



City of Nedlands

AGENDA

Audit, Risk and Improvement Committee Meeting Wednesday, 06 August 2025

Notice of Meeting

A Meeting of the Audit, Risk and Improvement Committee of the City of Nedlands is to be held on Wednesday, 6 August 2025 in the Council chambers at 71 Stirling Highway Nedlands commencing at 12.00pm. This meeting will be livestreamed - [Livestreaming Council & Committee Meetings » City of Nedlands](#)

Keri Shannon | Chief Executive Officer

05 August 2025



Information

Audit, Risk and Improvement Committee Meetings are run in accordance with the City of Nedlands Standing Orders Local Law. If you have any questions in relation to items on the agenda, procedural matters, public question time, addressing the Committee or attending meetings please contact the Governance Officer on 9273 3500.

Public Question Time

Public question time at an Audit, Risk and Improvement Committee Meeting is available for members of the public to ask a question about items on the agenda. Questions asked by members of the public are not to be accompanied by any statement reflecting adversely upon any Council Member, Committee Member or Employee.

Questions should be submitted as early as possible via the online form available on the City's website: [Public question time | City of Nedlands](#)

Questions may be taken on notice to allow adequate time to prepare a response and all answers will be published in the minutes of the meeting.

Addresses by Members of the Public

Members of the public wishing to address Council in relation to an item on the agenda must complete the online registration form available on the City's website: [Public Address Registration Form | City of Nedlands](#)

The Presiding Member will determine the order of speakers to address the Council and the number of speakers is to be limited to 2 in support and 2 against any item on an Audit, Risk and Improvement Committee Meeting Agenda. The Public address session will be restricted to 15 minutes unless the Council, by resolution decides otherwise.

Disclaimer

Members of the public who attend Audit, Risk and Improvement Committee Meetings should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. For example, by reference to the confirmed Minutes of Council meeting. Members of the public are also advised to wait for written advice from the Council prior to acting on any matter that they may have before Council.

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Table of Contents

| | | |
|-----|--|------------|
| 1. | DECLARATION OF OPENING | 4 |
| 2. | PRESENT AND APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED). | 4 |
| 3. | PUBLIC QUESTION TIME | 4 |
| 4. | ADDRESS BY MEMBERS OF THE PUBLIC | 4 |
| 5. | DISCLOSURES OF FINANCIAL INTEREST | 4 |
| 6. | DISCLOSURES OF INTEREST AFFECTING IMPARTIALITY | 4 |
| 7. | DECLARATION BY MEMBERS THAT THEY HAVE NOT GIVEN DUE CONSIDERATION TO PAPERS | 5 |
| 8. | CONFIRMATION OF MINUTES | 5 |
| 9. | FINANCE | 6 |
| | 9.1. Draft Budget for 2025/26 | 6 |
| | 9.2. Draft June 2025 Financial Report | 7 |
| 10. | AUDIT | 8 |
| | 10.1. Status update on the 2022/23 OAG Audit | 8 |
| | 10.2. Status update on the 2023/24 OAG Audit and Annual Report | 13 |
| | 10.3. The Plan for the Implementation of the 2024/25 OAG Audit and Annual Report | 22 |
| | 10.4. Scope and Status update of the Internal Audit and the plan from KPMG | 25 |
| 11. | STRATEGIC PROJECTS | 74 |
| | 11.1. Council Plan Update | 74 |
| | 11.2. Norn Bidi Trial Update | 86 |
| | 11.3. Underground Power Update | 91 |
| | 11.4. Kennedia Lane Improvement Update | 118 |
| 5. | RISK MANAGEMENT | 124 |
| 6. | ANY OTHER BUSINESS | 125 |
| 7. | DATE OF NEXT MEETING | 126 |
| 8. | DECLARATION OF CLOSURE | 127 |



1. DECLARATION OF OPENING

The Presiding Member will declare the meeting open at 12.00pm and acknowledge the Whadjuk Nyoongar people, Traditional Custodians of the land on which we meet, and pay respect to Elders past, present and emerging. The Presiding Member will draw attention to the disclaimer on page 2 and advise the meeting is being livestreamed.

2. PRESENT AND APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

3. PUBLIC QUESTION TIME

Public questions submitted to be read at this point.

4. ADDRESS BY MEMBERS OF THE PUBLIC

Addresses by members of the public who have completed Public Address Registration Forms to be made at this point.

5. DISCLOSURES OF FINANCIAL INTEREST

The Presiding Member will remind Council Members and Staff of the requirements of Section 5.65 of the Local Government Act to disclose any interest during the meeting when the matter is discussed.

A declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration.

However, other members may allow participation of the declarant if the member further discloses the extent of the interest. Any such declarant who wishes to participate in the meeting on the matter, shall leave the meeting, after making their declaration and request to participate, while other members consider and decide upon whether the interest is trivial or insignificant or is common to a significant number of electors or ratepayers.

6. DISCLOSURES OF INTEREST AFFECTING IMPARTIALITY

The Presiding Member reminded Council Members and Staff of the requirements of Council's Code of Conduct in accordance with Section 5.103 of the Local Government Act. Council Members and staff are required, in addition to declaring any financial interests to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making procedure.



The following pro forma declaration is provided to assist in making the disclosure.

"With regard to the matter in item x I disclose that I have an association with the applicant (or person seeking a decision). This association is (nature of the interest).

Consequently, there may be a perception that my impartiality on the matter may be affected. I declare that I will consider this matter on its merits and vote accordingly."

The member or employee is encouraged to disclose the nature of the association.

7. DECLARATION BY MEMBERS THAT THEY HAVE NOT GIVEN DUE CONSIDERATION TO PAPERS

Members who have not read the business papers to make declarations at this point.

8. CONFIRMATION OF MINUTES

The Minutes of the Audit, Risk and Improvement Committee Meeting held Monday, 16 June 2025, are to be ACCEPTED as a true and correct record of that meeting.



9. FINANCE

9.1. Draft Budget for 2025/26

| | |
|---|---|
| Report Number | ARC76.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | Saman Liyanage – Management Accountant |
| Director/CEO | John Vojkovich - Acting Director Corporate Services |
| Attachments | To be confirmed |

Report to be provided as a late notice item.



9.2. Draft June 2025 Financial Report

| | |
|---|---|
| Report Number | ARC77.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | Mark Ponton – Accountant |
| Director/ CEO | John Vojkovich - Acting Director Corporate Services |
| Attachments | To be confirmed |

Report to be provided as a late notice item.



10. AUDIT

10.1. Status update on the 2022/23 OAG Audit

| | |
|---|--|
| Report Number | ARC78.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | John Vojkovich – Acting Director Corporate Services |
| CEO | Keri Shannon – Chief Executive Officer |
| Attachments | Attachment 1 - Treatment of Prior Year Open Audit Issues |

Purpose

This report is for the Committee to be updated on key correspondence and preparation relating to the audit of the City's financial report for the year ended 30 June 2023.

As the City received a Disclaimer of Opinion for the 30 June 2023 financial report, the Committee has requested updates on the progress towards remediation of OAG audit findings.

Recommendation

That Committee RECEIVES the report on the status update on the 2022/23 Audit.

Voting Requirement

Simple Majority

Background

The Office of Auditor General (OAG) has held responsibility for auditing the financial statements of the City since FY2019. Since FY2023 the audit has been contracted to RSM.

Due to reporting irregularities and lack of supporting evidence for fixed assets, the FY2023 audit resulted in the issuance of a disclaimer of opinion. The financial audit for FY2024 inherited legacy accounting issues which were unable to be remedied to a satisfactory level during the reporting period.



Discussion

The OAG has considered all observations relating to the FY2023 audit to be satisfactorily addressed and therefore closed.

There were 3 findings related to the financial audit that were previously identified in FY2023 (one significant) and 5 findings related to the information systems that were previously identified in FY2024 (3 significant). Details of the findings are contained in Item 10.2 'Status update on the 2023/24 OAG Audit and Annual Report'.

Consultation

Nil

Strategic Implications

This item is strategically aligned to the City of Nedlands Council Plan 2023-33 vision and desired outcomes as follows:

| | |
|----------------|--|
| Vision | Sustainable and responsible for a bright future |
| Pillar | Performance |
| Outcome | 11. Effective leadership and governance. |

Budget/Financial Implications

Nil

Legislative and Policy Implications

Nil

Decision Implications

Nil

Conclusion

Nil



Further Information

Nil

From: [Sneha Venkatraman](#)
To: [John Vojkovich](#)
Cc: [Matthew Beevers](#); [Yee Voon Low](#); [Mark Ponton](#); [Gabriel Wani](#)
Subject: RE: Outstanding audit observations
Date: Tuesday, 22 July 2025 1:46:05 PM
Attachments: [image009.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

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Hi John,

All prior year findings raised in FY23 were reviewed during the FY24 audit to determine whether they remained open or unresolved and therefore needed to be included in the FY24 management letter. We concluded that all FY23 findings had been sufficiently addressed and did not need to be raised again in FY24.

Thanks,

Kind regards,

[Sneha Venkatraman](#)
Assistant Manager, Audit & Assurance

RSM Australia
Level 32 Exchange Tower, 2 The Esplanade Perth WA 6000
GPO Box R1253 Perth WA 6844

[E: \[sneha.venkatraman@rsm.com.au\]\(#\)](#)
[W: \[www.rsm.com.au\]\(#\)](#)



From: John Vojkovich <[\[REDACTED\]](#)>
Sent: Tuesday, 22 July 2025 1:41 PM
To: Sneha Venkatraman <[\[REDACTED\]](#)>
Cc: Matthew Beevers <[\[REDACTED\]](#)> Yee Voon Low <[\[REDACTED\]](#)>
<[\[REDACTED\]](#)> Mark Ponton <[\[REDACTED\]](#)> Gabriel Wani <[\[REDACTED\]](#)>
Subject: Outstanding audit observations

Hi Sneha

Are you able to share a list of prior year audit observations (i.e. predating FY24) that are still considered open/unresolved?

