that declarations are completed and comply with the applicable written declaration requirements. This process will be required to be embedded into a Governance business unit Standard Operating Procedure (SOP) which is to be developed.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 September 2026

Finding 06 · LGA 1995 s.5.75 **Primary Returns – Nine Returns Not Lodged Within Prescribed Three-Month Timeframe**	RISK RATING **MEDIUM**
Observation	Section 5.75 of the *Local Government Act 1995* requires a relevant person, other than the CEO, to lodge a Primary Return with the CEO in the prescribed form within three months of their start day. The CEO must lodge their Primary Return with the Mayor within the same timeframe. The requirement does not apply where the person has lodged a return within the previous year or ceases to be a relevant person within three months of their start day. Nine (9) instances were identified where Primary Returns were lodged after the applicable three-month statutory deadline. Governance monitors outstanding returns through the Attain software platform, which issues weekly reminders to return holders. However, the late lodgements indicate that the existing reminder process did not consistently ensure compliance with the statutory timeframe or provide for timely escalation as the due date approached or was exceeded. The Town has since followed up the identified instances, and all outstanding Primary Returns have been obtained.
Implication	Late lodgement of Primary Returns constitutes non-compliance with section 5.75 of the *Local Government Act 1995*. Until a Primary Return is lodged, the Town may not have a complete record of the relevant person's disclosed financial interests. This reduces transparency and may limit the Town's ability to identify and manage actual, potential or perceived conflicts of interest. Late lodgement also increases the risk of: • financial interests not being identified when decisions, advice or delegated powers are exercised; and • regulatory scrutiny and reputational harm. The repeated late lodgements indicate that weekly automated reminders, without a defined escalation process, are not sufficient to ensure timely compliance.
Recommendation	Management should develop and approve an internal operating procedure for the administration of Primary and Annual Returns. The procedure should assign responsibility for identifying relevant persons, recording start dates, calculating statutory due dates, issuing reminders, escalating outstanding returns and retaining evidence of all follow-up action. The procedure should require escalation to the relevant line manager and Executive Leadership Team before the statutory due date where a return remains outstanding. If a return is not lodged within the statutory timeframe, the matter should be immediately escalated to the CEO, or to the Mayor where the return holder is the CEO, to enable consideration of the notification requirements under section 5.87AA of the Act.
Agreed Management Action(s)	1. Finalise the draft IOP GOV023 Primary and Annual Returns Internal Operating Procedure, including documented compliance requirements, responsibilities and escalation processes endorsed by the Executive Leadership Team. 2. Update the Governance Standard Operating Procedure to provide clear guidance for the Attain administrative functions and management of Primary Returns. (attached Primary & Annual Returns and Delegations Processes). 3. Review and update the Primary Return Guidance Notes resource, and/or implement into the Primary and Annual Return SOP.

Finding 06 · LGA 1995 s.5.75 **Primary Returns – Nine Returns Not Lodged Within Prescribed Three-Month Timeframe**	RISK RATING **MEDIUM**
	4. Incorporate Primary Return submission requirements into the Human Resources Onboarding Checklist and Exit Checklist to ensure compliance obligations are addressed on commencement and cessation of employment. 5. Currently there is the delivery of periodic Corporate Training to outline Attain use for compliance and how to complete form, this is to be continued to support employee awareness through inclusion of relevant compliance training equivalent to the Introduction to Local Government to the ELMO inductions program.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 October 2026

Finding 07 · LGA 1995 s.5.90A **Attendance at Events Policy – Not Adopted by Absolute Majority**	RISK RATING **MEDIUM**
Observation	Policy 1/029 – Attendance at Events was adopted by Council at its meeting on 5 March 2025 (CM202425/270) by a simple majority rather than the absolute majority required under section 5.90A of the *Local Government Act 1995*.
Implication	Section 5.90A requires that the policy dealing with the attendance of council members and the CEO at events be prepared, adopted by absolute majority, and published on the local government's website. Adoption by simple majority renders the policy procedurally non-compliant and may call into question its legal effectiveness.
Recommendation	Management should present Policy 1/029 — Attendance at Events to Council for re-adoption by absolute majority at the earliest practicable Ordinary Council Meeting. The policy adoption process should incorporate a standing check for the required voting threshold for each policy subject to a majority requirement under the Act.
Agreed Management Action(s)	Policy 1/029 – Attendance at Events to Council will be required to be considered by Council as absolute majority in August 2026.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 September 2026

Finding 08 · LGA 1995 s.5.36(4) & s.5.37(3) / Reg 18A(2)(d) **CEO Vacancy Advertisement – Contract Duration Not Disclosed**	RISK RATING **MEDIUM**
Observation	The advertisement for the CEO vacancy during 2025 did not include the duration of the contract as required under regulation 18A(2)(d) of the *Local Government (Administration) Regulations 1996*. While this information was contained within the linked Information Pack and Position Description, it was not included in the advertisement itself.
Implication	Non-compliance with regulation 18A(2)(d) means the advertisement did not fully meet the prescribed requirements for CEO recruitment. Omitting the contract duration from the advertisement may deter suitably qualified candidates who rely on the advertisement alone to assess the opportunity and creates a technical breach of the recruitment obligations that may attract regulatory scrutiny.
Recommendation	Management should develop a CEO recruitment advertisement checklist that incorporates all mandatory disclosure requirements under regulation 18A, including explicit documentation of the contract duration within the body of the advertisement. This checklist should be reviewed and approved by the CEO prior to publication of any future CEO recruitment advertisement.
Agreed Management Action(s)	Management will develop a draft CEO recruitment advertisement checklist to align with 8A(2)(d) of the *Local Government (Administration) Regulations 1996* for CEO approval
Accountable Officer	Chief Executive Officer
Responsible Officer	Manager Human Resources
Target Due Date	30 October 2026

