TOWN OF COTTESLOE

ATTACHMENTS

AUDIT, RISK AND IMPROVEMENT COMMITTEE – 14 SEPTEMBER 2026

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TOWN OF COTTESLOE

AUDIT, RISK AND IMPROVEMENT COMMITTEE

ATTACHMENT

ITEM 8.1.1A:
ATTACHMENT (A) - COMPLIANCE AUDIT RETURN

Local Government
Inspector

GOVERNMENT OF
WESTERN AUSTRALIA

2025 Compliance Audit Return

Local Government Authority: The Town of Cottesloe

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

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: N/A

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: Yes

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

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

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

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: N/A

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: N/A

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: N/A

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

s. 5.16 (1)

Were all delegations to committees resolved by absolute majority?

Response: N/A

s. 5.16 (2)

Were all delegations to committees in writing?

Response: N/A

s. 5.17

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

Response: N/A

s. 5.18

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

Response: N/A

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: Yes

s. 5.37(2)

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

Response: N/A

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

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: They were adopted on 27 April 2021 by absolute majority, within the required timeframe. but have not been published on thewebsite. This will be actioned.

s. 5.42

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

Response: Yes

Were all delegations to the CEO in writing?

Response: Yes

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

s. 5.45(1)(b)

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

Response: N/A

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: Yes

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: N/A

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: N/A

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

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: N/A

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

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

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: N/A

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

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

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: N/A

s. 5.75

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

Response: Yes

s. 5.76

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

Response: Yes

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: Yes

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: N/A

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: No

Comments: Re Minutes - 5 out of 14 were unconfirmed (23 September to 16 December 2025); Model Standards were adopted in April 2021 but are not published on the website; Vacancy in the position of CEO was not advertised on the Town's website.

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: N/A

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

Response: N/A

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

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: N/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

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

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

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: Yes

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: N/A

r. 19DA

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

Response: No

Comments: Under the requirements a Minor review of the Council Plan is required after 2 years and should have been completed in 2025 but was not done.

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

Response: No

Comments: Under the requirements a Minor review of the Council Plan is required after 2 years and should have been completed in 2025 but was not done.

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: No

Comments: One 2025 LG Election Notice was published on 22 Sept. Statutory timeline was prior to 22 Sept. Vacancy of the position of the CEO was not Published on the website. Model Standards were adopted in April 2021 but are not published on website.

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: Yes

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: Yes

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

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

Date of council's resolution to accept the report: 16/12/2025

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: No

Comments: The Form 20 was lodged one day outside the 14 day statutory period.

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

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

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: No

Comments: The most recent register published was 2023, and there was an election in 2025.

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

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: N/A

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

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

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: Yes

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: N/A

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

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: No

Comments: No tenders were rejected that were not submitted at the place, and within the time, specified in the invitation to tender.

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: Yes

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: Yes

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

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

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

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: Yes

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: N/A

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 COTTESLOE

AUDIT, RISK AND IMPROVEMENT COMMITTEE

ATTACHMENT

ITEM 8.1.1B:
ATTACHMENT (B) - COMPLIANCE MATURITY SCORES

Attachment (b)
Compliance Audit Return 2026
Compliance Maturity Scoring

CAR Ref	Requirement Description	Y/N	Compliance Status	Evidence Quality	Process Maturity	Monitoring Assurance	Resilience/People Dependency
Local Government Act 1995							
s.2.29	Declarations of office completed before acting in role	YES	5	5	4	4	2
s.3.57	Tenders obtained where contract threshold exceeded	YES	3	4	3	3	4
s.5.36(4)/5.37(3)	CEO/senior employee vacancies properly advertised	YES	4	3	1	1	2
s.5.39B	Model standards adopted and published	NO	3	2	2	3	1
s.5.42(a)	CEO delegations approved by absolute majority	YES	4	4	4	4	2
s.5.42(b)	CEO delegations documented in writing	YES	4	4	4	4	2
s.5.43	CEO delegations exclude prohibited powers	YES	5	5	4	4	2
s.5.44(2)	Employee delegations documented in writing	YES	4	4	2	3	2
s.5.46(a)	Delegations register maintained	YES	5	4	2	3	2
s.5.46(b)	Delegations reviewed annually	YES	5	4	2	3	2
s.5.46(c)	Delegated decisions properly recorded	YES	5	4	2	3	2