Cheers

JV

John Vojkovich

Acting Director Corporate Services



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To denote their level of seniority, RSM refers to certain employees within our various service lines as 'directors', notwithstanding the only persons who are 'directors' of RSM Australia Pty Ltd and related entities are those appointed as such and registered as directors with ASIC.

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10.2. Status update on the 2023/24 OAG Audit and Annual Report

| | |
|---|---|
| Report Number | ARC79.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | John Vojkovich – Acting Director Corporate Services Ray Pedretti – Coordinator Communications and Engagement Vicky Van Heerden - Strategy and Performance Coordinator |
| CEO | Keri Shannon – Chief Executive Officer |
| Attachments | Attachment 1 – DLGSCI Extension of Lodgement Date for FY2024 Financial Report Attachment 2 – CONFIDENTIAL -RSM Audit Planning Memo Attachment 3 - Email from OAG to City of Nedlands - 13 June 2025 Attachment 4 – Email from RSM to City of Nedlands - 22 July 2025 re: Treatment of Prior Year Open Audit Issues Attachment 5a – CONFIDENTIAL - Financial Audit Management - Letter 30 June 2024 DRAFT Attachment 5b – CONFIDENTIAL - ITGC Audit Letter FY24 - 30 June DRAF Attachment 6 - CONFIDENTIAL - Email OAG to City of Nedlands - 23 July 2025 re: FY24 Audit Report Content Attachment 7 – CONFIDENTIAL - Draft Financial Report FY24 Attachment 8 – Email from OAG to City of Nedlands 04 Aug 2025 re: Subsequence Event - Disclosure Appointment of Commissioners Attachment 9 - Draft Annual Report Contents FY23-24 Attachment 10 – Draft Financial and Annual Report Timeline FY23-24 |

Purpose

This report is for the Committee to be updated on key correspondence and preparation relating to the audit of the City's financial report for the year ended 30 June 2024.

As the City received a Disclaimer of Opinion for the 30 June 2023 financial report, the Committee have also requested updates on the progress towards remediation of OAG audit findings.

Attachments have been made confidential where they contain information which is:

- commercially sensitive including analysis on business controls, or
- in a draft version which is incomplete and could be misinterpreted by, or misleading to, the public.

Recommendation

That Committee RECEIVES the report on the status update on the 2023/24 Audit and Annual Report.



Voting Requirement

Simple Majority

Background

The Office of Auditor General (OAG) has held responsibility for auditing the financial statements of the City since FY2019. The FY2023 audit was contracted to RSM.

Due to reporting irregularities and lack of supporting evidence for fixed assets, the FY2023 audit resulted in the issuance of a disclaimer of opinion. The financial audit for FY2024 inherited legacy accounting issues which were unable to be remedied to a satisfactory level during the reporting period.

The audit opinion is ordinarily issued by mid-December however an extension to the preparation time was granted after consultation with the OAG and approval from the Department of Local Government, Sport and Cultural Industries to allow submission of the Annual Financial Report to the OAG by 9 December 2024 (refer Attachment 1). Based upon this timeframe, RSM planned for the financial report to be completed by late-April 2025 (refer Attachment 2).

The incumbent Acting Director Corporate Services inherited responsibility for completing the financial report in June 2025 and has been working with the auditor since that time to remediate outstanding issues relating to the presentation of the financial report. It should be noted that the Acting Director Corporate Services was first employed by the City in April 2025 and therefore has accepted the schedules underpinning the financial report on a prima facie basis and is wholly reliant on the auditor's testing and review of those schedules.

In terms of Section 5.53. of the Local Government Act 1995 (Act) local governments are required to prepare an Annual Report for each financial year. The preparation of an Annual Report not only meets regulatory requirements and reflects good governance but is also one of the fundamental ways in which the local government communicates with community and stakeholders about performance over the financial year.

The Act and other Regulations set out the statutory content and the high-level processes and timeframes for the acceptance of the Annual Report by the local government, and for communication and engagement with the electorate, community and stakeholders, through notice, publishing and engagement at an Electors Meeting.

The City of Nedlands Annual Report for 2022-23 was accepted by the Council at its meeting on 11 March 2024. The City is currently preparing the Annual Report for 2023-24 for submission to Council.

Discussion



OAG Audit of the FY2023/24 Financial Report

The financial report is nearing completion with a current status at final draft. The intent was to provide the Committee with the financial report for final review in late June/early July however some further corrections to the note disclosures followed by the resignation of elected members has prevented that review from occurring.

In order to bring the Commissioners up to date the following information has been provided.

Attachment 3: A request from the OAG that those responsible for governance to review the financial report before it is presented in its final form to the auditor.

Attachment 4: Advice from RSM that all prior year audit observations have either been incorporated into the FY2024 report or resolved.

Attachment 5a: FY2024 observations relating to financial controls (draft)
Note that these observations contain management responses that are yet to be accepted by the auditor.

Attachment 5b: FY2025 observations relating to IT general controls (draft)
Note that these observations contain management responses that are yet to be accepted by the auditor.

Attachment 6: Advice from OAG that a qualified opinion will be issued on the FY2024 financial report due to the comparatives from FY2023 unable to be validated.

Attachment 7: Draft financial report for FY2024

Items for attention (in summary, not exhaustive):

- Each financial statement includes a disclosure that balances have been restated.
- Statement of changes in equity: restated balances are representative of all changes in Note 29 for the retained surplus
- Statement of financial activity: no large variances against budget except for depreciation and revalued assets non-current
- Note 2(b): Auditor remuneration includes FY23 adjustments and additional work up to June 2025; Other employee costs including training, allowances, FBT, amenities with comparatives for FY23
- Note 6: includes restatement adjustments
- Note 8: Auditor has requested a split for specialised assets (for a particular purpose such as swimming pools or sporting facilities with no equivalent comparator), non-specialised assets (commercial type buildings which are comparable in the market) and vested improvements (buildings on Crown land).
- Note 11(a); includes restatement adjustments
- Note 13: includes restatement adjustments
- Note 16: includes restatement adjustments
- Note 20(b): KMP only includes Executives for FY24 (prior year includes management)



- Note 27(b): includes restatement adjustments
- Note 29: As required by the auditor and subject to qualification; earliest date practicable for adjustment is 1 July 2023 (i.e. irregularities may have existed in years prior).

Attachment 8: Subsequent event disclosure, draft wording for the appointment of the Commissioners to be incorporated into the final version of the financial report.

Preparation of the FY2023/24 Annual Report

The City is currently preparing the Annual Report for 2023-24, as per the Local Government Act and Regulations. Attachment 9 – Annual Report Contents FY23-24, sets out the content of the Annual Report 2023-24, including all legislated requirements, and the City's progress towards finalising the content.

Attachment 10 -Financial and Annual Report Timeline FY23-24, provides a high-level legislated process and timelines for the Annual Financial Report, OAG Audit, Annual Report and Electors' General Meeting for 2023-24 in the form of a checklist for the City. The City has set out tentative, target dates to meet these requirements, these timeframes will be updated and finalised once the City's Annual Financial Report and the OAG Audit Report for the financial year (Act S 5.53.(f)(h)) are completed and signed off by the Auditor General.

Consultation

Following review of the draft financial report and feedback from the Commissioners, a final report will be produced by the Administration after which the OAG will be asked to provide its assurance and opinion.

It is anticipated that the Council will accept the final report during the month of August following the completion of an exit meeting with the auditor.

Relevant Officers and Directors are being engaged to prepare the draft Annual Report 2023-24. The draft Annual Report 2023-24 will be reviewed by the Executive Management Team, before it is tabled at the Audit Risk and Improvement Committee and for Council acceptance.

Strategic Implications

This item is strategically aligned to the City of Nedlands Council Plan 2023-33 vision and desired outcomes as follows:

| | |
|---------------|--|
| Vision | Sustainable and responsible for a bright future |
| Pillar | Performance |



Outcome 11. Effective leadership and governance.

Budget/Financial Implications

Nil

Legislative and Policy Implications

Nil

Decision Implications

Nil

Conclusion

Nil

Further Information

Nil



Department of
**Local Government, Sport
and Cultural Industries**



Our Ref E24145580
Enquiries Suleila Felton
Phone (08) 6552 1530
Email legislation@dlgsc.wa.gov.au

Ms Keri Shannon
Chief Executive Officer
City of Nedlands
Email: [REDACTED]

Dear Ms Shannon,

CITY OF NEDLANDS – 2023-2024 ANNUAL FINANCIAL REPORT

Thank you for your application seeking an extension of time to complete and submit to your Auditor the Annual Financial Report for the 2023-2024 financial year.

I advise that in accordance with the authority delegated by the Minister for Local Government, I have approved an extension of time to 9 December 2024 to submit to your Auditor the balanced accounts and Annual Financial Report for 2023-2024.

If you wish to discuss this matter, please contact Suleila Felton, Director Local Government Financial Policy & Statutory Approval via the contact details listed above.

Yours sincerely,

TOM GRIFFITHS
A/EXECUTIVE DIRECTOR - LOCAL GOVERNMENT

10 September 2024

246 Vincent Street Leederville WA 6007
Gordon Stephenson House, 140 William Street Perth WA 6000
PO Box 8349 Perth Business Centre WA 6849
Telephone (08) 6552 7300
Email legislation@dlgsc.wa.gov.au
Web www.dlgsc.wa.gov.au

From: [Kellie Tonich](#)
To: [John Vojkovich](#)
Cc: [Matthew Beevers](#)
Subject: City of Nedlands - AC Meeting Update
Date: Friday, 13 June 2025 11:57:27 AM

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Hi John

For feedback please.

I provide the following update to the committee on behalf of RSM and OAG.

We are in the process of closing out the final audit testing queries with the City and an updated financial report is pending. We understand the financial report will be provided to the audit committee for their review. It's imperative the financial report is adequately reviewed well prior to finalisation of the audit, by those charged with governance.