Finding 09 · LGA 1995 s.5.39B(6) Model Standards for CEO Recruitment – Not Published on Website During 2025	RISK RATING **MEDIUM**
Observation	The Model Standards for CEO Recruitment, Performance and Termination were adopted by absolute majority at the Ordinary Council Meeting held on 30 October 2024 (CM202425/187). However, in accordance with section 5.39B(6) of the *Local Government Act 1995*, the standards were required to be published on the local government's official website. The standards were not published during the 2025 calendar year and were subsequently uploaded to the website on 7 January 2026.
Implication	Section 5.39B(6) requires the local government to publish an up-to-date version of the adopted model standards on its official website. Failure to publish during 2025 constitutes non-compliance with the publication obligation and reduces public transparency regarding the framework governing CEO recruitment, performance, and termination. This finding may also reduce community confidence in the probity of executive employment processes.
Recommendation	Management should establish a publication checklist for all policies and standards subject to mandatory website publication requirements, with accountability assigned to a nominated officer to ensure compliance within a defined timeframe following Council adoption.
Agreed Management Action(s)	Model Standards for CEO Recruitment has been published on the website on 7 January 2026.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	Completed

Town of Port Hedland

Finding 10 · LG (F&G) Reg 11A **Purchasing Policy – Non-Compliant Procurement Process for One Engagement**	RISK RATING **MEDIUM**
Observation	One instance was identified where the Purchasing Policy was not followed. The total value of the services procured ($118,888 exclusive of GST) exceeded the threshold requiring a Request for Quotation (RFQ) under the Town's Purchasing Policy; however, the required procurement process was not undertaken before purchase orders were issued.
Implication	Non-compliance with the Purchasing Policy and regulation 11A of the *Local Government (Functions and General) Regulations 1996* undermines the probity and value-for-money objectives of the Town's procurement framework. Without a compliant RFQ process, there is no assurance that the price obtained was competitive or that the engagement was awarded on merit, creating risk in terms of both regulatory compliance and financial stewardship.
Recommendation	1. Management should ensure that all purchasing officers receive training on the Purchasing Policy thresholds and process requirements. 2. A system-level control should be implemented to prevent purchase orders above the RFQ threshold from being raised without evidence of a compliant procurement process having been completed. 3. Management should investigate and implement automated monitoring of the cumulative value of purchase orders issued to each supplier for the same or related goods and services. Where automated monitoring is not feasible, a documented manual monitoring process should be established. The monitoring should identify potential purchase order splitting and trigger Procurement review when cumulative expenditure approaches or exceeds the Town's RFQ threshold of $100,000 or the statutory tender threshold of $250,000. No further commitment should be made until the procurement approach has been reviewed. Identified exceptions must be documented, approved and reported to ELT.
Agreed Management Action(s)	1. Procurement business unit will deliver two training sessions each year and put a recommendation to Executive Leadership Team and Senior Leadership Team that all officers who conduct or approve purchases must complete at least two refresher training sessions each year. 2. The training will be proposed to cover the Town's Purchasing Policy and procurement document suite, with specific focus on procurement thresholds, the minimum number of quotations required, and the supporting documentation that must be attached. 3. As part of the Town's optimisation of OneConnect, the Procurement business unit will consider a package of system and reporting improvements, including enhanced reporting on aggregated supplier spend to support review and further investigation where required.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Procurement & Contracting Advisor
Target Due Date	30 June 2027

Finding 11 · LG (F&G) Reg 12 **Contract Aggregation – Insufficient Evidence to Confirm Compliance**	RISK RATING **MEDIUM**
Observation	A review of the Contracts Register did not identify any contracts that clearly contravened regulation 12 of the *Local Government (Functions and General) Regulations 1996*. However, due to limitations in available data – including incomplete contract records and the absence of contract number references against purchase orders – it was not possible to confirm whether all purchases should have been aggregated into a single contract. Several instances of low-value, high-frequency supplier spend outside of panels were identified, which in aggregate may exceed $250,000 for some suppliers.
Implication	Regulation 12 prohibits the practice of entering into multiple contracts to avoid the requirement to invite tenders. Without adequate procurement data quality and controls, the Town cannot affirmatively demonstrate that this requirement is consistently met. Inadequate data also limits the Town's ability to identify aggregation opportunities, optimise procurement spend, and demonstrate value-for-money outcomes through robust spend analytics.
Recommendation	Management should strengthen procurement data quality requirements, including making it mandatory to reference contract numbers against purchase orders in the purchasing system. An annual review of aggregate supplier spending should be conducted by Procurement to identify potential contract aggregation issues, and training should be provided to purchasing officers on the requirements and intent of regulation 12.
Agreed Management Action(s)	The PRO001 Procurement Process IOP will be updated to require contracts above a specified value, to be determined, to be entered in the OneConnect Contracts Module. The Procurement Team will also establish standard operating procedures for reviewing purchasing data and patterns in OneConnect at least twice yearly.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Procurement & Contracting Advisor
Target Due Date	31 December 2026

