

<b>ITEM NO</b>	: 3.1
<b>SUBJECT</b>	: INTERNAL AUDIT RECOMMENDATIONS STATUS REPORT
<b>STRATEGIC OUTCOME</b>	: POLICIES AND FRAMEWORKS THAT ENCOURAGE COLLABORATION AND INNOVATION PROVIDE A SOLID FOUNDATION FOR SUCCESSFUL PARTNERSHIPS AND PROJECTS
<b>ACTION</b>	: IMPLEMENT ACTIONS FROM THE AUDIT, RISK AND IMPROVEMENT COMMITTEE (ARIC)
<b>REPORTING OFFICER</b>	: MOHUA MUKHERJEE

Ref:804359

**PURPOSE**

An important component of the internal audit methodology comprises follow up, monitoring and reporting of previous recommendations made.


**RECOMMENDATION**


1. That this report and the status of the previous recommendations raised by internal audit be received and noted.


**BACKGROUND**

At the completion of each audit, an action plan, and accountabilities for implementation of report recommendations are agreed with Council management. This report provides a status of the progress being made against the open internal audit recommendations. Status reporting is linked to 'traffic light' reporting that is in accordance with the following:

 Action Plan – Completed

 Action Plan – Progressing to schedule

 Action Plan – Progressing but behind schedule

 Action Plan – Progress stalled or substantially behind schedule

## REPORT

### Status Report

36 open recommendations were carried forward from the previous period. Status updates were sought from management for each open recommendation. Eight open recommendations were closed this period. 25 recommendations remain open at the end of November 2025. The spreadsheet at **Attachment 1** provides the detailed status of all open recommendations.

### Summary

Table 1 below provides a snapshot of the status of open actions.

**Table 1: High Level Summary of Internal Audit Open Actions**

Audit Report	Open at the beginning of this period				Added this period	Closed this period	Open at the end of this period			
	E	H	M	L			E	H	M	L
Cyber Security (June 2022)	-	-	2	-	-	1M	-	-	1	-
Records Management (March 2024)	-	1	1	-	-	1M	-	1	-	-
WHS Management System (Sept 2024)	-	-	1	-	-	1M	-	-	-	-
Asset Management Maturity (Nov 2024)	-	17	2	3	-	-	-	17	2	3
Fire Safety Compliance (March 2025)	4	-	3	2	-	-	4	-	3	2
<b>TOTAL</b>	<b>4</b>	<b>18</b>	<b>9</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>18</b>	<b>6</b>	<b>5</b>

### Comments



All open recommendations from the WHS audit have been completed. Excellent progress was made on the Fire Safety Compliance audit recommendations this period with five recommendations closed. One recommendation from each from the Cyber the Records Management audits were closed. Good progress is being made on the Asset Management audit recommendations.

### Summary


Overall, steady has been made this period.



## ATTACHMENTS




1. Hunter's Hill Council Status of Internal Audit Recommendations as at the end of November 2025 [↓](#)





Audit Report	Internal Audit Recommendation	Risk Rating	Responsible Officer	Originally Agreed Completion Date	New, Revised and Updated Comments	Revised Completion date	Status
Cyber Security (June 2022)	2.4.1.Document access control processes to ensure efficient and consistent implementation and management of user access. This should include a comprehensive procedure to outline the specific requirements of the privileged access review.	Medium	Manager Digital and Customer Information	31/12/22	<p>Council currently reviews Active Directory accounts on an adhoc and formal (annual) basis. A formal access review document schedule will be developed.</p> <p>Access control processes are already in place but will be formalised and reviewed. Information Classification and Handling Guidelines are already in place in accordance with State Records NSW requirements. These will be further refined when the access control process is formalised.</p> <p><b>Update:</b> The Change Control Policy adopted in April covers elements of this. An Access Control Policy has been drafted and will be tabled at the ITGC to be held in July.</p> <p><b>November 2023 Update:</b> Access control (including privileged access control), onboarding and offboarding frameworks will be implemented as part of Council's transition to Azure AD. Recruitment of an additional IT staff member and project scoping is currently underway for this project. which is scheduled for completion in July 2024. Information classification guidelines are not mandatory but will be considered as part of the broader project scope.</p> <p><b>March 2024 Update:</b> A review of accounts has been conducted by Council's Digital Solutions Administrator (DSA) and formal documentation is being developed. This will be further refined as part of the M365 implementation. Council will be implementing the NSW Government Information Classification, Labelling and Handling Guidelines as part of the Microsoft 365 project.</p> <p><b>May 24 Update:</b> Council have met with MagiQ Documents regarding implementation of the NSW Government Information Classification, Labelling and Handling Guidelines.</p>	<p>31/07/2023 31/07/2024 31/12/2024 31/03/2025 30 Sept 2025</p>	
Cyber Security (June 2022)	2.4.2.Develop a formal schedule that shows when privilege access to each identified system and application will be reviewed; this documentation, together with any previous audit results, should be held for audit purposes to demonstrate compliance (including the business cases required).	Medium	Manager Digital and Customer Information	31/12/22	<p>of the NSW Government Information Classification, Labelling and Handling Guidelines.</p> <p><b>Aug 24 Update:</b> Privileged access management (PAM) recommendations have been documented and are currently being configured, with implementation. Roll out includes a pilot by 30 September and then scheduled roll out across the Council to be completed by December 2024.</p> <p><b>November 24 Update:</b> MFA is now configured for all Councillors and Staff. PAM has been configured for privileged users. When an IT administrator is provided privileged access to a system, they must enter a reason for the access, this is then stored in 365 for auditing purposes. All IT policies are currently being reviewed and will be tabled to the ITGC by the end of the year. These policies will include documented access control and review processes.</p> <p><b>January 25 Update:</b> IT Usage Policy and Cyber Security Policy updated at ITGC in December. Additional policies to be developed in Q1 2025 in line with Share Point implementation.</p> <p><b>May 2025 Update:</b> IT Usage and Cyber Security Policy have been updated. Classification guidelines and configuration document is in draft and currently being reviewed.</p> <p><b>June 2025 Update:</b> Information Classification, Labelling and Handling Guidelines were tabled at the IT Governance Committee on 20 June. It was agreed to workshop the guidelines prior to implementation.</p>	<p>31/07/2023 31/07/2024 31/12/2024 31/03/2025 30 Sept 2025 31/12/2025</p>	