In response to our audit queries a reconciliation exercise is currently underway by the administration to confirm that some newly created asset records tie back to old records. We understand administration will hopefully be in a position to advise of the results of this work this week. From here we will review the reconciliation and may have some additional queries on accounting treatments.

Should any issues arise from the reconciliation work we will seek to update the committee as soon as practicable.

Kellie

Kellie Tonich

Senior Director | Financial Audit
Office of the Auditor General for Western Australia

Part-time: Monday, Tuesday and Wednesday



From: [Sneha Venkatraman](#)
To: [John Vojkovich](#)
Cc: [Matthew Beevers](#); [Yee Voon Low](#); [Mark Ponton](#); [Gabriel Wani](#)
Subject: RE: Outstanding audit observations
Date: Tuesday, 22 July 2025 1:46:05 PM
Attachments: [image009.png](#)
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[image002.png](#)
[image003.png](#)
[image004.png](#)

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Hi John,

All prior year findings raised in FY23 were reviewed during the FY24 audit to determine whether they remained open or unresolved and therefore needed to be included in the FY24 management letter. We concluded that all FY23 findings had been sufficiently addressed and did not need to be raised again in FY24.

Thanks,

Kind regards,

[Sneha Venkatraman](#)
 Assistant Manager, Audit & Assurance

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From: John Vojkovich <jvojkovich@nedlands.wa.gov.au>
Sent: Tuesday, 22 July 2025 1:41 PM
To: Sneha Venkatraman <Sneha.Venkatraman@rsm.com.au>
Cc: Matthew Beevers <[REDACTED]>; Yee Voon Low <[REDACTED]>; Mark Ponton <[REDACTED]>; Gabriel Wani <[REDACTED]>
Subject: Outstanding audit observations

Hi Sneha

Are you able to share a list of prior year audit observations (i.e. predating FY24) that are still considered open/unresolved?

Cheers

JV

John Vojkovich

Acting Director Corporate Services



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| | | | | | | | | |
|--|---------------|--|---|---------------------|----------|----------|-------------|-----------------------------|
| | LG Act | | City of Nedlands Annual Report 2023-24: Checklist | | | | | |
| | LG Admin Regs | | Legislated Contents | Yes to be included: | Draft AR | Comment: | Responsible | Detail (as per legislation) |

| | | | | | | | | |
|-----------------------|---------------|---|-------------------------------------|-----|-------------|---------------------------|--------------|--|
| Annual Report Part 2: | | | | | | | | |
| Act | S 5.53.(2)(f) | 1 | Financial Report for Financial Year | Yes | In-Progress | 9-Dec-2024 - given to OAG | Finance/ CEO | • financial report for financial year |
| Act | S 5.53.(2)(h) | 2 | Auditors Report | Yes | In-Progress | | Finance/ CEO | • auditor's report prepared under section 7.12AD(1) for the financial year |

| | | | | | | | | |
|-----------------------|---------------------------|----|---|-------------------|---|---|--|--|
| Annual Report Part 1: | | | | | | | | |
| Act | S 5.53.(2)(a) | 3 | Mayor Report | Yes | Uncertain | Commissioners-TBC | CEO/ Communications | • a report from the Mayor |
| Act | S 5.53.(2)(b) | 4 | CEO Report | Yes | In-Progress | | CEO/ Communications | • a report from the CEO |
| | | 5 | City of Nedlands - Overview Our City - Overview and Community Our Council - Wards and Members Organisation-CEO, EMT etc. | Yes Yes Yes | In-Progress In-Progress In-Progress | | Communications | |
| Act | S 5.53.(2)(e) | 6 | Plan for the Future - Council Plan (CP) | | | | | |
| Reg | 19B.(2)(j)(k) | | • CP-modifications | Yes | Complete | | Strategy | • details of any modification made to a local government's strategic community plan any significant modification made to a local government's corporate business plan during the financial year |
| Act | S 5.53.(2)(e) | | • CP-overview and initiatives (actions) | Yes | Complete | | Strategy | • An overview of the plan for the future, made in accordance with 5.56 |
| Act | S 5.53.(2)(e) | | • CP-initiatives-commence/ continue | Yes | In-Progress | As per Council Plan | Strategy | • including major initiatives that are proposed to commence or continue in the next financial year |
| | S 5.53.(2)(e) | | • CP-services, highlights, key projects | Yes | In-Progress | Communications - engaged Directorates | Communications | |
| Act | S 5.53(2)(g) | 7 | Payments made to Employees | Yes | In-Progress | Finance - Aug | Finance/ Communications | • the number of employees of the local government entitled to an annual salary of \$130 000 or more • the number of employees of the local government entitled to an annual salary that falls within each band of \$10 000 over \$130 000 |
| Reg | 19B.(2)(e) | 8 | Payments to CEO | Yes | In-Progress | Finance - Aug | Finance/ Communications | • the remuneration paid or provided to the CEO during the financial year |
| Reg | 19BD S 5.53(2)(i) | 9 | Mayor and Councillor Payments | Yes | Complete | Communications - design and add to AR | Finance/ Governance/ Communications | Mayor and Councillor fees, expenses and allowances • nature of fees, expenses, and allowances paid to council members, the mayor, or president. • total amount/ value for each class of fee, expense or allowance |
| Reg | 19B.(2)(f) | 10 | Council Member Meeting Attendance | Yes | Complete | Communications - design and add to AR | Governance/ Communications | • the number of council and committee meetings attended by each council member during the financial year |
| Reg | 19B.(2)(g) | 11 | Councillor Demographics | No | Not Available | | Governance | • gender, linguistic background and country of birth of council members |
| Reg | 19B.(2)(h) | | (if available) | No | Not Available | | Governance | • number of council members aged: • 18-24 years • 25-34 years • 35-44 years • 45-54 years • 55-64 years • 64 + years |
| Reg | 19B.(2)(i) | | | No | Not Available | | Governance | • number of council members who identify as Aboriginal or Torres Strait Islander |
| Reg | 19B.(2)(c) | 12 | Standards Panel Payments | Yes | In-Progress | Finance - Aug | Finance/ Governance/ Comms | • any remuneration and allowances paid by the local government under Schedule 5.1 clause 9 during the financial year |
| Act | S 5.53(2)(hb) | 13 | Register of Complaints | Yes | Complete | Communications - design and add to AR | Governance/ Communications | • details of entries made under section 5.121 during the financial year in the register of complaints, including- (i) no. of complaints recorded in the register (ii) how the recorded complaints were dealt with (iii) any other details that the regulations may require (i) such other information as may be prescribed |
| Reg | 19B.(2)(d) | 14 | Complaint Payments | Yes | Complete | No payments made - include statement | Finance/ Governance Communications | • any amount ordered under section 5.110(6)(b)(iv) to be paid by a person against whom a complaint was made under section 5.107(1), 5.109(1) or 5.114(1) to the local government during the financial year |
| Act | S 5.53(2)(ha) | 15 | Disability Services Act 1993 Report | Yes | Complete | Included in body of AR | Community/ Communications | • a matter on which a report must be made under section 29(2) of the Disability Services Act 1993 |
| Reg | 19BB. | 16 | Trading Undertakings | Yes | In-Progress | Finance - Aug (if none - include statement) | Finance/ Communications | • for each trading undertaking - income statement, statement of financial position, other relevant information • for each major trading undertaking, as per (a), above, and a statement setting out all other revenue/ expenditure used in pricing structure |
| Reg | 19BC. | 17 | Land Transactions | Yes | In-Progress | Finance - Aug (if none - include statement) | Finance/ Communications | • each major land transaction include all income, expenditure, assets, liabilities, and other relevant/ required information |
| Reg | 19BE. Act S 5.53(2)(i) | 18 | Capital Grants, Subsidies and Contributions | Yes | In-Progress | Finance - Aug | Finance/ Communications | Information about capital grants, subsidies and contributions to include: • all capital grants, subsidies, and contributions received for renewing or replacing assets. • must cover the current financial year and the two preceding years. |
| | | 19 | Other Disclosures | | | | | |
| | | | National Competition Policy | Yes | In-Progress | | Strategy/ Communications | information required by National Competition Policy |
| | | | Recordkeeping-Statement | Yes | In-Progress | | Strategy/ Communications | information required by the State Records Act 2000 |