Town of Port Hedland

Finding 12 · LGA 1995 s.5.76 **Annual Returns – Three Returns Submitted After 31 August 2025 Deadline**	RISK RATING **LOW**
Observation	Three relevant persons lodged their annual returns after the 31 August 2025 deadline prescribed under section 5.76 of the Local Government Act 1995. All three returns were subsequently received. The Governance unit's monitoring process, including Attain-generated weekly reports and reminder communications, was operational during the return period; however, these controls did not prevent late submission in all instances.
Implication	Late annual returns result in a temporary gap in the Register of Financial Interests, reducing the completeness and currency of disclosed interests during the period of non-compliance. Persistent late lodgement may indicate weaknesses in escalation or accountability controls and may undermine public confidence in the integrity of the financial disclosure framework.
Recommendation	Management should incorporate Annual Return monitoring into the proposed Primary and Annual Returns internal operating procedure. The procedure should require annual communication to all relevant persons, confirmation of the 31 August lodgement deadline, scheduled reminders, escalation of outstanding returns before the deadline, and documented follow-up of late returns. Where a return is not lodged as required, the procedure should require escalation to the CEO, or to the Mayor where the return holder is the CEO, to enable consideration of the notification requirements under section 5.87AA of the Act.
Agreed Management Action(s)	1. Finalise and implement the draft IOP GOV023 Primary and Annual Returns Internal Operating Procedure, including documented compliance requirements, responsibilities and escalation processes endorsed by the Executive Leadership Team. 2. Update Annual Return Guidance Notes resource, and/or implement into the Primary and Annual Return SOP. 3. Liaise with Human Resources into the possibility of the incorporation of the Annual Return submission requirements into the Human Resources Onboarding Checklist and Exit Checklist to ensure compliance obligations are addressed on commencement and cessation of employment. 4. Ensure there is awareness to designated employees and line leaders of there compliance requirements with taking leave around and through periods of returns. 5. Continue periodic compliance awareness and training initiatives to reinforce legislative obligations and submission requirements.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 October 2026

Finding 13 · LG (Admin) Reg 35 **Council Member Essentials Training – Not Completed by All Members Within 12 Months**	RISK RATING **LOW**
Observation	Only one Elected Member completed and passed the Council Member Essentials course – consisting of five required modules delivered by an approved provider – within twelve months of being elected, as required under regulation 35 of the *Local Government (Administration) Regulations 1996.* Following the appointment of Commissioners in September 2025, there were no remaining Elected Members subject to the training obligation.
Implication	Non-completion of mandatory training within the prescribed twelve-month period constitutes non-compliance with regulation 35. Without completion of the required training, elected members may be less equipped to effectively discharge their statutory duties, understand their governance obligations, or contribute to sound and informed decision-making. Persistent non-compliance with training requirements may also attract scrutiny from the Local Government Inspector.
Recommendation	Management should implement a structured training compliance program that is activated immediately following each ordinary election and tracks each elected member's training status against the twelve-month deadline, issues timely reminders, and escalates non-compliance to the CEO for formal action.
Agreed Management Action(s)	Elected Member compliance training program will be developed and reviewed. The training program will be included in the compliance calendar.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 November 2026

Finding 14 · LGA 1995 s.5.128 **Elected Member Professional Development Policy – Not Reviewed After 2023 Election**	RISK RATING **LOW**
Observation	Council most recently adopted its Elected Member Professional Development Policy on 7 September 2022 (CM202223/018). Section 5.128(5)(a) requires the policy to be reviewed after each ordinary election. The policy was not reviewed following the 2023 Ordinary Election. A draft was proposed but not adopted prior to Council dissolving. Following the appointment of Commissioners in September 2025, it was agreed to defer the update until a new Council was formed.
Implication	Failure to review the Professional Development Policy following the 2023 Ordinary Election constitutes non-compliance with section 5.128(5)(a). An outdated policy may not adequately support the professional development needs and obligations of elected members, and may not reflect contemporary standards, legislative changes, or sector developments since 2022.
Recommendation	Management should ensure that the Elected Member Professional Development Policy is reviewed and adopted by the incoming Council following the March 2026 ordinary election, and that this obligation is embedded in the post-election governance calendar as a time-bound action item.
Agreed Management Action(s)	Elected Member Professional Development Policy will be reviewed and presented to Council for adoption in August 2026. The Policy is also to be included in Attain and election checklist to ensure that the policy is reviewed with an incoming council.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 September 2026

Town of Port Hedland

Finding 15 · LGA 1995 s.5.88(3) **Register of Financial Interests – Former Employee Returns Not Removed**	RISK RATING **LOW**
Observation	A review of the Register of Financial Interests identified that several returns relating to former employees remained recorded in the active register. Section 5.88(3) of the *Local Government Act 1995* requires the CEO to remove from the register all returns relating to a person once they cease to be required to lodge returns, provided those returns are retained separately for at least five years in accordance with section 5.88(4). The Town's process relies on notification from Human Resources upon employee departure, but this has not consistently resulted in timely removal of former employee returns.
Implication	Retention of former employee returns in the active register introduces inaccuracy in the register and may create confusion regarding the currency of registered interests. Failure to maintain the register as prescribed may also raise questions about data management practices and the Town's administration of financial disclosure obligations. Conversely, premature removal without adequate retention would breach the five-year archiving requirement under section 5.88(4).
Recommendation	Management should: 1. Transfer returns relating to former return holders from the active Register of Financial Interests to a separate archive as soon as practicable after the person ceases to be required to lodge returns. 2. Retain removed returns for at least five years after the person ceased to be a council member or designated employee. 3. Reconcile the active register against Human Resources commencement and separation data on a quarterly basis. 4. Retain evidence of each reconciliation, amendments made
Agreed Management Action(s)	Management will: 1. Update Governance Standard Operating Procedures to clearly document requirements for maintaining statutory registers, including the timely removal of former employees from the Register of Financial Interests upon cessation of employment. 2. Review the current register format and supporting software to identify opportunities for improved administration, accuracy and compliance monitoring. 3. Develop and implement an IOP documented process for the maintenance of all statutory registers, including governance responsibilities, review requirements and public accessibility arrangements. 4. Regular Auditing process of staff leavers against registers. 5. Governance to liaise with Human Resources to introduce a periodic audit and reconciliation process between Human Resources records and governance registers to ensure former employees are removed promptly and registers remain accurate and up to date. 6. Ensure governance administrative staff are correctly trained in Attain and informed to action Attain administrative functions such as inactivating employees and removing them from the statutory registers.
Accountable Officer	Director Corporate Services
Responsible Officer	Senior Governance Advisor
Target Due Date	30 December 2026

6. Conclusion

The CAR assessed 119 prescribed questions across the Town's legislative obligations under the *Local Government Act 1995* and associated regulations for the period 1 January to 31 December 2025. Of the 75 applicable questions, 59 were assessed as compliant, representing an overall compliance rate of 78.67%.