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					<p><b>August 2025 Update:</b> An Access Control Policy and User Access Revalidation Program (UAR) has been developed. Both have been reviewed by Council's cyber security consultant and are now being assessed against the Australian Signals Directorate Information Security Manual, the ACSC's Strategies to mitigate cybersecurity incidents (specifically in relation to credential management), and Center for Internet Security (CIS) Critical Security.</p> <p>The Access Control Policy and UAR program will be tabled for adopted at the next IT Governance Committee meeting which is scheduled for September 2025.</p> <p>In addition, Council have sought quotes for a technical assessment of access controls within Council's Active Directory system and recommendations to move from the existing hybrid AD to Microsoft Entra.</p> <p>Once adopted, the UAR program will be implemented as a pilot on the Community and Customer Service directorate by 31 December 2025, with the formal UAR program (as amended on the basis of the pilot) to be implemented by 31 March 2026.</p> <p>Although this approach may require more time, it will ensure that implementation follows best practices and comprehensively addresses all aspects of access control.</p> <p><b>November 2025 Update: Recommendation 2.4.1 is completed as an Access Control Policy has been developed and was approved on 24 September at the IT Governance Committee meeting.</b></p> <p>The UAR for Community and Corporate services, including a review of all Active Directory groups and service accounts commenced on 22 October 2025 and is expected to finish by 31 December 2025. Where practical, changes have been implemented and documented, whilst other items are under investigation.</p>		





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Records Management (March 2024)	<b>7. Classification of Information</b> Management will establish a Classification, Labelling and Handling protocol that enables Council to: <ul style="list-style-type: none"> <li>• correctly assess the sensitivity or security classifications of information it holds;</li> <li>• include information labels such as official; unofficial; sensitive; security classification;</li> <li>• assess how the information is managed according to the label.</li> </ul> This could be facilitated with the adoption of the NSW Government Information Classification, Labelling and Handling Guidelines which are recommended for adoption in local councils.	High	Manager Digital and Customer Information	31/12/2024	<p><b>May/June update:</b> NSW Government Information Classification, Labelling and Handling Guideline included in the Microsoft 365 Implementation. Introduction of this to MagiQ was discussed with vendor on 23 May 2024.</p> <p><b>Aug/Sept 2024 Update:</b> NSW Government Information Classification, Labelling and Handling Guidelines being implemented as part of 365 and MagiQ upgrade and are in progress. On track to be completed by due date.</p> <p><b>November 2024 Update:</b> A meeting is scheduled with Councils 365 supplier on 20 November 2024 to finalise the implementation plan for the NSW Government Information Classification, Labelling and Handling Guidelines.</p> <p><b>January 2025 Update:</b> Item tabled at December ITGC meeting, with recommendation 'Manager Digital and Customer Information to develop Council's Information Classification, Labelling and Handling Guidelines, with the intent of marking outgoing documents not emails'. A draft has guideline has been development but needs further refinement. This draft has been sent to M365 vendor who has commenced configuration.</p> <p><b>May 2025 Update:</b> No further update, project is still in progress. Drafted for IT Governance Committee meeting for adoption before end of June. <b>June 2025 Update:</b> Information Classification, Labelling and Handling Guidelines were tabled at the IT Governance Committee on 20 June. It was agreed to workshop the guidelines prior to implementation.</p> <p><b>August 2025 Update:</b> The Information Classification, Labelling and Handling Guidelines, along with related sensitivity labels and DLP policies, are being piloted by the Community and Customer Service directorate. The guideline that was presented at the ITGC in July is currently under revision to include feedback received so far. Additional feedback from this pilot will be discussed at a workshop scheduled for 27 August 2025. The revised Information Classification, Labelling and Handling Guidelines will be presented at the September ITGC meeting.</p> <p><b>November 2025 Update:</b> Following feedback from the ITGC and other Council staff, the draft guideline has been reviewed and simplified. The revised guideline will be re-tabled at the ITGC in December. A further review will be completed once the new NSW guidelines are published.</p>	<del>31/05/2025</del> <del>30/06/2025</del> <del>30/09/2025</del> 31/12/2025	