CAR Ref	Requirement Description	Y/N	Compliance Status	Evidence Quality	Process Maturity	Monitoring Assurance	Resilience/People Dependency
s.5.51A(a)	Employee Code of Conduct implemented	YES	4	5	4	1	3
s.5.51A(b)	Employee Code of Conduct published	YES	4	5	4	1	3
s.5.75	Primary returns lodged on time	YES	4	4	1	1	2
s.5.76	Annual returns lodged on time	YES	4	4	1	1	2
s.5.77	Returns acknowledged by CEO/Mayor	YES	4	4	1	1	2
s.5.88(a)	Financial interests register maintained	YES	4	5	4	3	2
s.5.88(b)	Disclosure register maintained	YES	4	5	4	3	2
s.5.88(c)	Obsolete returns removed from register	YES	4	5	4	3	2
s.5.88(d)	Removed returns retained for statutory period	YES	4	5	4	3	2
s.5.89A(a)	Gifts register maintained	YES	2	3	2	1	3
s.5.89A(b)	Gifts register published	YES	2	3	2	1	3
s.5.94	Public inspection information available	YES	3	4	4	2	3
s.5.96	Copies available at cost-recovery rates	YES	3	4	1	3	2
s.5.96A	Required information published on website	NO	2	4	3	2	3
s.5.104(c)	Council member code published on website	YES	4	4	4	3	4

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CAR Ref	Requirement Description	Y/N	Compliance Status	Evidence Quality	Process Maturity	Monitoring Assurance	Resilience/People Dependency
s.7.12A(3)(4)&(5)	Audit recommendations actioned	YES	3	5	4	3	1
Local Government (Administration) Regulations 1996							
Reg 18F	CEO remuneration consistent with advertised package	YES	3	5	3	1	3
Reg 19AB	Employee Code prohibits prohibited gifts	YES	4	5	4	2	3
Reg 19AC	Employee gift requirements documented	YES	4	5	4	2	3
Reg 19AE	Employee Code contains prescribed standards	YES	5	5	4	2	3
Reg 19B	Annual report contains prescribed disclosures	YES	3	3	3	3	3
Reg 19DA(a)	Corporate Business Plan reviewed as required	NO	2	2	2	2	2
Reg 19DA(b)	Corporate Business Plan complies with regulations	NO	2	2	2	2	2
Reg 29C	Prescribed website information published on time	NO	2	4	3	2	2
Reg 35	Councillors completed mandatory training	YES	5	5	4	4	1
Reg 36	Training exemptions documented appropriately	YES	5	5	4	4	1
Local Government (Audit) Regulations 1996							
Reg 10	Audit report received within	YES	4	5	4	4	3

CAR Ref	Requirement Description	Y/N	Compliance Status	Evidence Quality	Process Maturity	Monitoring Assurance	Resilience/People Dependency
	statutory timeframe						
Reg 17	Review of risk, controls and compliance completed	YES	4	4	4	4	4
Local Government (Constitution) Regulations 1996							
Reg 11FA	Election result reported to Minister within 14 days	NO	3	4	3	2	3
Local Government (Elections) Regulations 1996							
Reg 30G(c)	Electoral gift register published on website	NO	2	4	2	1	5
Local Government (Financial Management) Regulations 1996							
Reg 5	Effective financial management systems established	YES	3	2	2	4	3
Reg 6	Segregation of financial duties maintained	YES	4	4	4	4	3
Reg 8	Separate bank accounts maintained	YES	4	4	4	4	4
Reg 11	Payment authorisation procedures established	YES	4	3	4	4	4
Reg 12	Payments appropriately authorised	YES	4	4	4	4	4
Reg 13	Monthly payment lists reported to Council	YES	4	5	4	4	4
Reg 13A	Purchasing card payments reported monthly	YES	4	5	4	4	4