Period: April - June 2026 Pre-Qualified Supplier Panel - Construction Contractors - RFT2324-01									
Members	**Qualified Services**	**Number of Purchase Orders per period**	**Total spend for period**	**Purchase Order Number**	**Spend value**	**No of Quotes attached to PO**	**Quotes were Requested but not received** (evidence attached to PO)	**Supplier Quotes Received**	**Supplier Quotes Received from**
Action Framing Solution	Construction	**0**	**$0.00**	-	**$0.00**	0	0	0	
Ribshire Pty. Ltd T/A Goodline	Construction	**1**	**$39,811.00**	PO00032091 (Exemption)	**$39,811.00**	1	5	1	Ribshire Pty Ltd/T/A Goodline
Pilbara Constructions Pty Ltd	Construction	**0**	**$0.00**	-	**$0.00**	0	0	0	
Metropolis Projects Group T/As Form Homes	Construction	**0**	**$0.00**	-	**$0.00**	0	0	0	
Bugardi Contracting Pty Ltd	Construction	**0**	**$0.00**	-	**$0.00**	0	0	0	
TEC Services Australia Pty Ltd	Construction	**0**	**$0.00**	-	**$0.00**	0	0	0	
Total members: 6		**1**		**Total**	**$39,811.00**	**1**	**5**	**1**	

Period: April - June 2026 Pre-Qualified Panel for Trade Services RFT2324-05									
Members	**Qualified Services**	**Number of Purchase Orders per period**	**Total spend for period**	**Purchase Order Number**	**Spend value**	**No of Quotes attached to PO**	**Suplier Quotes Requested but not received** (evidence attached to PO)	**Supplier Quotes Received**	**Suppliers Quotes Received from**
Oresome Aircon Cleaning Pty Ltd	Electrician Refrigeration AC Mechanic	**0**	**$0.00**	-	$0.00	0	0	0	-
The Trustee For Scarboro Painting Services (Northwest) Unit	Painting	**2**	**$8,300.00**	PO00031732	$6,800.00	1	0	1	The Trustee for Scarboro Painting Service
				PO00030384	$1,500.00	1	0	1	The Trustee for Scarboro Painting Service
Hedland Electrical Pty Ltd	Electrician Refrigeration AC Mechanic	**3**	**$1,240.00**	PO00030693	$310.00	1	0	1	Hedland Electrical Pty Ltd
				PO00030724	$620.00	0	0	0	Hedland Electrical Pty Ltd
				PO00030724	$310.00	1	0	1	Hedland Electrical Pty Ltd
Mining Electrical Contracting Pty Ltd	Electrician Refrigeration AC Mechanic	**2**	**$25,409.00**	PO00031118	$1,500.00	0	0	0	Mining Electrical Contracting Pty Ltd
				PO00031560	$23,909.00	2	0	2	Mining Electrical Contracting Pty Ltd Holdfast Contracting Pty Ltd
Trustee for the Plutus Trust T/A Coldpoint Refrigeration	Refrigeration AC Mechanics	**0**	**$0.00**	-	$0.00	0	0	0	-
Gadget Locksmiths	Locksmith	**0**	**$0.00**	-	$0.00	0	0	0	-
Yurra Pty Ltd	Landscaping Cabinet Maker	**6**	**$83,433.88**	PO00030344	$8,905.20	1	0	1	Yurra Pty Ltd
				PO00031706	$4,477.78	1	0	1	Yurra Pty Ltd
				PO00031707	$470.48	1	0	1	Yurra Pty Ltd
				PO00031724	$13,614.56	1	0	1	Yurra Pty Ltd
				PO00031725	$49,115.86	2	6	2	Ribshire/Goodline Yurra Pty Ltd
				PO00013364	$6,850.00	1	0	1	Yurra Pty Ltd
Ribshire Pty. Ltd T/A Goodline	Carpenter Plumbing Electrical Refrigeration Painting Landscaping Brick & Block Laying Fencing	**1**	**$3,084.00**	PO00030446	$3,084.00	2	0	2	Ribshire/Goodline Yurra Pty Ltd
Jupps Floorcoverings Port Hedland	Tiling Window Flurnichings Floor Furnishings	**0**	**$0.00**	-	$0.00	0	0	0	-
Munggu Pty Ltd Trading as 6 Star Group Yarnda Gana	Carpenter Plumber Electrical Refrigeration Fencing Cabinet Maker Tiling Floor Finishes Painting Landscaping Glazing Locksmith Brick & Block Laying	**0**	**$0.00**	-	$0.00	0	0	0	-
Pilbara Constructions Pty Ltd	Carpentry Plumbing Painting Landscaping Fencing	**0**	**$0.00**	-	$0.00	0	0	0	-
Mechannical Project Services (MPS)	Refrigeration AC Mechanic	**0**	**$0.00**	-	$0.00	0	0	0	-
Bugardi Contracting Pty Ltd	Carpentry Plumbing Electrical Refrigeration AC Mechanics Fencing	**0**	**$0.00**	-	$0.00	0	0	0	-
Total members: 13		**14**		**Totals**	**$121,466.88**	**15**	**6**	**15**	