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Records Management (March 2024)	<b>8. Retention of Electronic Records</b> Management to establish a schedule/action plan setting out a time frame for the implementation of electronic disposal in MagiQ.	Medium	Manager Digital and Customer Information	30/06/2026	<p>Agreed. High risk recommendations regarding storage will be prioritised ahead of disposals. However, personal /sensitive documents may be disposed of sooner.</p> <p><b>May/June update:</b> Action to be undertaken</p> <p><b>Aug/Sept 2024 Update:</b> Electronic disposal of records commenced in accordance with Council's Retention and Disposal Policy. There are multiple parts to this work including - backlog of records sentencing and destruction, technical configuration in MagiQ and prioritisation based on risk.</p> <p><b>November 2024 Update:</b> Council staff are currently focused on disposal of documents stored on the network drives. The MagiQ disposal plan will commence once the network drive review has been completed.</p> <p><b>January 2025 Update:</b> No further update.</p> <p><b>May 2025 Update:</b> Records Manager developed a list of documents that can be disposed of from MagiQ EDRMS. Awaiting approval to commence.</p> <p><b>August 2025 Update:</b> The first round of electronic disposal is completed, with the second batch on track for completion by the end of this month. Due to the volume of records and recent changes to the Local Government retention and disposal authorities, disposal activities are being planned and undertaken in manageable stages, prioritising records based on risk, retention requirements, and ease of disposal. This phased approach allows flexibility to adapt priorities as disposal opportunities are identified through the ongoing records management auditing program. As part of the auditing program, folders in the current BCS are being reviewed and consolidated, and updated with relevant retention codes applied, and will in turn, trigger disposal processes on existing records and streamline future disposal.</p> <p><b>November 2025 Update:</b> Electronic disposal is continuing on a regular basis. The first records audit of the Infrastructure and Projects team was post-poned due to changes to key personnel. An initial meeting with the Acting Director and MDCI was held on 20 Nov 25, with subsequent meetings to formalise audit processes scheduled in the upcoming weeks. A survey has also been developed and is ready for distribution to staff within this directorate. <b>IA Comment: Closed given the progress on this matter</b></p>		
WHS Management System (Sept 2024)	7. Provide appropriate training to WHS Committee members – may be 5 day HSR training or one-day WHS Committee Member training depending on role.	Medium	Director People & Culture	15/12/2024	<p>Agreed to the one-day WHS Member Committee training. To be arranged immediately after the establishment of the new committee.</p> <p><b>November 2024 Update:</b> WHS Committee one day training will be arranged for Feb/March 2025. This is on WHS Committee agenda scheduled in December.</p> <p><b>May 2025 Update:</b> Training will be provided once a new committee has been formed post July 2025.</p> <p><b>August 2025 Update:</b> Training scheduled for September 2025</p> <p><b>November 2025 Update:</b> All WHS Committee members completed training on 8 October 2025.</p>	<p>31/03/2025</p> <p>13/06/2025</p> <p>30/09/2025</p>	



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Asset Management Maturity (Nov 2024)	4.2 Management to: <ul style="list-style-type: none"> <li>Clearly define all relevant internal and external stakeholders and their roles.</li> <li>Assess the requirements of each stakeholder and incorporate into the asset management system with specific actions and resources allocated.</li> <li>Identify the asset management activities which impact or interact with stakeholders.</li> <li>Periodically review and update relevant stakeholders and their requirements.</li> </ul>	High	Director Infrastructure & Environmental Sustainability	31/12/2025	<p>Management to engage external support to map the end-to-end process, key functions and establish responsibility matrices.</p> <p><b>May 2025 Update:</b> In progress</p> <p><b>August 2025 Update:</b> Modelve has been engaged to undertake this. They have provided a road map that aligns with this timeline.</p> <p><b>November 2025 Update:</b> Update: working with internal stakeholders including CFO, General Manager and subject matter experts to improve Asset Management practices and provide necessary information to inform Long Term Financial Plan. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice.</p>		
Asset Management Maturity (Nov 2024)	4.3 Management to: <ul style="list-style-type: none"> <li>Clearly define the boundaries and applicability of the asset management system, ensuring this is documented in individual AMPs covering all relevant asset classes.</li> </ul> <p>AMPs should be reviewed annually or more frequently where there may be significant operational or strategic change.</p>	High	Director Infrastructure & Environmental Sustainability	31/12/2025	<p>Management to engage external support to map the end-to-end process, key functions and establish responsibility matrices.</p> <p><b>May 2025 Update:</b> Update: In progress</p> <p><b>August 2025 Update:</b> Modelve has been engaged to undertake this. They have provided a road map that aligns with this timeline.</p> <p><b>November 2025 Update:</b> Review of Asset data and Asset Management Plans underway.</p>		
Asset Management Maturity (Nov 2024)	4.4 Management to establish a detailed project implementation plan that outlines the steps required to uplift the asset management system. At a minimum this should include objectives, timelines, responsibilities and resources. This should align with the requirements of Council's internal Project Management framework once it has been fully developed and ratified.	High	Director Infrastructure & Environmental Sustainability	30/06/2025	<p>Management to map out an implementation plan to support the asset management system uplift.</p> <p><b>May 2025 Update:</b> In progress</p> <p><b>August 2025 Update:</b> Modelve has been engaged to undertake this. They have provided a road map that aligns with this timeline.</p> <p><b>November 2025 Update:</b> A roadmap has been developed to align activities with timeframe. Review of Project Management practices and framework also underway.</p>	30/08/2025	