| LG Act LG Admin Regs | | Annual Financial Report, OAG Audit, Annual Report and Elector General Meeting (for 2023-24) | | Time-line: Legislated | City of Nedlands Dates: | | Comment | Responsible Co-ordination |
|-------------------------|--|---|--|--|---|------------|------------------------|---|
| | | Requirements | | | Target | Complete | | |
| | | LG Annual Financial Report and AG Report on Financial Audit 2023-24 | | | | | | |
| 1 | LG Act S 6.4.(3) | LG Annual Financial Report 2023-24 | LG prepare and submit accounts and annual financial report to auditor (OAG) • by 30 September, following each financial year, or such extended time as the Minister allows, submit to auditor — • accounts of the local government, balanced up to the last day of the preceding financial year • annual financial report of the local government for the preceding financial year | 30-Sept or as Minister allows | CoN Extension | 9-Dec-2024 | Annual Report (Part 2) | Finance/ CEO |
| 2 | LG Act S 7.12AB. LG Act S 7.12AD. LG Act S 1.4.(ii). | AG Financial Audit and Report 2023-24 | Auditor General (AG) audits LG accounts and annual financial report and reports on financial audit • AG audits LG accounts and annual financial report • AG prepares, signs a report on financial audit • AG forwards the audit report to Mayor, CEO and Minister | | 31-Aug-2025 AG final sign-off (TBD) | | Annual Report (Part 2) | Finance/ CEO |
| 3 | LG Duties - AG Audit Report 2023-24 | | | | | | | |
| 3a | LG Act S 7.12A. (1)(2)(3) | • LG Duties - Audit Report Determine if Matters require action | LG examines audit report, takes appropriate action • LG assists, ensures audits conducted successfully and expeditiously • LG meet auditor at least 1 x year • LG determine if matters raised require action and take action | | | | | Finance/ CEO/ ARIC |
| 3b | LG Act S 7.12A. (4) | • LG Duties - Audit Report Significant Matters Report | LG report on significant matters in audit report - prepare, give to Minister, CEO publish on website • prepares report on significant matters in audit report (what action taken or intend to take) • report to Minister within 3 months (after LG receive audit) • CEO publish report on website, 14 days after given to Minister | 3 months - Minister (after audit) 14 days - website (after- Minister) | | | If required | Finance/ CEO/ ARIC |
| 4 | LG Annual Report (AR) 2023-24 | | | | | | | |
| 4a | LG Act S 5.53 | • Annual Report Preparation | LG prepares annual report for financial year • see annual report contents for 2023-24 | | Aug - Oct-25 (TBC) | | | Communications/ Strategy |
| | | • AR Preparation | • AR (Part 1) collect data, consolidate, write and review draft report • proof reading of written Annual Report • submission of Annual Report to CEO/ Directors for comments/changes • Annual Financial Report and AG Report on Financial Audit (AR-Part 2) completed and provided to Communications • revised draft Annual Report to Audit Risk and Improvement Committee | | | | | Communications Communications CEO/ Directors Finance |
| | | • AR Design | • delivery of all assets, written, photographic and pictorial for design • re-submission of designed Annual Report to CEO/ Directors | | | | | ARIC Communications Communications |
| | | • AR Printing | • AR Printing (6 weeks after Annual Financial Report received) | | Printing-6 weeks after Fininancial Reports received | | | Communications |
| 4b | LG Act S 5.54. | • Acceptance of Annual Report • Council/ Commissioner Meeting | LG accepts Annual Report - Council Meeting (absolute majority) • LG accept annual report no later than 31 December, after that financial year, or 2 months after the auditors report is available • absolute majority required | 31-Dec or 2 months (after audit report) | 29-Oct-2025 (TBC - dependent on AG sign-off) | | | CEO/ Council/ Commissioners |
| 4c | LG Act S 5.55. | • Notice of Annual Report | CEO give public notice of availability of annual report • CEO public notice - availability of annual report - as soon as practical after annual report accepted | as soon as practical (after AR accepted) | 31-Oct-2025 (TBC) | | | Communications/ CEO |
| 4d | LG Act S 5.55A Reg 29D.(a) | • Publication of Annual Report | CEO publish annual report on website • CEO to publish annual report on website within 14 days of acceptance of report • annual report to be kept on website - not less than 5 years | 14 days (after AR accepted) | 31-Oct-2025 (TBC) | | | Communications/ CEO |
| 5 | LG Electors' General Meeting | | 56 days after Annual Report accepted | | | | | |
| 5a | LG Act S 5.29 (1)(2) | • Electors' Meeting - Convening | CEO to convene an electors' meeting and give notice of - date, time, place and purpose • CEO to convene electors' meeting by giving — at least 14 days' local public notice; and council member notice • notice to include date, time, place and purpose of the meeting | at least 14 days (public and council member notice) | Nov-2025 (TBC) | | | CEO/ Governance |
| 5b | LG Act S5.27. (1)(2) | • Electors' Meeting - Timing | Electors meeting held once every financial year • general meeting of electors of to be held once every financial year • general meeting held on a day not more than 56 days after LG accepts annual report for previous financial year. | 56 days (after AR accepted) | Nov-2025 (TBC) | | | CEO/ Governance/ Communications |
| 5c | LG Act S5.27. (3) and Reg 15 | • Electors' Meeting - Matters | Matters to be discussed at electors' meeting - • first - contents of the annual report for the previous financial year • second - any other general business | | | | | Commissioners |
| 5d | LG Act S5.30. - S5.33. | • Electors' Meeting - Governance | Who presides, procedures, minutes, decisions - • Mayor presides (see S5.30. if not available) • procedures and voting in accordance with regulations • CEO - maintains, preserves minutes • CEO - ensures minutes are available for inspection by members of the public, before the council meeting at which decisions made at the electors' meeting, are first considered • all decisions are considered at the next Council Meeting | E-M decisions considered at next Council Meeting | Nov-2025 (TBC) | | | Commissioners/ CEO/ Communications/ Governance |



10.3. The Plan for the Implementation of the 2024/25 OAG Audit and Annual Report

| | |
|---|---|
| Report Number | ARC80.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | John Vojkovich – Acting Director Corporate Services Ray Pedretti – Coordinator Communications and Engagement Vicky Van Heerden - Strategy and Performance Coordinator |
| CEO | Keri Shannon – Chief Executive Officer |
| Attachments | Attachment 1 – CONFIDENTIAL Attachment 2 – CONFIDENTIAL Attachment 3 – CONFIDENTIAL Attachment 4 – CONFIDENTIAL |

Purpose

This report is for the Committee to be updated on key correspondence and preparation relating to the audit of the City's financial report for the year ended 30 June 2025.

Recommendation

That Committee RECEIVES the report on the plan for the 2024/25 Audit and Annual Report.

Voting Requirement

Simple Majority

Background

The Office of Auditor General (OAG) has held responsibility for auditing the financial statements of the City since FY2019. The FY2023 audit was contracted to RSM.

Due to the ongoing audit of the FY2024 Financial Report, an entrance meeting for FY2025 has not yet been conducted. The OAG requested that the City progress with the interim audit work to utilise the contracted audit staff and so as not to compromise completion of the annual report by 31 December 2025. The OAG has advised that the entrance meeting



cannot be held before October 2025. An audit fee of \$156,000 is being proposed to complete the work. Refer to Attachment 1.

In terms of Section 5.53. of the Local Government Act 1995 (Act) local governments are required to prepare an Annual Report for each financial year. The preparation of an Annual Report not only meets regulatory requirements and reflects good governance but is also one of the fundamental ways in which the local government communicates with community and stakeholders about the City's' performance over the financial year.

The Act and other Regulations set out the statutory content and the high-level processes and timeframes for the acceptance of the Annual Report by the local government, and for communication and engagement with the electorate, community and stakeholders, through notice, publishing and engagement at an Electors Meeting.

Discussion

OAG Audit of the FY2023/24 Financial Report

Preparation for the interim audit work was conducted by the City between May 2025 and June 2025, ensuring that schedules and supporting materials were updated to the RSM Caseware portal and properly cross referenced, which addresses an issue relating to version control and confusion with supporting documents in the past. Most of the review work was performed by RSM offsite with one week on site in late June 2025. An update on the progress can be found in Attachment 2.

Preparation of the FY2023/24 Annual Report

Attachment 3 - Financial and Annual Report Timeline FY24-25 is based upon legislated requirements and describes the planned timelines for preparation of the Annual Financial Report, OAG Audit, Annual Report and Electors' General Meeting for 2024-25 in the form of a checklist. The City' has set out tentative, target dates/ months to meet requirements. These will, however, be updated and finalised as the City's Annual Financial Report and the OAG Audit Report for the financial year (Act S 5.53.(f)(h)) are progressed.

The City's first step toward the completion of the Annual Report 2024-25, is the drafting of a 'process plan', outlining and confirming content, process, timelines and responsibilities, for CEO and EMT approval. This will be prepared over the next period and inform the preparation the Annual Report 2024-25.

Attachment 4 - Annual Report Contents FY24-25 - sets out the proposed and required contents as per the Local government Act, and Regulations, for the Annual Report 2024-25.



Consultation

It is anticipated that planning for the implementation of the 2024/25 OAG Audit will be conducted by RSM with the result being a Planning Memorandum provided to the Committee during the month of August 2025 in advance of an entrance meeting being conducted with Council or the Committee.

Relevant Officers and Directors will be engaged to prepare the draft Annual Report 2024-25. The draft Annual Report 2024-25 will be reviewed by the Executive Management Team, before it is tabled at the Audit Risk and Improvement Committee and for Council acceptance.

Strategic Implications

This item is strategically aligned to the City of Nedlands Council Plan 2023-33 vision and desired outcomes as follows:

| | |
|----------------|--|
| Vision | Sustainable and responsible for a bright future |
| Pillar | Performance |
| Outcome | 11. Effective leadership and governance. |

Budget/Financial Implications

Nil

Legislative and Policy Implications

Nil

Decision Implications

Nil

Conclusion

Nil

Further Information

Nil



10.4. Scope and Status update of the Internal Audit and the plan from KPMG

| | |
|---|---|
| Report Number | ARC81.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | Laurence Williams - Governance Officer |
| Director | John Vojkovich - Acting Director Corporate Services |
| Attachments | Attachment 1 – KPMG Reference Pack Attachment 2 – Audit Log update |

Purpose

The purpose of this report is to provide the Audit Risk and Improvement Committee (ARIC) with an update on internal audit matters.

Recommendation

That the Audit Risk and Improvement Committee RECEIVES the report on internal audit matters.

Voting Requirement

Simple Majority

Background

KPMG were appointed as internal auditors for the period from 1 July 2025 to 30 June 2028, as endorsed by Council on 27 May 2025 (Report No. ARC 71.05.25).

This report presents to ARIC the proposed draft Internal Audit Plan prepared by KPMG, provided as Attachment 1 (Confidential). The draft plan was presented to the City's Chief Executive Officer, Ms Keri Shannon; Acting Director Corporate Services, Mr John Vojkovich; and the Coordinator Governance Legal and Risk, Ms Alyce Martin (who has since left the organisation) on 23 June 2025.

Additionally, this report includes a progress update prepared by the Governance Legal and Risk team regarding 126 outstanding internal audit action items dating from 1 January 2019 to 20 May 2024. A summary extract from the audit action log is provided in Attachment 2 (Confidential), including updated statuses for each item and an executive summary graph illustrating overall progress. The City is working to close out on these audit recommendations.



Discussion

This report provides ARIC with an update on status of internal audit matters.

Consultation

Nil

Strategic Implications

This item is strategically aligned to the City of Nedlands Council Plan 2023-33 vision and desired outcomes as follows:

| | |
|----------------|--|
| Vision | Sustainable and responsible for a bright future |
| Pillar | Performance |
| Outcome | 11. Effective leadership and governance. |

Budget/Financial Implications

Nil

Legislative and Policy Implications

Nil

Decision Implications

Nil

Conclusion

The Audit Risk and Improvement Committee receives the report on internal audit matters.