Period: April - June 2026

Pre-Qualified Panel for Trade Services RFT2324-19

Members	Qualified Services	Number of Purchase Orders per period	Total spend for period	Purchase Order Number	Spend value	No of Quotes attached to PO	Quotes Requested but not obtained (evidence attached to PO)	Quotes Received	Quotes Received - Suppliers
Ak Evans Group Australia T/A Regroup Australia	Wet & Dry Hire	3	$36,576.00	[a]PO000030290	$12,672.00	0	0	0	Ak Evans Group Australia T/A Regroup Australia
				[a]PO000030928	$11,808.00	0	0	0	Ak Evans Group Australia T/A Regroup Australia
				[a]PO000031882	$12,096.00	0	0	0	Ak Evans Group Australia T/A Regroup Australia
Tim Landrigan Contracting Pty Ltd	Wet & Dry Hire	0	$0.00	-	$0.00	0	0	0	-
James Matthews Haulage Pty Ltd	Wet & Dry Hire	0	$0.00	-	$0.00	0	0	0	-
Dowsing Group Pty Ltd	Wet & Dry Hire Concrete Placement Kerbing	0	$0.00	-	$0.00	0	0	0	-
Brooks Hire	Wet & Dry Hire	0	$0.00	-	$0.00	0	0	0	-
Remote Construction Group Pty Ltd	Concrete Placement Kerbing	1	$168,478.39	PO00030502	$168,478.39	3	0	3	RCG Concreting WA JSB Constructions Across the line Construction
Harwell Holdings Pty Ltd	Wet & Dry Hire	10	$33,695.29	PO00030450	$9,921.17	1	0	1	Harwell Holdings
				PO00031042	$9,513.72	1	0	1	Harwell Holdings
				PO00031102	$2,291.85	1	0	1	Harwell Holdings
				PO00031103	$2,291.85	1	0	1	Harwell Holdings
				PO00031389	$1,884.41	1	0	1	Harwell Holdings
				PO00031390	$1,884.41	1	0	1	Harwell Holdings
				PO00031391	$1,069.53	1	0	1	Harwell Holdings
				PO00031393	$1,884.41	1	0	1	Harwell Holdings
				PO00031394	$1,476.97	1	0	1	Harwell Holdings
				PO00031417	$1,476.97	1	0	1	Harwell Holdings
Across The Line Construction PTY LTD	Wet & Dry Hire	0	$0.00	-	$0.00	0	0	0	-
CORPS Earthmoving Pty Ltd	Wet & Dry Hire Kerbing	0	$0.00	-	$0.00	0	0	0	-
EK Contracting Pty Ltd	Wet & Dry Hire	0	$0.00	-	$0.00	0	0	0	-
SNB Holdings WA Pty Ltd/ Escape Civil & Construction	Kerbing	1	$17,565.00	PO00032111	$17,565.00	2	0	2	RCG Concreting WA Escape Civil construction
Everything Earth Pty Ltd	Wet & Dry Hire Concrete Placement	2	$269,951.50	PO00031262	$89,285.00	2	0	2	Corps Everything Earth Pty Ltd
				[b]PO00032287	$180,666.50	1	0	1	Everything Earth Pty Ltd
De Grey Civil Pty Ltd	Wet & Dry Hire	0	$0.00	-	$0.00	0	0	0	-
Westex Contracting Pty Ltd	Wet & Dry Hire	2	$13,504.36	PO00030343	$12,549.28	1	0	1	Westex Contracting Pty Ltd
				PO00030525	$955.08	1	0	1	Westex Contracting Pty Ltd
Jsb Constructions (Aust) Pty Ltd	Concrete Placement Kerbing	2	$338,600.00	PO00032519 (Exemption)	$252,400.00	2	1	2	JSB Constructions Across the Line Construction Remote Construction Group Pty Ltd
				[c]PO00032288	$86,200.00	1	2	1	JSB Constructions RCG Construction Group Pty Ltd
Total members: 15		21		Total	$878,370.54	23	3	23	

[a]Ak Evans Pty Ltd	PO00030290 - PO00031882	Only invoices - No quotes	Value of $5,000 to $15,000 require 1 written quote
[b]Everything Earth	PO00032287	$180,666.50 - Only 1 quote attach	Amount between $100,000 and $250,000 require 3 written quotes
[c]Jsb Contruction (Aust) Pty Ltd	PO00032288	$86,200 - Need exemption	Value of $15,000 to $100,000 require 2 written quotes