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Asset Management Maturity (Nov 2024)	4.5 Establish a documented decision-making framework aligned with Council's strategy, objectives and stakeholder requirements. As part of this, Management should consider: <ul style="list-style-type: none"> <li>Incorporating community expectations into decision-making processes.</li> <li>Integrate risk and opportunity assessments into the decision-making framework. These should be key drivers in assisting in making asset related decisions.</li> <li>Clearly define the criteria for decisions, considering impacts, complexity, urgency, and capabilities to ensure a consistent approach is applied, regardless of the decision-maker.</li> <li>Establish an Asset Management Steering Committee to support timely, appropriate and consistent decision-making. This will help to ensure greater transparency and oversight across the strategic direction, resource allocation, performance monitoring, community engagement and risk management activities.</li> </ul>	High	Director Infrastructure & Environmental Sustainability	31/12/2025	Management to engage external support to map the end-to-end process, key functions and establish responsibility matrices. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> Review of latest Asset data and condition rating and its correlation to the development of the 2025/26 capital works is underway. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice. Review of Asset Management Strategy and its correlation to Asset Management Plans will be undertaken.		
Asset Management Maturity (Nov 2024)	5.1 Management to develop individual AMPs (refer to 4.3) and review existing key framework documents to ensure their currency and applicability. The asset management processes and objectives should be embedded into daily operations.	Medium	Director Infrastructure & Environmental Sustainability	30/06/2026	Management to develop individual AMPs following the implementation of 4.2 and the rollout of training in 7.2 & 7.3. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> Modelve has been engaged to undertake this. They have provided a road map that aligns with this timeline. <b>November 2025 Update:</b> Review of Asset Management Strategy and its correlation to Asset Management Plans will be undertaken.	31/12/2025	
Asset Management Maturity (Nov 2024)	5.3 Management to develop mechanisms to monitor and report on the asset performance and that of the asset management system – refer to 9.3.	Medium	Director Infrastructure & Environmental Sustainability	30/09/2026	Refer to 9.3 <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> Modelve has been engaged to undertake this. They have provided a road map that aligns with this timeline. <b>November 2025 Update:</b> Once data an AMP's have been reviewed and updated for next Financial Year, consider the re-establishment of Digital Dashboards.		
Asset Management Maturity (Nov 2024)	6.1 Management to: <ul style="list-style-type: none"> <li>Establish formal processes for identifying, analysing, evaluating, and treating risks related to assets and the asset management system.</li> <li>Implement a formal mechanism for continual improvement (refer to 10.1) and identifying opportunities for enhancement.</li> <li>Ensure risks are integrated into the Council's overall risk management approach, including the development of contingency planning.</li> </ul>	High	Director Infrastructure & Environmental Sustainability	30/06/2026	To be captured as part of 5.1. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Working with Risk Management Officer to improve Risk Management processes and awareness within Directorate. Will be reviewing and updating project management and site supervision procedures.		









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Asset Management Maturity (Nov 2024)	6.2 Management to leverage the decision-making framework recommended in 4.5 to support the implementation of the Plan and Strategy (and eventually the individual AMPs). Management should prioritise the leveraging of available data to inform maintenance programs. Ensure risks and opportunities as well as the performance and capabilities of its assets are also considered.	High	Director Infrastructure & Environmental Sustainability	30/06/2026	Management to engage external support to assist in the development of a decision-making framework that incorporates relevant factors for Council staff to apply on an ongoing basis. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Review of latest Asset data and condition rating and its correlation to the development of the 2025/26 capital works is underway. Realignment of team structure and recruitment underway for a new 'Asset and		
Asset Management Maturity (Nov 2024)	6.3 Develop a formal change management plan that outlines key stages, milestones, deliverables, and target dates for any changes to the asset management system. This should align with the recommended project implementation plan outlined in 4.4 and Council's broader change management process. (Note: recommendation 8.2 is a cross reference to 6.3)	High	Director Infrastructure & Environmental Sustainability	30/06/2026	Management to engage external support to assist in the development of a formal change management process that can be applied to the asset management system. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Asset Management training and awareness to be provided to the Infrastructure team.		
Asset Management Maturity (Nov 2024)	7.1 Management to establish individual AMPs – refer to 4.3 to support the development of a comprehensive bottom-up approach to resourcing asset management activities. These budgets should form the basis of the annual budget setting process.	High	Director Infrastructure & Environmental Sustainability	30/06/2026	refer to 4.3. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Review of latest Asset data and condition rating and its correlation to the development of the 2025/26 capital works is underway. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice. Review of Asset Management Strategy and its correlation to Asset Management Plans will be undertaken.		
Asset Management Maturity (Nov 2024)	7.2 Establish a competency framework to identify the required skills and knowledge to support an effective asset management system (e.g. externally delivered training programs). Management should regularly evaluate stakeholder skills against the framework and facilitate targeted training to address competency gaps. The competency requirements should be regularly reviewed.	High	Director Infrastructure & Environmental Sustainability	31/12/2025	Management to determine expected competency levels and undertake a needs analysis across key stakeholders to then provide relevant required training. This will be included within an ongoing training program to support onboarding and periodic refreshers. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice.		