Further Information

Periodic updates will be provided on the progress of internal audit action items to ARIC.



Partnering for the future

Internal Audit Services – City of Nedlands

Introductory Meeting – Reference Pack

23 June 2025



Contents

| | |
|--|-----------|
| Our Understanding of the City of Nedlands | Page 3 |
| Our Internal Audit Approach | Page 5 |
| Flexible Delivery Methods | Page 6 |
| Draft Internal Audit Plan | Pages 7-9 |

Our Understanding of the City of Nedlands

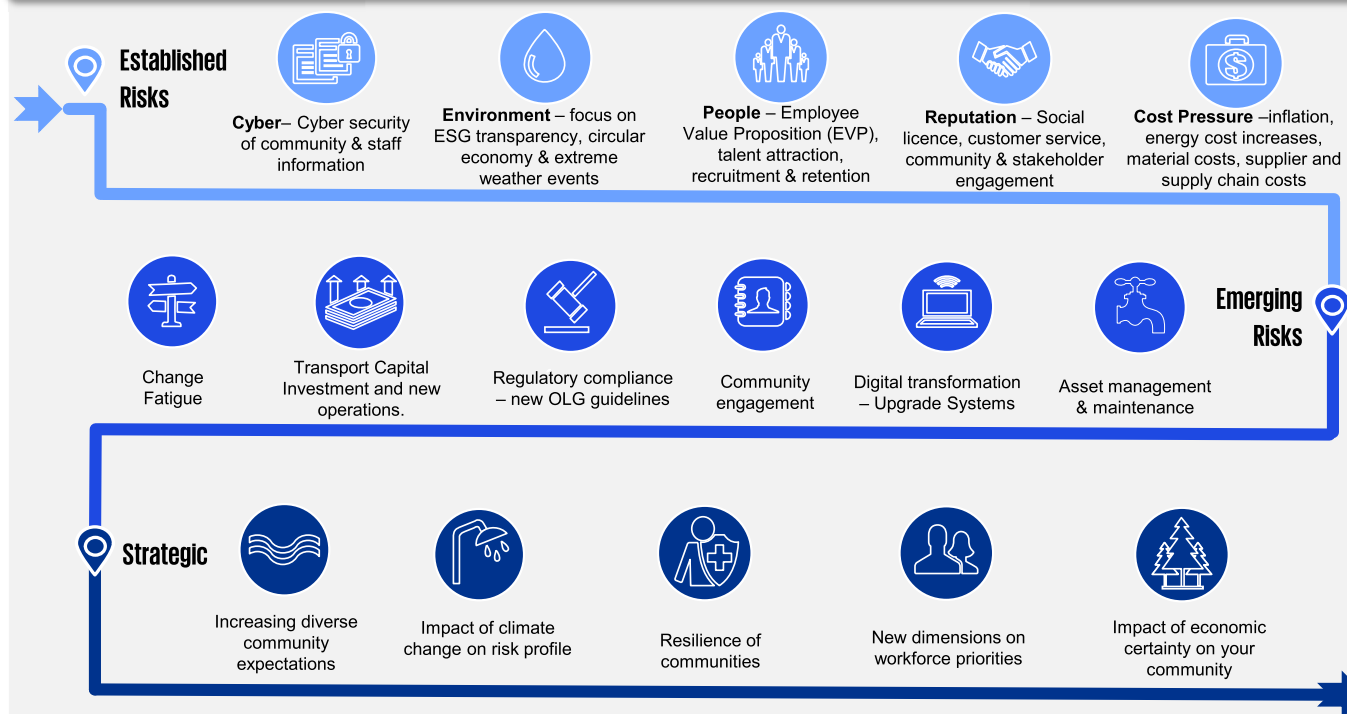
The City of Nedlands needs the support of an Internal Audit provider who is focussed on your vision, understands your challenges and will help you navigate these in the most practical and pragmatic way. Your proposed Internal Audit team (see page 21) is confident we can bring the right insight and expertise to your Council. **Only the strength of the KPMG brand, our Local Government team supported by our specialists can offer this. The below diagram to the right outlines key risks we have identified for Councils similar to yours.**

City of Nedlands Background

The City of Nedlands is progressing and advancing with a clear vision for the future. Over the next 10 years, the Council aims to achieve the community's vision of **being sustainable and responsible for a bright future**. By listening and responding to local community priorities, the Council is focusing on responsible growth and development. Their strategic plans emphasise maintaining the green, leafy streetscapes and urban tree canopy, embracing sustainable practises, and creating vibrant town centres.

The Councils key planned actions and initiatives include implementing a tree planting program, assessing and instituting a new contract for improved bulk waste collection, and reviewing the local planning framework in collaboration with the state government. The Council is also dedicated to developing a business case for the future operation of buildings in the Lawler Park precinct and installing underground power in the Hollywood East, Nedlands West, and Nedlands North precincts. Additionally, the Council has a Capital Works Program that outlines significant projects such as delivering drainage remediation, implementing improvements to footpaths and cycleways, and completing planned roadworks. Plans to systematically upgrade laneways across the Nedlands area are also in progress.

We understand your risk environment







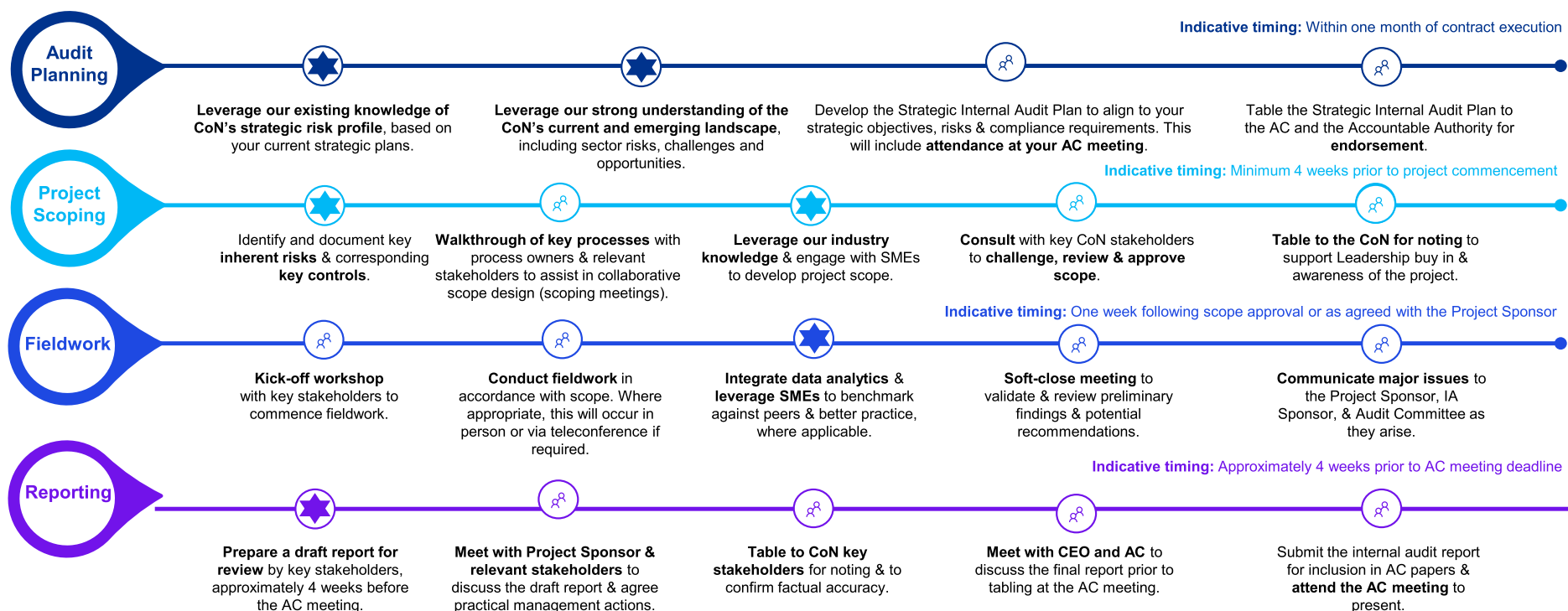
02 Our Internal Audit Methodology and Approach

Our Approach

Our approach is collaborative and focuses on regular and timely communication with stakeholders to ensure value adding internal audits while building trust and obtaining buy in from key stakeholders.

The below diagram outlines how we will partner with you across project lifecycle and indicative timing of when this will occur. This approach aims to ensure that all aspects of each internal audit are completed collaboratively to deliver the agreed scope within budget and on time whilst being cognisant of your resource and time constraints and not making it burdensome. Where you see the  icon, this indicates an activity that will be conducted on-site and in person whenever possible.

The  icon indicates these activities can be conducted virtually or offsite, if preferable.



Flexible Delivery Methods

We understand the need to do more with less and have flexible delivery models to meet your requirements. We seek to innovate our approach to deliver value for money and deliver projects efficiently.

We understand that local councils like the CoN are constantly challenged to do more with less and your internal audit provider needs to deliver value for money. Our flexible delivery models below are part of our innovative approach, enabling us to deliver projects more efficiently and ensure you derive maximum value for money for the same investment. Our flexible delivery models form part of our internal audit methodology and are included in our service offering.