Period: April - June 2026 Pre-Qualified Panel for Construction Professional RFT2324-20									
Members	**Qualified Services**	**Number of Purchase Orders per period**	**Total spend for period**	**Purchase Order Number**	**Spend value**	**No of Quotes attached to PO**	**Supplier Quotes Requested but not received** (evidence attached to PO)	**Supplier Quotes Received**	**Suppliers Quotes Received from**
BG&E Pty Limited	Civil Engineering Structural Engineering Geotechnical Engineering Traffic Engeneering	0	**$0.00**	-	$0.00	0	0	0	-
The Trustee For Udla Unit Trust	Landscape Architecture	0	**$0.00**	-	$0.00	0	0	0	-
WML Consultants Pty Ltd	Civil Engineering Structural Engineering Geotechnical Engineering	0	**$0.00**	-	$0.00	0	0	0	-
SMEC Australia Pty Ltd	Civil Engineering Structural Engineering Electrical Engineering Geotechnical Engineering Project Management Services Traffic Engineers Technical Report Writing	1	**$5,543.20**	PO00030398	$5,543.20	1	0	1	SMEC Australia Pty Ltd
Whitehaus Architects Pty Ltd	Architecture	0	**$0.00**	-	$0.00	0	0	0	-
Rider Levett Bucknall WA Pty Ltd	Quantity Surveying	0	**$0.00**	-	$0.00	0	0	0	-
Porter Consulting Engineers	Civil Engineering Traffic Engineering	0	**$0.00**	-	$0.00	0	0	0	-
MCG Architects Pty Ltd	Architecture	0	**$0.00**	-	$0.00	0	0	0	-
KC Traffic and Transport Pty Ltd	Traffic Engineers	0	**$0.00**	-	$0.00	0	0	0	-
Josh Byrne & Associates Pty Ltd	Landscape Architecture	0	**$0.00**	-	$0.00	0	0	0	-
Hodge Collard Preston Architects	Architecture	0	**$0.00**	-	$0.00	0	0	0	-
EMF Griffiths WA Pty Ltd	Mechanical Engineering	0	**$0.00**	-	$0.00	0	0	0	-
Chrysalis Quantity Surveying Pty Ltd	Project Management Services	0	**$0.00**	-	$0.00	0	0	0	-
Altrum Pty Ltd t/a Engineered Efficiency	Civil Engineering Mechanical Engineering Electrical Engineering Project Management Services Technical Report Writing	0	**$0.00**	-	$0.00	0	0	0	-
RPS AAP Consulting Pty Ltd	Technical Report Writing	0	**$0.00**	-	$0.00	0	0	0	-
Aspect Studios Pty Ltd	Landscape Architecture	0	**$0.00**	-	$0.00	0	0	0	-
Talis Consultants	Civil Engineering Structural Engineering Geotechnical Engineering Project Management Services Traffic Engineers Technical Report Writing	0	**$0.00**	-	$0.00	0	0	0	-
JDSi Consulting Engineers	Electrical Engineering Project management Services	0	**$0.00**	-	$0.00	0	0	0	-
Howard & Heaver Pty Ltd	Architecture	0	**$0.00**	-	$0.00	0	0	0	-
Trustee Wheeler Bishop Family Trust T/A Landscape Planners	Landscape Architecture	0	**$0.00**	-	$0.00	0	0	0	-
Merefield Wilde and Woollard Pty Ltd	Quantity Surveying	0	**$0.00**	-	$0.00	0	0	0	-
Carabiner Architects Pty Ltd	Architecture	0	**$0.00**	-	$0.00	0	0	0	-
ACOR Consultants Pty Ltd	Civil Engineering Structural Engineering Mechanical Engineering Electrical Engineering Project Management Services Technical Report Writing	0	**$0.00**	-	$0.00	0	0	0	-
PLUS Architecture Western Australia Pty Ltd	Architecture	0	**$0.00**	-	$0.00	0	0	0	-
AIE Engineering and Construction Management Pty Ltd	Civil Engineering Structural Engineering Mechanical Engineering Electrical Engineering Project Management Services	3	**$68,081.00**	PO00030504	$6,636.00	1	0	1	AIE Engineering and Construction
				[a]PO00031596	$16,190.00	1	0	1	AIE Engineering and Construction
				PO00032257(Exemption)	$45,255.00	1	7	1	AIE Engineering and Construction
Rawlinsons (W.A.)	Quantity Surveying	0	**$0.00**	-	$0.00	0	0	0	-
Quantum Phases Consortium Pty Ltd	Quantity Surveying	0	**$0.00**	-	$0.00	0	0	0	-
Altus Group Consulting Pty Limited	Quantity Surveying	0	**$0.00**	-	$0.00	0	0	0	-
Norda Architects Pty Ltd	Architecture Project Management Services	1	**$23,400.00**	[b]PO00030421	$23,400.00	1	0	1	Norda Architects
Total members: 29		**5**		**Total**	**$97,024.20**	**5**	**7**	**5**	

[a]AIE Engineering and Construction Management Pty Ltd	PO00031596	$16,190.00 - Only 1 quote	Value of $15,000 to $100,000 require 2 written quotes
[b]Norda Architects Pty Ltd	PO00030421	$23,400.00 - Only 1 quote	Value of $15,000 to $100,000 require 2 written quotes

Period: April - June 2026 Pre-Qualified Supplier Panel - Civil Construction - RFT2324-22									
Members	**Qualified Services**	**Number of Purchase Orders per period**	**Total spend for period**	**Purchase Order Number**	**Spend value**	**No of Quotes attached to PO**	**Supplier Quotes Requested but not received** (evidence attached to PO)	**Supplier Quotes Received**	**Suppliers Quotes Received from**
Northwest Quarries	Hard Rock Quarry Materials Sand and Fill Quarry Materials	**1**	**$44,800.00**	PO00032012	$44,800.00	3	0	3	Brookdale Quarry Supplies Northwest Quarries WA Limestone
WA Limestone Contracting Pty Ltd	Hard Rock Quarry Materials Sand and Fill Quarry Materials	**0**	**$0.00**	-	$0.00	0	0	0	-
Brookdale Contractors	Hard Rock Quarry Materials Sand and Fill Quarry Materials	**2**	**$43,650.00**	[a]PO000032551	$31,500.00	1	0	1	Brookdale Quarry Supplies
				PO00031829 Variant CEO appoval	$12,150.00	1	0	1	Brookdale Quarry Supplies
BJ Young Earthmoving Pty Ltd	Sand and Fill Quarry Materials	**7**	**$91,492.22**	PO00030252	$11,880.00	0	0	0	BJ Young Earthmoving Pty Ltd
				PO00030612	$11,880.00	0	0	0	BJ Young Earthmoving Pty Ltd
				PO00030876	$12,092.22	0	0	0	BJ Young Earthmoving Pty Ltd
				PO00031189	$11,880.00	0	0	0	BJ Young Earthmoving Pty Ltd
				PO00031419	$11,880.00	0	0	0	BJ Young Earthmoving Pty Ltd
				[b]PO00031538	$20,000.00	3	0	3	BJ Young Earthmoving Pty Ltd Dallcon MJB Industries
				PO00031962	$11,880.00	0	0	0	BJ Young Earthmoving Pty Ltd
Total members: 4		**10**		**Total**	**$179,942.22**	**8**	**0**	**8**	

[a]Brookdale Contractors PO00031829/31829 $43,650.00 - Quotes requested by Consultant
[b]BJ Young Earthmoving Pty Ltd PO00031538 $20,000.00 - Quotes requested by Consultant