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Asset Management Maturity (Nov 2024)	7.3 Establish a structured awareness program that includes both regular updates via emails, newsletters, intranet posts etc, and more formal awareness and learning platforms such as workshops and seminars. These should emphasise the purpose, benefits and outcomes of effective asset management with feedback and observations supporting training opportunities.	High	Director Infrastructure & Environmental Sustainability	30/06/2026	Management to determine expected competency levels and undertake a needs analysis across key stakeholders to then provide relevant required training. This will be included within an ongoing training program to support onboarding and periodic refreshers. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Additional Asset Management training and awareness to be provided to the subject matter experts in the Infrastructure Directorate	30/12/2025	
Asset Management Maturity (Nov 2024)	7.4 As part of achieving 4.2, undertake an exercise to identify all stakeholders inherent to the asset management system. As part of this, a RACI matrix should be developed and support the integration of a communications plan into key asset management activities. Guidance should be provided to support stakeholders in how to engage and communicate key asset management information to relevant stakeholders. Management should determine whether existing internal documentation can be leveraged (i.e. project management related communications plans).	High	Director Infrastructure & Environmental Sustainability	31/12/2025	refer to 4.2. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice.		
Asset Management Maturity (Nov 2024)	7.5 Management to review and update key framework documents as required. The development of individual AMPs should be prioritised within this process – refer to 4.3.	High	Director Infrastructure & Environmental Sustainability	31/12/2025	refer to 4.3. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Review of latest Asset data and condition rating and its correlation to the development of the 2025/26 capital works is underway. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice. Review of Asset Management Strategy and its correlation to Asst Management Plans will be undertaken.		
Asset Management Maturity (Nov 2024)	7.6 Management to: • Formally identify the data required to support effective asset management and support informed decision-making. • Define the attributes, units of measurement and sources of data. • Formalise the plan for collecting data and information from across the business and with Brightly, integrating the data into the centralised register and ensuring the quality of data. • Establish a formal process should for sharing data and information with Brightly – refer to 8.3. • Develop methods for analysing data to support effective asset management (i.e. what statistical analysis can be used to identify poor maintenance). • Regularly review data requirements and the quality of existing data.	High	Director Infrastructure & Environmental Sustainability	31/12/2025	Management to engage external support to assist in the development of a framework to leverage data to support asset management decision making. This will include identifying what data is shared with and held by Brightly and developing a formal framework. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> On track <b>November 2025 Update:</b> Review of latest Asset data and condition rating and its correlation to the development of the 2025/26 capital works is underway. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice. Review of Asset Management Strategy and its correlation to Asst Management Plans will be undertaken.		



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Asset Management Maturity (Nov 2024)	7.7 Establish a training program for all stakeholders involved with asset management to support consistent approach to performing asset management activities. Training should cover the lifecycle of asset management with specific training provided as required. Existing knowledge and experience should be leveraged. Management should consider external training for those crucial team members to uplift overall knowledge within the organisation.	High	Director Infrastructure & Environmental Sustainability	30/06/2026	refer to 7.2 & 7.3. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> Additional Asset Management training and awareness to be provided to the subject matter experts in the Infrastructure Directorate. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice.		
Asset Management Maturity (Nov 2024)	Develop and document criteria for all lifecycle management activities to be integrated into Council's AMPs. This should include at a minimum: <ul style="list-style-type: none"> <li>Identifying opportunities and organisation / stakeholder requirements to determine new assets for acquisition.</li> <li>Leveraging data to conduct statistical and comparative analysis to support data-driven decisions making in identifying business needs, evaluating benefits and costs of acquiring assets and assessing risks.</li> <li>Budgetary planning to fund the acquisition and ongoing reactive and proactive maintenance requirements for maintaining assets.</li> <li>Outlining the inspection and maintenance requirements for assets / asset classes and development of maintenance schedules which consider asset criticality.</li> <li>Defining KPIs to support the assessment of asset performance (i.e. utilisation, downtime, asset lifecycle costs etc. – refer to 9.1.</li> <li>Defining triggers and expectations to initiate the asset disposal process (i.e. when asset utilisation falls below a threshold or costs of maintaining exceed the replacement cost).</li> </ul> Prioritising the quality and completeness of asset management data is critical to support the implementation of asset lifecycle management processes.	High	Director Infrastructure & Environmental Sustainability	31/12/2025	refer to 4.3. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> Review of latest Asset data and condition rating and its correlation to the development of the 2025/26 capital works is underway. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice. Review of Asset Management Strategy and its correlation to Asset Management Plans will be undertaken.		