CAR Ref	Requirement Description	Y/N	Compliance Status	Evidence Quality	Process Maturity	Monitoring Assurance	Resilience/People Dependency
Reg 19	Investment controls documented	YES	4	2	4	4	4
Reg 19C	Investments comply with statutory restrictions	YES	4	2	4	4	4
Local Government (Functions and General) Regulations 1996							
Reg 11A	Purchasing policy complied with for procurements ≤ $250k	YES	3	4	3	4	3
Reg 14(1), (3) & (5)	Tender variations communicated to affected tenderers	YES	3	4	2	2	2
Reg 15	Tender receipt and opening procedures complied with	YES	4	1	2	2	2
Reg 17	Tender register maintained and published	YES	3	4	2	3	2
Reg 18(1) & (4)(a)	Tender assessment and rejection requirements complied with	YES	3	4	2	3	2
Reg 18(1) & (4)(b)	Tender assessment and rejection requirements complied with	YES	3	4	2	3	2
Reg 19	Tenderers notified of tender outcome	YES	3	4	2	4	3
Reg 21	Expression of interest processes complied with statutory requirements	YES	3	3	2	3	3
Reg 24	Expression of interest outcome notices issued	YES	3	4	2	3	3

CAR Ref	Requirement Description	Y/N	Compliance Status	Evidence Quality	Process Maturity	Monitoring Assurance	Resilience/People Dependency
Reg 24AI	Applicants advised of application outcomes	YES	3	4	2	3	2

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TOWN OF COTTESLOE

AUDIT, RISK AND IMPROVEMENT COMMITTEE

ATTACHMENT

ITEM 8.1.2A:
EXECUTIVE BRIEFING PAPER - DATASCAPE ERP PROGRAM IMPLEMENTATION PROGRESS - SEPTEMBER 2026

Executive Briefing Paper

DataScape ERP – Implementation Progress

Town of Cottesloe

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109 Broome Street, Cottesloe WA 6011 | P 9285 5000 | E town@cottesloe.wa.gov.au cottesloe.wa.gov.au

1. Purpose

This briefing paper has been prepared for Elected Members and the Audit, Risk and Improvement Committee (ARIC) for the ARIC meeting on 14 September 2026. It is to provide information regarding the implementation status of the Town's Enterprise Resource Planning (ERP) Program.

The paper provides:

- The current implementation status of the ERP Program
- Progress by ERP module.
- Remaining implementation activities.
- The success criteria that will determine when the ERP Program is considered fully implemented.
- The definition of Business as Usual (BAU) and project closure.

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2. Executive Summary

The DataScape ERP Program has successfully delivered most of the agreed implementation scope, with most core business modules now operating within a Business as Usual (BAU) environment.

The implementation has modernised the Town's core business systems by replacing the legacy Authority ERP with the DataScape ERP platform. This has enabled improved digital workflows, enhanced reporting, integrated business processes and a modern cloud-based operating environment. These outcomes align with the original objectives established within the Project Initiation Document (PID), including replacing the legacy ERP, modernising integrations and redesigning business processes to support improved organisational efficiency.

At the time of this briefing:

Overall Status	Current Position
Overall ERP Program	**Approximately 95% Complete** *(subject to confirmation)*
Modules Operating in BAU	Majority of agreed modules
Modules Completing Final Delivery Activities	Financials and Customer Services & Online Services (MyDataScape); remaining Regulatory data activity managed via BAU
Current Project Phase	Financial Assets - UAT - Preparing for GO-live and Hypercare - Transition to Business as Usual Plant (including Work Orders and Timesheets) - Planning with Datacom and ToC Internally MyDataScape - Planning with Datacom and ToC Internally
Overall, Health	AMBER – Remaining SOW items and dependencies require completion or agreed closure treatment

The remaining work is focused on completing a small number of business capabilities rather than implementing additional ERP modules.