Period: April - June 2026 Panel of Pre-Qualified Suppliers - Graphic Design - RFT2425-11									
Members	**Qualified Services**	**Number of Purchase Orders per period**	**Total spend for period**	**Purchase Order Number**	**Spend value**	**No of Quotes attached to PO**	**Supplier Quotes Requested but not received** (evidence attached to PO)	**Supplier Quotes Received**	**Suppliers Quotes Received from**
Impact Digi	Graphic Design	**2**	**$1,440.00**	PO00031052	$450.00	0	0	0	Impact Digi
				PO00032096	$990.00	1	0	1	Impact Digi
Key2crative (Mustang Three)	Graphic Design	**3**	**$2,650.00**	PO00030336	$490.00	0	0	0	Key 2 Creative.
				PO00031511	$150.00	0	0	0	Key 2 Creative.
				PO00032524	$2,010.00	1	0	1	Key 2 Creative.
Lateral Aspect	Graphic Design	**0**	**$0.00**	-	$0.00	0	0	0	-
Media Engine	Graphic Design	**0**	**$0.00**	-	$0.00	0	0	0	-
Scott Printers	Graphic Design	**4**	**$9,120.00**	PO00030391	$1,950.00	1	0	1	Scott Printers Pty Ltd
				PO00031101	$3,600.00	1	0	1	Scott Printers Pty Ltd
				PO00031567	$3,090.00	1	0	1	Scott Printers Pty Ltd
				PO00032525	$480.00	1	0	1	Scott Printers Pty Ltd
Bevin Creative	Graphic Design	**0**	**$0.00**	-	$0.00	0	0	0	-
Creative ADM (Tovy Shearwood)	Graphic Design	1	**$4,320.00**	PO00032069	$4,320.00	1	0	1	Creative ADM
Total members: 7		**10**		**Total**	**$17,530.00**	**7**	**0**	**7**	

Project Uplift Steering Group
Terms of Reference

Town of Port Hedland

Project Uplift Steering Group Terms of Reference

1. Purpose of the Terms of Reference

The purpose of the terms of reference is to facilitate the operation of the Town of Port Hedland's (Town) Project Uplift Steering Group (SG).

The Project Uplift SG is established to support the Chief Executive Officer (CEO) in the delivery of Project Uplift, the organisation-wide improvement program established to deliver the Town's Forward Improvement Plan (FIP).

The SG will provide strategic oversight, active coordination, practical guidance, curious and constructive challenge, and will act as the central coordinating and reporting body for Project Uplift.

The SG will act as the constructive 'conscience' of Project Uplift for the CEO and the organisation by ensuring Project Uplift remains aligned with the intent of the FIP, sound governance practice, and the long-term interests of the Town and its community.

The SG will model the values, behaviours, and expectations it seeks to embed across the organisation through Project Uplift.

2. Introduction

The SG operates in an advisory, oversight and active coordination capacity to support the effective delivery of Project Uplift. While the SG plays a hands-on role in coordinating and advancing workstreams in accordance with these Terms of Reference, it does so in a manner that supports management's responsibility for implementation, while maintaining appropriate oversight, alignment and constructive challenge.

Project Uplift is the Town's organisation-wide program of work developed in response to the Forward Improvement Plan (FIP), which sets out a coordinated approach to stabilising critical risks, strengthening governance frameworks and embedding organisational capability over time.

3. Objectives

The objectives of Project Uplift SG are to:

- Provide guidance and assistance to the CEO in relation to the delivery of Project Uplift and implementation of the FIP.
- Ensure that Project Uplift is delivered in a coordinated, disciplined, and aligned manner with the priorities and intent of the FIP.

Project Uplift Steering Group
Terms of Reference

Town of
Port Hedland

4. Authority

The SG will:

- Provide advice and recommendations to the CEO in relation to Project Uplift, including but not limited to:
  - Workstream prioritisation
  - Sequencing and dependencies
  - Delivery approach
  - Risk and issues management
  - Resourcing
  - Budgeting
- Support informed and timely decision-making by the CEO across Project Uplift.
- Assist in advancing individual workstreams and coordinating delivery across the organisation.
- Provide Project Uplift performance progress and status reporting.
- Coordinate and support the engagement of external specialist support where required.
- Make recommendations to the CEO, who may make decisions within the Office's delegated authority.

Notes:

- The CEO will consider SG guidance in exercising the Office's functions and can make decisions on behalf of the SG in accordance with their delegations and responsibilities under sections 5.41 and 5.42 of the Local Government Act 1995.
- All Project Uplift related decisions remain the responsibility of the CEO.
- The SG does not have independent delegated authority to bind the Town, unless it is empowered to do so.

5. Composition of Steering Group members

The SG will comprise:

- CEO – Chair
- Director Transformation (from commencement)
- Director Corporate Services (from commencement)
- Manager Special Projects (interim)
- Project Support Officer (PSO)
- Local Government Inspector General appointed Monitor (observer status only) *

The CEO may appoint other internal members and external specialists to the SG from time to time. New members will receive relevant information and briefings on their appointment.

*The Monitor will participate as an observer and adviser to both the Council and the CEO until the role is anticipated to conclude in mid-August 2026.

Project Uplift Steering Group
Terms of Reference

Town of Port Hedland

6. Change Champions

Project Uplift's success will be underpinned by organisation-wide ownership and collective responsibility. Over time, all Town employees will contribute to delivery and embedding the project's transformational changes.

A small group of Town employees will be selected by the CEO, via internal EOI, to form a Change Champions Group (CCG). The CCG will provide insight, advice and guidance to the SG as required, specifically relating to organisational change.