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Asset Management Maturity (Nov 2024)	8.3 As the ultimate owners of the assets management system, Management to strengthen the governance overlaying the arrangement with Brightly by establishing: <ul style="list-style-type: none"> <li>The Assets team to locate the contractual arrangement with Brightly and take ownership of the contract and relationship management. Management should then assess existing KPIs (if any) for relevance and adequacy with additional performance requirements (that align with the asset management system) developed, where required.</li> <li>Greater transparency regarding the exchange of information between both parties and the understanding of the decision-making framework supporting the development of capital works and renewal programs.</li> <li>Formalising the reporting structure to provide updates on capital works programs, with rationale for decisions made throughout the process. This will support Management ensuring alignment with the Plan and Strategy.</li> <li>The formal agreement with Brightly is currently not accessible to the Assets Team, limiting their ability to establish KPIs and internal performance monitoring metrics to assess their performance. Additionally, Management should develop a contingency plan to support the continuation of effective asset management activities should Brightly cease operations (i.e. alternate providers, interim solutions, process to obtain data and IP etc.)</li> </ul>	High	Director Infrastructure & Environmental Sustainability	31/03/2025	Agree <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> Data is being transitioned from Brightly to Asset Vision. Managed Service has been established with Modelve. New staff will be trained once recruited.		
Asset Management Maturity (Nov 2024)	9.1 Management to define key aspects relating to asset management to be measured and monitored (i.e. asset criticality and utilisation rates) and how they will be evaluated (i.e. establishing key performance indicators (KPIs). Management should then determine how relevant data is collated and how it will be analysed (i.e. statistical analysis such as identifying trends and patterns and comparative analysis against historical data).	High	Director Infrastructure & Environmental Sustainability	30/09/2026	Agree <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> Review of latest Asset data and condition rating and its correlation to the development of the 2025/26 capital works is underway. Modelve has been engaged to provide a Managed Service and Strategic Asset Management advice. Review of Asset Management Strategy and its correlation to Asst Management Plans will be undertaken.		

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Asset Management Maturity (Nov 2024)	<b>9.3 ii. Management to reassess the maturity of the asset management system at planned intervals to ensure its continuing suitability, adequacy and effectiveness. This should include at a minimum:</b> <ul style="list-style-type: none"> <li>• Changes to the external and internal issues relevant to the asset management system – refer to 6.2.</li> <li>• Changes in stakeholders and their requirements – refer to 4.2.</li> <li>• Changes on the asset management performance – refer to 9.1, 10.2 &amp; 10.3.</li> <li>• Changes in the profiles of risks and opportunities – refer to 6.1.</li> <li>• Evaluating of the effectiveness of the decision-making framework to achieve objectives – refer to 4.5.</li> <li>• Opportunities for continual improvement and changes in the potential of improvement opportunities – refer to 10.3.</li> </ul>	High	Director Infrastructure & Environmental Sustainability	ii. 30/09/2026	<b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> The re-introduction of a Managed Service will provide access to expert advice and benchmarking. Additional Asset Management training and awareness to be provided to the subject matter experts in the Infrastructure Directorate. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management.		
Asset Management Maturity (Nov 2024)	10.1 Implement a process to continually identify improvement actions to the Asset Management Framework. Improvement opportunities should be recorded in a centralised actions register with key actions to implement improvements defined and tracked.	Low	Director Infrastructure & Environmental Sustainability	30/09/2026	Management to implement a formal process to audit the asset management system to confirm opportunities for improvement, risks and overall effectiveness. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> The re-introduction of a Managed Service will provide access to expert advice and benchmarking. Additional Asset Management training and awareness to be provided to the subject matter experts in the Infrastructure Directorate. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management.		
Asset Management Maturity (Nov 2024)	10.2 Management to establish a process to proactively identify nonconformities or incidents relating to the asset management system. This should include guidance on how to address the immediate or short-term implications, address the issue and implement preventative measures to avoid the issue reoccurring.	Low	Director Infrastructure & Environmental Sustainability	30/09/2026	Management to implement a formal process to audit the asset management system to confirm opportunities for improvement, risks and overall effectiveness. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> The re-introduction of a Managed Service will provide access to expert advice and benchmarking. Additional Asset Management training and awareness to be provided to the subject matter experts in the Infrastructure Directorate. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management.		