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3. How to Read This Report

Each ERP capability is assessed against its current delivery phase, percentage complete and transition to Business as Usual (BAU). Delivery status provides a visual indication of the current position:

Green – Complete / On Track: Delivered or progressing as planned, with no significant issues impacting completion.

Amber – In Progress / Attention Required: Delivery is progressing; however, outstanding activities or dependencies remain before full completion or BAU transition.

Red – Outstanding / Action Required: Significant implementation activity remains or completion is dependent on resolution of key issues or decisions.

✓ BAU: The capability has been implemented and transitioned to normal operational management. ✗ Not yet BAU: The capability remains under project delivery or requires further activity before transition.

The remaining work is focused on completing a small number of agreed business capabilities and resolving outstanding SOW items and dependencies rather than implementing additional ERP modules.

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4. ERP Program Status by Module

The detailed capability-level status below provides the source-of-truth assessment for remaining project delivery and BAU transition.

Sub-Module / Capability	Current Phase	% Complete	RAG	Go Live Date		BAU Status	Comments
				PH1	PH2		
FINANCIALS							
Accounts Payable	BAU	100%		JUL 2025		✓	
Accounts Receivable	BAU	100%		JUL 2025		✓	
Banking	BAU	100%		JUL 2025		✓	
Bond Management	BAU	100%		JUL 2025		✓	
Budgets	DM	95%			Sept 2026	✗	Data
Contract Register	BAU	100%		JUL 2025		✓	
Financial Assets	UAT	75%			Sept 2026	✗	Data / Testing
Contract Register	BAU	100%		JUL 2025		✓	
Inventory	BAU	100%		JUL 2025		✓	
Plant	Project	0%			TBC	✗	
Purchasing	BAU	100%		JUL 2025		✓	
Revenue Receipting	BAU	100%		JUL 2025		✓	
Timesheets	Project	100%			JUL 2026	✓	
Timesheets (Plant)	Project	0%			TBC	✗	Plant / WO's
Work Orders	BAU	100%			JUL 2026	✓	
Work Orders (Plant)	Project	0%			TBC	✗	Plant / WO's

Sub-Module / Capability	Current Phase	% Complete	RAG	Go Live Date		BAU Status	Comments
				PH1	PH2		
PROPERTY & RATING							
Land Parcels	BAU	100%		JUL 2025		✓	
Properties	BAU	100%		JUL 2025		✓	
Rates	BAU	100%		JUL 2025		✓	
Rates Modelling	BAU	100%		JUL 2025		✓	
Streets	BAU	100%		JUL 2025		✓	
Rates Billing	BAU	100%			SEPT 2026	✓	
Debt Recovery	BAU	100%		JUL 2025		✓	
PAYROLL (Payroll & Employee Self-Service)							
DataPay	BAU	100%		JUL 2025		✓	
Direct Access (ESS)	BAU	100%		JUL 2025		✓	
MyPay	BAU	100%		JUL 2025		✓	
REGULATORY SERVICES							
Animal Management	BAU	100%		JUL 2025		✓	
Building	DM	80%		JUL 2025	SEPT 2026	✓	BAU
Certificates	BAU	100%		JUL 2025		✓	
Infringements	BAU	100%		JUL 2025		✓	
Permits & Licences	BAU	100%		JUL 2025		✓	
Mobile Capture	BAU	100%		JUL 2025		✓	
Planning	BAU	100%		JUL 2025		✓	
Registers	BAU	100%		JUL 2025		✓	
CRM (Customer Services & Online Services)							
Antenno	BAU	100%		JUL 2025		✓	
Contacts	BAU	100%		JUL 2025		✓	
My DataScape	Project	80%		JUL 2025	TBC	✗	Portal operational; managed