Flexible delivery models to meet your needs

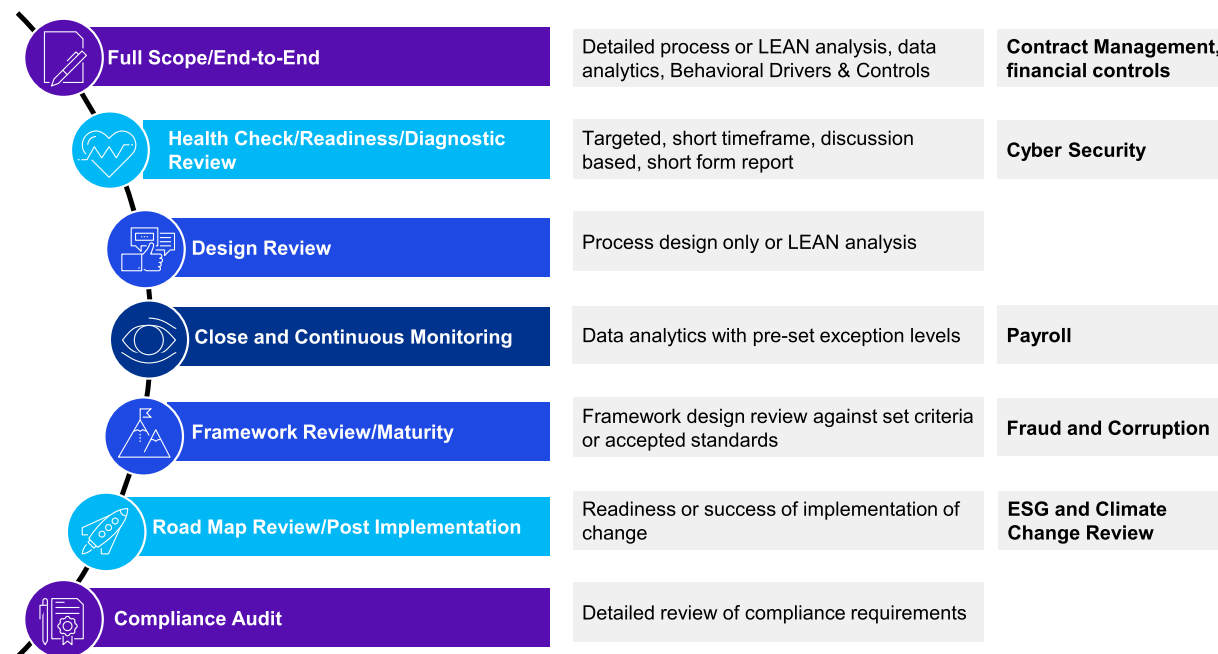
Our methodology includes varied types of assurance models to cater for diverse environments, where different areas of the group operations or different processes will warrant different approaches and audit spend. We will be agile in our internal audit scoping and delivery processes by varying the depth of coverage applied in your internal audit plan. This gives the CoN the flexibility to allocate suitable coverage (considering prior assurance coverage, level of investment, strategic risk ratings etc.) so that we can cover a wider range of risk categories under the same budget.



The benefits of this agile approach include:










- Increased ability to respond to diverse needs
- Greater flexibility to match assurance appetite
- Shorter delivery timeframes, and
- Greater value through tailored auditing so your money can go further.

What does it look like and how could we use it at the City of Nedlands?



Draft Internal Audit Plan (1/3)

To illustrate how we would approach delivering two (2) to four (4) Internal Audit projects per year, we have outlined the below Draft Three-Year Internal Audit Plan. Based on our understanding of your risks, we have proposed the following scope, delivery approach, estimated days and fee. This plan is **draft**, and we would like to work with you on appointment to more deeply understand your current risks. We propose a mix of strategic and compliance based projects to give you coverage over strategic and operational risks.

| Potential Internal Audit Projects (Year 1) | | Potential delivery approach | Fee | Estimated days |
|--|---|---|---------------------|----------------|
| 1 | Contract Management This internal audit will review the CoN's overarching contract management framework with a specific focus on contract management in relation to the post-contract award process. |    | \$9,500 | 8 - 10 |
| 2 | Cyber Security Maturity Health Check This is a high risk area for all Council's and Audit Committees with increased phishing and other cyber attacks. This will provide a view on the relative maturity of cyber security management at CCC utilising the Essential 8 methodology. |   | \$15,000 - \$17,500 | 15 - 20 |
| 3 | ESG and Climate Change Review This internal audit would consider the CoN's key strategic documents, including Council Plans, to understand their commitment to sustainability and/or ESG. This would include an assessment whether the CoN have declared a climate emergency for their Local Government Area and developed a Climate Change Adaptation Plan or Climate Emergency Action Plan. |    | \$12,500 - \$15,000 | 15 - 20 |
| 4 | Financial Controls The objective of this Internal Audit will be to test a sample of the CoN's core internal financial controls in place for an agreed upon time frame, focusing on areas which could include cash management, credit/purchase cards, acceptance and cessation of grant funding, and month-end reporting. We can collaborate with your external auditors to ensure we avoid duplication of control reviews and select controls which the external auditor has elected not to review. |  | \$8,000 | 8 - 10 |
| Year 1 Total | | | \$50,000 | |











KEY  Health Check  Deep Dive  Road Map Review / Post Implementation  Framework Review



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Draft Internal Audit Plan (2/3)

This plan is **draft** and we would work with you on appointment to more deeply understand your current risks, strategic objectives and requirements of an internal audit function.

| Potential Internal Audit Projects (Year 2) | | Potential delivery approach | Fee | Estimated days |
|--|--|--|---------------------|----------------|
| 5 | Asset Management This internal audit would consider the design of key controls relating to the CoN's asset management practices. This would consider the CoN's overall facilities and asset management framework and the governance activities and roles and responsibilities relating to facilities and asset management. |   | \$9,500 | 8 - 12 |
| 6 | Project Management – Capital Works This internal audit would consider the design of key controls relating to the CoN's capital works project management. This would include roles and responsibilities for project scoping, budgeting and delivery, systems to support project management, project risk assessment and impact of grant funding and timelines on capital works schedules. |    | \$11,000 - \$13,000 | 10 - 15 |
| 7 | Payroll This internal audit will consider the design and operating effectiveness of key controls supporting the payroll function to ensure the accurate, efficient and timely payment of staff. |   | \$11,000 | 10 - 15 |
| 8 | Community Engagement This internal audit would assess the current community engagement surrounding key processes for the CoN. This will include identification of risks associated with community engagement, approach and standards applied, obtain community feedback through the surveys or a similar process, and review of the community improvement plans. |    | \$15,000-\$16,500 | 15 - 20 |
| Year 2 Total | | | \$50,000 | |








KEY  Health Check  Deep Dive  Road Map Review / Post Implementation  Framework Review



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Draft Internal Audit Plan (3/3)

This plan is **draft** and we would work with you on appointment to more deeply understand your current risks, strategic objectives and requirements of an internal audit function.

| Potential Internal Audit Projects (Year 3) | | Potential delivery approach | Fee | Estimated days |
|--|--|---|---------------------|----------------|
| 9 | Fraud and Corruption A review of the Fraud and Corruption Risk Management framework and an assessment to identify the inherent fraud risks and associated controls. |   | \$9,500 | 10 - 12 |
| 10 | Business Continuity Planning & IT Disaster Recovery This internal audit would consider the maturity of the CoN's BCDR framework, focusing on the extent to which the current framework and supporting plans were tested against major disruption scenarios. |   | \$12,000 | 10 - 15 |
| 11 | Budgeting and cashflow forecasting This internal audit will consider the design of key controls in relation to cash flow forecasting, budgeting and user access management processes. |   | \$10,500 | 10 - 15 |
| 12 | Hire to Retire This internal audit would consider the design of key controls in relation to human resources management and identify any improvement opportunities. This would include the following processes: <ul style="list-style-type: none"> • Hiring, Recruitment and Onboarding • Termination and Offboarding • Learning and Development • Performance Management • Promotions and Bonuses |  | \$16,500 - \$18,000 | 15 - 20 |
| Year 3 Total | | | \$50,000 | |

KEY  Health Check  Deep Dive  Road Map Review / Post Implementation  Framework Review



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Date: 5 August 2025

Report Title: Status Update – Historical Internal Audit Recommendations (Moore)

Prepared by: Laurence Williams, Governance Officer

1. Purpose

The purpose of this report is to provide the Audit Risk and Improvement Committee (ARIC) with a snapshot summary of the current status of 126 internal audit recommendations issued by the City's previous internal auditor, Moore Australia, over the period 1 January 2019 to 20 May 2024. See appendices 1 and 2.

This report forms part of ongoing efforts to monitor, document, and ensure appropriate closure of historical audit findings and supports the transition of internal audit responsibilities to KPMG, appointed from 1 July 2025 to 30 June 2028.

2. Background

Moore Australia served as the City's internal auditor during the period referenced above, issuing multiple audit reports across various business functions. In total, 126 audit recommendations remain recorded as either outstanding, in progress, or proposed for closure.

At its meeting of 27 May 2025 (Report No. ARC 71.05.25), Council endorsed the appointment of KPMG as internal auditor for a three-year term. This report provides an update on the historical audit recommendation register to identify outstanding actions and determine the current position.

3. Next Steps

- Supporting evidence for items proposed for closure will be reviewed internally to close out.
- Outstanding or overdue items will be prioritised for completion in consultation with responsible departments.
- KPMG's draft Internal Audit Plan (see separate attachment) will inform future audit scheduling and monitoring processes.

4. Recommendation

That the Audit Risk and Improvement Committee receives the update on the status of the 126 internal audit recommendations issued by Moore Australia and notes that items proposed for closure will be subject to validation. Status is provided in appendices 1 and 2 of this report.