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Asset Management Maturity (Nov 2024)	10.3 Formalise a process to anticipate and address potential risks, opportunities and nonconformities to the asset management system. Data analytics should be leveraged to support a transition from a reactive to proactive approach to maintenance and optimise asset performance while reducing costs. Outcomes should be reported to management periodically to support improved long-term decision making.	Low	Director Infrastructure & Environmental Sustainability	30/09/2026	Management to implement a formal process to audit the asset management system to confirm opportunities for improvement, risks and overall effectiveness. <b>May 2025 Update:</b> In progress <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> Asset maintenance schedules to be developed. The re-introduction of a Managed Service will provide access to expert advice and benchmarking. Additional Asset Management training and awareness to be provided to the subject matter experts in the Infrastructure Directorate. Realignment of team structure and recruitment underway for a new 'Asset and Design Manager' and 'Asset Engineering Officer'. The new Positions increase the importance, accountability and skill within the team relating to Asset Management.		
Fire Safety Compliance (March 2025)	1.1 Immediately require an APFS to assess the fire safety measures for each Council-owned building where the statement was not issued within the previous three months of the inspection. Following this assessment, ensure that new statements are issued promptly and a copy is provided to the Fire Safety Commissioner, in accordance with regulatory requirements. This should be prioritised for buildings built or modified post 1988, as they are currently non-compliant.	Extreme	Facilities Manager	31/12/2025	Agreed - Council will prioritise Fire Safety Schedules with an emphasis on buildings built after 1988 to be completed first. <b>August 2025 Update:</b> The Boronia Park Sport and Recreation Facility was inspected on 31st July 2025, with the Annual Fire Safety Statement (AFSS) expected to be issued shortly thereafter. Following its completion, Gladesville Reserve will also undergo inspection shortly thereafter. Inspections of all other sites were complete in July 2025, with a follow up email sent in August to ensure Fire Safety Statements are received within 3 months of the inspections. These are anticipated to be on track. <b>November 2025 Update:</b> The Gladesville Reserve Annual Fire Safety Inspection was completed dated 11 September 2025. Fire Safety Statements for all facilities were received within the required three month timeframe. Additionally, all routine inspections remain on schedule and are progressing as planned. <b>Completed</b>		
Fire Safety Compliance (March 2025)	1.2 Immediately undertake an exercise for locating the relevant fire safety schedules for Council's various buildings to ensure that there is a complete and accurate understanding of fire safety measures. Where schedules do not exist, develop new schedules for each building.	Extreme	Facilities Manager	31/12/2025	Agreed - Council will prioritise Fire Safety Schedules with an emphasis on buildings built after 1988 to be completed first. <b>August 2025 Update:</b> Council has engaged its Fire Services Contractor, NewSound Fire Services to prepare Fire Safety Schedule for the Boronia Park Sports and Recreation Facility. Upon completion of the construction of Gladesville Reserve, a Fire Safety Schedule will also be requested for that site. Council intends to obtain fire Safety Schedules for all relevant buildings. As there are no existing schedules for other buildings, a quote has been requested from NewSound for each facility. Priority will be given to community spaces, followed by commercial use buildings. There is no reason to believe this will extend past 31st December 2025 at this stage. <b>November 2025 Update:</b> Fire Safety schedule has been created as a 6 month inspection regime. All schedules are now on track, community spaces have completed their inspections where commercial buildings have been scheduled early December 2025. <b>Completed</b>		

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Fire Safety Compliance (March 2025)	1.3 Once fire safety schedules are obtained, the Facilities Manager should reconcile the essential fire safety measures inspected and assessed by the outsourced third-party specialist (i.e. Newsound) with those listed in the fire safety schedule. This will provide assurance to Council that all measures have been captured and assessed by an accredited practitioner, as required by regulation. This activity should be performed every time an AFSS is issued to ensure completeness.	Extreme	Facilities Manager	31/12/2025	Agreed - Council will prioritise Fire Safety Schedules with an emphasis on buildings built after 1988 to be completed first. <b>August 2025 Update:</b> No action required until the Fire Safety Schedules are submitted. No change. <b>November 2025 Update:</b> All measures have been captured and assessed by an accredited practitioner, as required by regulation. This documentation has been stored to Sharepoint and councils Records Management System. <b>Completed</b>		
Fire Safety Compliance (March 2025)	1.4 For all future AFSS issuances, ensure that a copy of the fire safety schedule is provided along with the statement. (refer to recommendation 2.1)	Extreme	Facilities Manager	31/12/2025	Agreed - Council will prioritise Fire Safety Schedules with an emphasis on buildings built after 1988 to be completed first. <b>August 2025 Update:</b> This will be communicated to NewSound as the Fire Safety Schedules are produced, as per the timeline noted above, no change. <b>November 2025 Update:</b> AFSS Attach the Fire Safety Schedule (FSS) whenever an Annual Fire Safety Statement (AFSS) is issued. This ensures the recipient has both the statement and the schedule listing all essential fire safety measures. <b>Completed</b>		
Fire Safety Compliance (March 2025)	3.2 Specify in the Building Inspection Register the frequency of inspections required for each Council-owned building based on the fire safety measures in place. This will ensure timely routine service activities and compliance with the new requirements under the amended regulation that commenced in February 2025.	Medium	Facilities Manager	31/12/2025	Agreed – An excel spreadsheet will be created to track the maintenance activities within council buildings. This document will be stored in a central place, i.e. Sharepoint, so that other interested parties can easily access the documents as required. <b>August 2025 Update:</b> A spreadsheet currently stored on OneDrive is being developed and will be duplicated each year to ensure that work is not repeated. <b>November 2025 Update:</b> As above, no change.		
Fire Safety Compliance (March 2025)	4.1 For the next round of AFSSs and reactive maintenance activities, ensure all supporting documentation in relation to fire safety compliance is recorded within Council's document management system.	Medium	Facilities Manager	30/06/2025	Agreed – Council's document management system will be used to store safety compliance documentation. <b>August 2025 Update:</b> In progress <b>November 2025 Update:</b> All records have been documented and saved within councils Record Management System (MagIQ). <b>Completed</b>	31/12/2025	