							form field mapping / data transfer requirements remain outstanding with Datacom and require resolution for project closure.
Mobile Capture	BAU	100%		JUL 2025		✓	
Online Payments	BAU	100%		JUL 2025		✓	
Service Request Management	BAU	100%		JUL 2025		✓	
INTEGRATIONS (Connected Business Systems)							
CM10	BAU	100%		JUL 2025		✓	
IntraMaps	BAU	100%		JUL 2025		✓	
PinForce	BAU	100%		JUL 2025		✓	
Microsoft 365	BAU	100%		JUL 2025		✓	
IDENTIY & SECURITY (User Access & Security.)							
Single Sign On	BAU	100%		JUL 2025		✓	
Identity Service	BAU	100%		JUL 2025		✓	
Payment Gateway	BAU	100%		JUL 2025		✓	

The detailed module assessment indicates that most of the ERP solution has transitioned into operational use, with only a small number of targeted capabilities remaining under project governance.

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5. Remaining SOW Deliverables, Issues & Dependencies

The remaining work required prior to formal project closure includes:

Outstanding Item	Current Position	Action / Closure Requirement
Financial Assets	UAT and data/testing in progress	Complete UAT, go-live and hypercare before BAU transition
Plant	Outstanding	Confirm delivery approach, sequencing and timeframe with Datacom
Plant Timesheets / Work Orders	Outstanding; dependent on Plant	Complete as part of Plant implementation
MyDataScape – Online Forms / Form Field Mapping	Portal operational; form field mapping/data transfer requirements remain unresolved	Datacom to confirm current product position, ownership, outstanding requirements and resolution timeframe
Building Data Migration	In progress and being managed through BAU	Complete remaining migration/optimisation activities
Project Closure	In progress	Complete closure documentation, confirm BAU ownership and obtain governance endorsement

These remaining activities represent completion of the agreed project scope rather than implementation of additional ERP modules.

Financial Assets: UAT, data/testing and go-live/hypercare activities remain to be completed before BAU transition.

Plant implementation: Plant capability, including Plant-related Work Orders and Timesheets, remains outstanding. Delivery approach, sequencing and timeframe require confirmation.

MyDataScape form field mapping: The portal is operational; however, managed online form field mapping / data transfer requirements remain unresolved from earlier project governance. Datacom has been asked to confirm the current product position, outstanding requirements, ownership and timeframe for resolution.

Project closure: Formal closure is dependent on completion or agreed treatment of remaining SOW items, BAU ownership, closure documentation and governance endorsement.

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6. Success Criteria for Transition to BAU

The ERP Program will progress to formal closure once the remaining SOW deliverables and dependencies identified in Section 6 have been completed or an agreed closure treatment has been established.

Final closure activities will include confirmation of BAU ownership, completion of the Project Closure Report and formal governance endorsement.

7. Definition of Business as Usual (BAU)

For the purpose of the ERP Program, Business as Usual (BAU) will be achieved when:

- All agreed project scope has been delivered.
- Remaining critical issues have been resolved or accepted through normal operational support processes.
- Operational support arrangements have been fully established.
- Ownership of the ERP platform has transitioned from the project team to the relevant business units and ICT support teams.
- Formal project governance has endorsed project closure.
- Ongoing enhancements are managed through standard operational governance processes rather than through the ERP project.

At this point, responsibility for the ongoing support, maintenance and continuous improvement of the ERP solution will reside with the relevant operational business areas.

8. Next Steps / Path to Project Closure

The remaining focus of the ERP Program is to:

- Complete the remaining Financials capabilities.
- Finalise Financials following completion of End of Year (EOY) activities.
- Complete Building data migration.
- Transition the remaining capabilities into Business as Usual.
- Complete outstanding project documentation.
- Finalise the Project Closure Report.
- Obtain formal Steering Committee endorsement with Datacom.
- Transition ownership to operational business areas.

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