Appendix 1: Executive Summary of recommendation status

Status

| Status After Assessment | Count |
|-------------------------|------------|
| Propose to close | 36 |
| In Progress | 36 |
| Not Started | 33 |
| Pending Evidence | 21 |
| TOTAL | 126 |

Observations

- 36 recommendations are proposed to close, pending validation of supporting evidence.
- 36 recommendations are in progress, with actions underway but not yet complete. These require continued monitoring and support.
- 33 recommendations are not started and should be prioritised for review, considering resourcing and relevance.
- 21 recommendations are pending evidence and believed to be complete, but further documentation is required for validation

Next Steps

- Validation: The proposed closures will be reviewed by internal teams to ensure findings are validated, including evidence checks and follow-up where needed.
- Incomplete Items: The remaining items require updated action plans with clear timelines, responsibilities, and outcomes.
- Audit Committee Oversight: Progress will be reported to the Audit, Risk and Improvement Committee (ARIC), with delayed items subject to escalation if necessary.
- Strategic Audit Focus: KPMG may revisit key themes (e.g. procurement, risk, records) in upcoming audits, allowing systemic issues to be tested and addressed

Appendix 2: Internal Audit log extract

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|--|---|-------------|------------------------------------|-------------------------|
| 5 | 01-Jan-19 | Moore Australia | Accounts Payable and Purchasing (Contract & Procurement) | Purchasing Policy - Contract Variations (pt 3.3) Develop monitoring controls to ensure that deviations to the guidelines around contract variations are detected and mitigated. | Moderate | Manager Financial Services | Not Started |
| 29 | 01-May-21 | Moore Australia | Contracts Management Review | Regular Executive Reporting to Executive and the Audit and Risk Committee should take place. | High | Manager Financial Services | Not Started |
| 30 | 01-May-21 | Moore Australia | Contracts Management Review | A Risk register should be developed | High | Manager Financial Services | In Progress |
| 47 | 30-Mar-22 | Moore Australia | Occupational Safety and Health | <p>The City should:</p> <ol style="list-style-type: none"> 1) clearly document the key roles including competency and key training requirements; 2) investigate the training status and competency of staff in key OSH related positions; 3) recruit and have acting people in these roles only when they meet these key competencies and training requirements 4) update relevant staff training and certification on MYOSH (i.e. the City's system for OSH) 5) establish a City central register for each site on the OSH related training. For example first aid certifications, fire warden training and other related certifications); and 6) monitor expiry dates and ensure that qualifications are renewed and refresher training on a regular basis or when legislative requirements change. | High | Chief People and Community Officer | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|--------------------------------|--|-------------|---------------------------------|---|
| 48A | 30-Mar-22 | Moore Australia | Occupational Safety and Health | The City should: 1) clearly articulate an approach and activities for determining its compliance with legal and other requirements; and 2) determine the frequency and method of monitoring its status of compliance with legislative compliance requirements | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 49A | 30-Mar-22 | Moore Australia | Occupational Safety and Health | The City should: 1) develop KPI's for monitoring OSH outcomes; 2) ensure KPI's are approved by the EMT; 3) determine the frequency and method of monitoring its progress against the stated objectives; and 4) regularly monitor; and report to the EMT and the Audit and Risk Committee the achievement of the OSH outcomes | High | Workplace Safety Officer | Propose to close (Subject to validation) |
| 67 | 05-Jul-22 | Moore Australia | Risk Management | Consider and document current and emerging risks in the Strategic Plan 2018 to 2028 and how effective Risk Management is in place to achieve the Strategic Objectives, Vision, Mission and Purpose. | Moderate | Coordinator Governance and Risk | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|-----------------|--|-------------|---------------------------------|--|
| 72 | 05-Jul-22 | Moore Australia | Risk Management | Develop, approve, document, monitor and report on a Risk Management Calendar and Annual Work Plan, which identifies the Risk Management events that are scheduled to occur to ensure that all deadlines are met. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 73 | 05-Jul-22 | Moore Australia | Risk Management | Develop, approve, monitor and report on a Risk Management Training Program. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|-----------------|--|-------------|------------------------------------|--|
| 74 | 05-Jul-22 | Moore Australia | Risk Management | Perform induction and regular risk management training for Risk and Governance Committee Members, Risk Manager, Risk Owners, Management, Staff, Contractors, Consultants, and Volunteers. This can be performed via online training and be integrated with other training performed by the City. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 75 | 05-Jul-22 | Moore Australia | Risk Management | Retain documented evidence of all training delivered including venue, presenter, attendees and hours. This can then be available for quality assurance and audit purposes. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 77 | 05-Jul-22 | Moore Australia | Risk Management | Review the Termination Checklist and ensure that any Risk Management positions held are identified and new people are allocated to these positions. | Moderate | Chief People and Community Officer | Propose to close (Subject to validation) |
| 79 | 05-Jul-22 | Moore Australia | Risk Management | Provide the contact details and direct generic email address of the Risk Manager on the Risk Management intranet site for staff to have direct contact. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 84 | 05-Jul-22 | Moore Australia | Risk Management | Develop, approve, monitor and report on a Risk Appetite, Risk Tolerance within the City and then consider these in relation to the Residual Risk rating and whether the City are within the Risk Appetite and Risk Tolerance. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|------|----------------|-----------------|-----------------|---|-------------|------------------------------------|---|
| 86 | 05-Jul-22 | Moore Australia | Risk Management | Develop an approved process for risk assessment to be performed for special projects and activities that want to be undertaken within the City | Moderate | Coordinator Governance and Risk | In Progress |
| 89 | 05-Jul-22 | Moore Australia | Risk Management | Development and approve a comprehensive Fraud and Corruption Control Framework, Fraud and Corruption Control Policy, Fraud and Corruption Control Procedure Fraud Risk Assessment, Fraud Risk Register , Fraud Incident Register which aligns to the Fraud and Corruption Control Standard. | High | Coordinator Governance and Risk | In Progress |
| 90.2 | 05-Jul-22 | Moore Australia | Risk Management | Develop and approve a comprehensive, OSH Policy which aligns to Better Practice Principles and Standards. | Moderate | Chief People and Community Officer | In Progress |
| 90.3 | 05-Jul-22 | Moore Australia | Risk Management | Develop and approve a comprehensive Information Management Policy, Cybersecurity Policy and Procedure, and Records Management Policy and Procedure which aligns to Better Practice Principles and Standards. | Moderate | Chief Information Officer | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|-----------------|--|-------------|---------------------------------|---|
| 91 | 05-Jul-22 | Moore Australia | Risk Management | Include a summary of the Risk Management activities as a standard Agenda Paper for the Council meetings on a quarterly basis to discuss current, new, emerging risks, status of the Risk Management Annual Work Plan, Risk Management Calendar and approval of key policies etc. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 92 | 05-Jul-22 | Moore Australia | Risk Management | Include a summary of the Risk Management activities as an Agenda Paper for Audit and Risk Committee meetings to discuss current, new, emerging risks, status of the Risk Management Annual Work Plan, Risk Management Calendar and approval of key policies etc. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 94 | 05-Jul-22 | Moore Australia | Risk Management | Consider the use of data analytics to analyse large volumes of data to identify current or emerging risks or opportunities within the City. | Low | Manager Financial Services | Not Started |
| 96 | 05-Jul-22 | Moore Australia | Risk Management | Develop, approve, document, monitor and report Risk Management Key Performance Indicators to allow expected performance and actual performance to be compared. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 97 | 05-Jul-22 | Moore Australia | Risk Management | Survey a selection of Council Members, Audit and Risk Committee Members, Risk Owners, Management, Staff, Contractors and/ or Volunteers to identify continuous improvement opportunities. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|---|---|-------------|---------------------------------|--|
| 104 | 02-Nov-22 | Moore Australia | Effectiveness of Audit and Risk Committee | Develop, maintain, and implement a Training Program for Audit and Risk Committee Members at induction and at regular intervals. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 105 | 02-Nov-22 | Moore Australia | Effectiveness of Audit and Risk Committee | Retain training material for all training for quality review and audit purposes and attendance records at Audit and Risk Committee training sessions. | Low | Coordinator Governance and Risk | In Progress |
| 114 | 02-Nov-22 | Moore Australia | Effectiveness of Audit and Risk Committee | Perform an assessment of the extent of compliance with the Audit and Risk Committee Terms of Reference. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|---|---|-------------|---------------------------------|--|
| 115 | 02-Nov-22 | Moore Australia | Effectiveness of Audit and Risk Committee | Consider the general improvement opportunities identified in this report for implementation within the ARC's terms of reference. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 117 | 02-Nov-22 | Moore Australia | Effectiveness of Audit and Risk Committee | Consider performing a survey of the Council and Audit and Risk Committee of the efficiency and effectiveness of the Audit and Risk Committee. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 122 | 27-Jan-23 | Moore Australia | Financial Management Review | Ensure regular availability of the detailed breakdown of trust funds and include it in the trust fund reconciliation document. Review the long outstanding recon items and check if these are still valid or not. Contact payees to advise unclaimed cheques and advise alternative means of payment wherever applicable. | Moderate | Manager Financial Services | Not Started |
| 124 | 27-Jan-23 | Moore Australia | Financial Management Review | Contracts with extension clauses should be properly supported with evidence that is signed by both parties. Retrieve and file contract extensions in a centralised repository that is easily accessible. | Moderate | Manager Financial Services | Not Started |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|-----------------------------|---|-------------|------------------------------------|-------------------------|
| 126 | 27-Jan-23 | Moore Australia | Financial Management Review | Update the Investment of Council Fund procedure to include: <ul style="list-style-type: none"> ▪ exemptions to roll-over approvals ▪ clarity of procedures related to the splitting and classification of investment accounts. ▪ review cycles along with the roles and responsibilities of the approvers and initiators. | Low | Manager Financial Services | Not Started |
| 130 | 27-Jan-23 | Moore Australia | Financial Management Review | Implement the following changes to the Use of Corporate Purchasing Card Procedures. Ensure there is regular training and awareness of the procedures to all relevant officers in the City. <ul style="list-style-type: none"> • Lack of information on review cycle. • No information is included in the procedure on the custody of purchasing cards and roles to initiate and approve updates. • Procedure does not provide information on what to do in situations where the cardholder is on extended leave. | Moderate | Manager Financial Services | Not Started |