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Fire Safety Compliance (March 2025)	4.2 Include the provision of complete records as a requirement of the agreement with the various parties involved in the fire safety process. These requirements are to also be consistently outlined within internal policies and procedures.	Medium	Facilities Manager	30/06/2025	Agreed – Council's document management system will be used to store safety compliance documentation. <b>July/August 2025 Update:</b> In progress <b>November 2025 Update:</b> All records have been documented and saved within councils record management system (MagiQ) <b>IA Comment:</b> IA will close this recommendation once the policy is updated to include this requirement and the contracts/Agreements with the parties involved in the fire safety process has either been amended or this new requirement is clearly communicated through official, traceable channels, if these parties are non-council parties.	31/12/2025	
Fire Safety Compliance (March 2025)	5.1 A program for providing oversight across the fire safety process is to be developed to mitigate third party risk. Key to this includes the following: • Formalise due diligence procedures of conducting on site visits with a consultant to ensure measures are operating at least at a minimum standard at a set frequency basis (i.e. biannual or annual site visits for all primary buildings). Additionally, report on site visits to provide evidence of site inspections, such as taking photographs. • Receive attestations from Newsound on an annual basis that confirms the inspectors assessing the fire safety measures as part of the AFSS hold valid accreditation to perform the activity.	Low	Facilities Manager	31/12/2025	Agreed – Council will confirm with Newsound that the current site schedule aligns with their understanding of Council's expectations. Quarterly meetings will form part of this process and it will be documented and stored in a central location. <b>August 2025 Update:</b> Quarterly meetings have been scheduled, with the final meetings for 2025 planned for September and December. It is likely that a new provider will be selected for the next contract term; however, the existing arrangement will remain in place. Certifications from individuals attending sites will be requested on an annual basis. <b>November 2025 Update:</b> Comprehensive service reports have been completed for all building inspections, with detailed photo evidence. These reports confirm that all facilities meet compliance standards and highlight any issues addressed during the inspection process. Documentation has been securely archived for future reference, ensuring transparency and for regulatory review. <b>IA comment:</b> IA will close this recommendation once a program is developed and documented to formalise oversight on an ongoing basis.		



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Fire Safety Compliance (March 2025)	<p>6.1 Council to implement internal policies and/or procedures document that outlines the Building Facilities Supervisor's fire safety compliance and oversight functions for Council-owned buildings, including the following:</p> <ul style="list-style-type: none"> <li>• Maintaining an accurate and complete assets register and corresponding fire safety schedules</li> <li>• Issuing and amending fire safety certificates for new/modified Council buildings including how this integrates with the development application process</li> <li>• Recording all key documentation in relation to fire safety compliance in Council's Document Management System (e.g. MAGIQ)</li> <li>• Overseeing the management of preventative and reactive maintenance, including reporting requirements for tracking defects from identification to remediation</li> <li>• Confirming accreditation of practitioners including qualifications to perform inspections</li> <li>• Ensuring inspections are completed in a timely manner with frequency of inspections clearly defined (i.e. on a 6-monthly basis, all Council-owned buildings with fire detection systems are inspected)</li> <li>• Responsibilities to communicate any new measures identified when third parties perform the inspections and AFSSs.</li> </ul>	Low	Facilities Manager & Director Infrastructure & Environmental Sustainability	31/12/2025	<p>Agreed - This should be complete in conjunction with the Director of Infrastructures and Sustainability and / or WHS.</p> <p><b>August 2025 Update:</b> After careful consideration it has been determined that June 2026 is a more realistic time to allow for the necessary collaboration. The document will be robust and detailed enough to be handed over to internal stakeholders or third-party suppliers, with clear guidance on processes and expectations. To do this properly, careful consideration needs to be given to each building category.</p> <p><b>November 2025 Update:</b> The building facilities manager role has been amended due to the new restructure process, and the fire safety compliance requirements will be incorporated into the updated positions work plan.</p> <p><b>IA comment:</b> Item will be closed once the internal policy and procedure documents have been created, approved and adopted. IA had provided the former Facilities Manager an example of this from another Council.</p>	30/06/2026	