7. Responsibilities

The SG will carry out the following responsibilities:

- Provide strategic oversight of Project Uplift and ensure alignment with the FIP and organisational priorities.
- Act as the central coordinating and reporting body for Project Uplift, ensure alignment across workstreams and actively manage interdependencies.
- Assist in advancing individual workstreams, working with the Executive Leadership Team and the Senior Leadership Team to support delivery and maintain momentum across the organisation.
- Monitor organisational culture as it relates to Project Uplift, including alignment between intended behaviours, governance frameworks, and observed practices across the organisation.
- Monitor project risks, issues, and dependencies, and promote a culture of constructive challenge, transparency, and timely escalation of issues.
- Identify potential governance, delivery or blind spots and ensure appropriate independent challenge and review is applied.
- Monitor progress against milestones, timeframes, and intended outcomes and ensure evidence of implementation, benefits realised and measurable improvement in governance, capability, and organisational performance.
- Ensure Project Uplift is communicated effectively so that internal and external stakeholders remain informed and engaged, and that feedback from staff, stakeholders and the community is considered in assessing progress and outcomes.
- Support the commissioning and coordination of external specialist support where required, ensuring alignment with Project Uplift priorities and value for money.
- Support the CEO in reporting to ARIC and Council, including ensuring reporting is accurate, timely, and aligned to the FIP Reporting Framework, and reflects progress, risks, dependencies, outcomes, and matters requiring decision or support.

The SG may also:

- Perform other activities related to these Terms of Reference as requested by the CEO.
- Review the effectiveness of these terms of reference periodically and recommend any changes to the CEO.

Project Uplift Steering Group Terms of Reference

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9. SG Meetings

Meetings will be held regularly and as required as determined by the CEO.

The CEO may appoint a deputy, or an acting Chair as required.

The CEO may second Town employees or external specialists/consultants as members of the SG as required.

The CEO may invite members of management, external specialists, or other advisers to attend meetings as observers and to provide pertinent information, as necessary.

The SG will develop a forward meeting schedule and work plan.

Due to the nature of matters considered, meetings are not open to the public.

All members are expected to attend each meeting, as much as reasonably practical.

Meeting agendas will be prepared and provided in advance by the CEO's office/PSO with appropriate briefing materials.

Minutes will be taken at each meeting by the CEO's office/PSO and presented to the subsequent meeting for confirmation.

A quorum for is a minimum of 50% of the SG membership.

11. Expiry

These Terms of Reference will remain in effect for the duration of Project Uplift and will expire upon completion of the program, unless otherwise determined by the CEO.

12. Adoption

Adopted by the Chief Executive Officer for the purpose of establishing and governing the Project Uplift Steering Group.

Signature:	Date: 12.06.2026
Dale Stewart **Chief Executive Officer**	

AMF PCG February 2026 - Priority Activity Outcomes - As At 07 July 2026

Focus Area	Initiative	Activity	Priority	Due Date	Directorate	Assigned	AMF PCG Endorsed
AMPs	Asset Management Plans	AMPs per class V2, including actual maintenance and renewal work schedules	High	28/02/2026	Infrastructure Services	Engineering Assets Team	January 2026
Asset Register	Infrastructure Register	Capture GPS Coordinates	High	28/02/2026	Infrastructure Services	Engineering Assets Team	January 2026
GIS	GIS - OneConnect	GISSA Data Warehouse Implementation	Med	15/03/2026	Infrastructure Services	Engineering Assets Team	January 2026
AMF	AMF Improvement	Document the framework of AMPs back to the Financial Reporting	High	1/04/2026	Corporate Services	Asset Management Senior	January 2026
AMF	National Asset Management Assessment Framework 2025/26	Review NAMAF assessment (for 26/27 initiatives)	High	1/04/2026	Corporate Services	Director Corporate Services	January 2026
AMF	AMF Improvement	Roles and Responsibilities document v2, include broader asset custodian responsibilities	High	1/04/2026	Corporate Services	Asset Management Senior	January 2026
AMPs	Improvement Plan Priority - Assets & Engineers	Identify the completeness of each asset class asset register and spatial records	High	1/04/2026	Infrastructure Services	Engineering Assets Team	February 2026
AMPs	Improvement Plan Priority - Assets & Engineers	Update the asset registers and spatial records ready for creating respective asset management plans	High	1/04/2026	Infrastructure Services	Engineering Assets Team	February 2026
Asset Register	Infrastructure Register	Incorporate CCTV component assets into TechOne Asset Register	High	30/04/2026	Infrastructure Services	Coordinator Spoilbank Marina Operations, Engineering Assets Team	January 2026
MARINA	Capitalise project cost	Marina breakdown of asset attributes and cost, and capitalisation	High	30/04/2026	Corporate Services	Finance Team, Engineering Assets Team	January 2026
ARC Workflow	Asset Register - Inline with above AMP Plan	Asset Movement Report	Med	1/07/2026	Corporate Services	Finance Team	January 2026
Asset Register	Revaluations	25/26 Revaluation of Road Assets	High	1/07/2026	Infrastructure Services, Corporate Services	Engineering Assets Team, Senior Asset Management, Finance	January 2026
Asset Register	Infrastructure Register	Incorporate Leisure assets into TechOne Asset Register	High	1/07/2026	Community Services, Infrastructure Services	Leisure Team, Engineering Assets Team, Finance	January 2026
GIS	GIS - OneConnect	Implement Enterprise Mapping	High	1/07/2026	Corporate Services	Manager Digital Services, Manager ERP	January 2026
T1 Phase 2	EAM Optimisation	Implementation of EAM/SAM SaaS Plus solution and Enterprise Maps	High	1/07/2026	Corporate Services	Manager ERP	February 2026

AMF PCG February 2026 - Priority Activity Outcomes - As At 07 July 2026

AMPs	Improvement Plan - Revise Useful Lives	Revise useful lives for all asset classes	High	31/08/2026	Corporate Services	Asset Management Senior	January 2026
Asset Register	Infrastructure Register	Old TAFE site Valuation	Med	31/08/2026	Corporate Services	Finance	February 2026
T1 Maintenance Schedules	Automated Maintenance Schedules	Automation of Maintenance Schedules in OneConnect	High	31/08/2026	Corporate Services, Infrastruture Services	Manager Digital Services	January 2026