| 131 | 27-Jan-23 | Moore Australia | Financial Management Review | Update the procedure on purchasing cards to clearly define subscription-based charges. | Low | Manager Financial Services | Not Started |
| 135 | 27-Jan-23 | Moore Australia | Regulation 17 | Management should review and revise the Grants Register to track and report on the outstanding acquittal for timely completion within 3 months as required by the Community and Youth Grant Procedures. | Moderate | Chief People and Community Officer | Not Started |
| 138 | 27-Jan-23 | Moore Australia | Regulation 17 | Develop and / or revise the current policy to include non-community complaints and a Complaints Register | Moderate | Manager Customer Service | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|------------------|---|-------------|-------------------------------|-------------------------|
| 146 | 08-Feb-23 | Moore Australia | Asset Management | Review and update the existing Asset Management Policy, Asset Management Strategy to align with the guidelines with the Asset Management Framework and Guidelines for Western Australian Local Governments | Moderate | Director Tech Services | Not Started |
| 147 | 08-Feb-23 | Moore Australia | Asset Management | Develop, approve and implement an Asset Management Plan. Ensure that the plan is linked to the strategy and the applicable policy. It should include the Lifecycle Management Plan details to address how the organisation plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs | Moderate | Manager Assets | Not Started |
| 148 | 08-Feb-23 | Moore Australia | Asset Management | Consider implementing a reporting process for key operational divisions responsible for the City's asset management to provide periodic reports showing status, activity, incidents, or any key information needed to improve asset management | Low | Director Tech Services | In Progress |
| 151 | 08-Feb-23 | Moore Australia | Asset Management | Develop a formal guideline on leased assets that should include maintenance requirements, inspections, and budget allocations | Moderate | Coordinator Land and Property | Pending Evidence |
| 152 | 08-Feb-23 | Moore Australia | Asset Management | Conduct a periodic stock takes of at least every three years to verify asset physical existence. Consider splitting the stock take by asset category | Moderate | Manager Financial Services | Not Started |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|--------------------|--|-------------|---------------------------------|-------------------------|
| 153 | 08-Feb-23 | Moore Australia | Asset Management | Embed the stock take requirements into the Asset Management Policy | Moderate | Manager Assets | Pending Evidence |
| 154 | 08-Feb-23 | Moore Australia | Asset Management | Embed the stock take requirements into the Asset Management Policy | Moderate | Manager Financial Services | Not Started |
| 155 | 08-Feb-23 | Moore Australia | Asset Management | Implement an asset tagging process to ensure that assets are identified uniquely and can be traced to the Asset Register. At a minimum, the asset tags should include the asset number reference and / or asset category reference | Moderate | Coordinator Technology Services | In Progress |
| 157 | 08-Feb-23 | Moore Australia | Asset Management | Contact the CCTV software provider to fix the monitoring screen in the main control room and request additional storage capacity for the backup of camera recording. Implement the other recommendations described point A and B above | Moderate | Coordinator Facility Management | Not started |
| 158 | 08-Feb-23 | Moore Australia | Asset Management | Consider merging all Asset Registers into one to ensure a consistent approach as a single source of truth in the City which supports the financial statements | Moderate | Manager Assets | In Progress |
| 159 | 08-Feb-23 | Moore Australia | Asset Management | Reconcile the asset register used for financial records against the asset register used for operations and maintenance to identify missing items that warrants adjustments in the financial books | Moderate | Manager Assets | In Progress |
| 165 | 20-Jun-23 | Moore Australia | Planning Approvals | Prevent file deletion of in progress, or approved applications. | Moderate | Manager Urban Planning | In Progress |
| 166 | 20-Jun-23 | Moore Australia | Planning Approvals | Explore new systems to improve workflow management of the development applications. | Low | Coordinator Statutory Planning | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|---|-------------|------------------------------------|-------------------------|
| 168 | 20-Jun-23 | Moore Australia | Planning Approvals | Track the timeline of each activity and measure against the targets. Include the details in the regular reports sent to Executive Management. | Moderate | Coordinator Statutory Planning | In Progress |
| 169 | 20-Jun-23 | Moore Australia | Planning Approvals | Ensure all documentation is recorded and stored sufficiently to ensure they are easily accessible. | Moderate | Director Planning and Development | In Progress |
| 170 | 20-Jun-23 | Moore Australia | Planning Approvals | Document all evidence for cancelled applications. | Moderate | Director Planning and Development | In Progress |
| 178 | 20-Jun-23 | Moore Australia | Planning Approvals | Consider report submission to the Executive and Audit and Risk Committee which outlines the Planning Division activity and performance compared to KPI's. | Moderate | Manager Urban Planning | In Progress |
| 180 | 10-Mar-23 | Moore Australia | Workforce Management | Develop activities to support the KRA's and monitor and report these to ensure they are achieved on a timely basis | Moderate | CEO | Pending Evidence |
| 181 | 10-Mar-23 | Moore Australia | Workforce Management | Consider the resourcing for the Workforce Management and ensure it aligns with the risks, challenges and opportunities of the function. | Low | CEO | Pending Evidence |
| 182 | 10-Mar-23 | Moore Australia | Workforce Management | Develop a Training and Professional Development Framework | Moderate | Chief People and Community Officer | Pending Evidence |
| 183 | 10-Mar-23 | Moore Australia | Workforce Management | Develop, maintain, and implement a Training Program and Calendar for induction and at regular intervals. | Moderate | Chief People and Community Officer | In Progress |
| 184 | 10-Mar-23 | Moore Australia | Workforce Management | Retain training material for all training for quality review and audit purposes. | Moderate | Chief People and Community Officer | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|--|-------------|------------------------------------|--|
| 185 | 10-Mar-23 | Moore Australia | Workforce Management | Retain attendance records for all training and professional development sessions. | Moderate | Chief People and Community Officer | Not Started |
| 187 | 10-Mar-23 | Moore Australia | Workforce Management | Consider how the workforce management risks are being identified, recorded, managed and safeguarded, monitored and reported within the City. | Moderate | Chief People and Community Officer | Pending Evidence |
| 188 | 10-Mar-23 | Moore Australia | Workforce Management | Consider how the workforce management risks are being identified, recorded, managed and safeguarded, monitored and reported within the City. | Moderate | Chief People and Community Officer | Pending Evidence |
| 189 | 10-Mar-23 | Moore Australia | Workforce Management | Develop and maintain a Legislative Compliance Register. | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 190 | 10-Mar-23 | Moore Australia | Workforce Management | Develop supportable activities which will be performed to achieve the Workforce Plan which are monitored and reported to Executive, Audit and Risk Committee and Council, where appropriate. | Moderate | CEO | Pending Evidence |
| 191 | 10-Mar-23 | Moore Australia | Workforce Management | Review the entire policy framework and ensure that all policies are current and future reviews are performed on a timely basis. | Moderate | Chief People and Community Officer | Pending Evidence |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|---|-------------|------------------------------------|-------------------------|
| 192 | 10-Mar-23 | Moore Australia | Workforce Management | Consider the questions raised on specific policies above and implement changes where required. (2), (21), (22) (26) (27). - Working from Home Procedure - Recruitment and Selection Procedure - Secondary Employment Policy - Testing for Alcohol and Other Drugs Policy - Testing for Alcohol and Other Drugs Procedure | Moderate | Chief People and Community Officer | In Progress |
| 193 | 10-Mar-23 | Moore Australia | Workforce Management | Develop procedures for (4), (6), (9), above and policy for (28) above. - Defensive Reserve Procedure - EEO Discrimination, Harassment Procedure - Flexible Work Procedure - Novated Lease Policy | Moderate | Chief People and Community Officer | In Progress |
| 194 | 10-Mar-23 | Moore Australia | Workforce Management | Staff training on approved policies and procedures to improve the rate of compliance. | Moderate | Chief People and Community Officer | Pending Evidence |
| 195 | 10-Mar-23 | Moore Australia | Workforce Management | Independent quality review to be performed of recruitment and induction processes to ensure that approved policies and procedures are being performed. | Moderate | Chief People and Community Officer | Not Started |
| 196 | 10-Mar-23 | Moore Australia | Workforce Management | Review and consolidate the Induction Checklists and consider the suggested additions including • Positions held outside of the City to be declared such as Boards, Committees, Advisory Councils, whether paid or unpaid; | Low | Chief People and Community Officer | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|---|-------------|------------------------------------|---|
| 197 | 10-Mar-23 | Moore Australia | Workforce Management | Review and consolidate the Induction Checklists and consider the suggested additions including • Conflicts of interests (actual, potential or perceived) to be declared such as relationships, memberships, friendships, positions held , investments etc; | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 198 | 10-Mar-23 | Moore Australia | Workforce Management | Review and consolidate the Induction Checklists and consider the suggested additions including • Secondary employment to be declared (work performed which may or may not be the same as that performed at the City); and | Low | Chief People and Community Officer | In Progress |
| 199 | 10-Mar-23 | Moore Australia | Workforce Management | Review and consolidate the Induction Checklists and consider the suggested additions including • Private work to be declared (work performed which is the same as which is performed by the City) | Low | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|--|-------------|------------------------------------|-------------------------|
| 200 | 10-Mar-23 | Moore Australia | Workforce Management | Develop a system of control and oversight of the staff performance review function to ensure they are performed on a timely basis and outcomes are closed out on a timely basis. | Low | Chief People and Community Officer | In Progress |
| 201 | 10-Mar-23 | Moore Australia | Workforce Management | Develop, maintain and implement workforce key performance indicators to set expectations and to monitor and report actual versus KPI for the Executive, Audit and Risk Committee and Council | Low | CEO | Pending Evidence |
| 202 | 10-Mar-23 | Moore Australia | Workforce Management | Consider performing a Staff Survey to identify feedback from the workforce to enhance workforce management and identify skills within the City. | Low | Chief People and Community Officer | Pending Evidence |
| 203 | 10-Mar-23 | Moore Australia | Workforce Management | Consider regular reporting to the Executive, Audit and Risk Committee and Council on key elements of Workforce Management | Low | Chief People and Community Officer | Pending Evidence |
| 204 | 10-Mar-23 | Moore Australia | Workforce Management | Staff training on approved policies and procedures to improve the rate of compliance. | Moderate | Chief People and Community Officer | Not Started |
| 205 | 10-Mar-23 | Moore Australia | Workforce Management | Independent quality review to be performed of recruitment and induction processes to ensure that approved policies and procedures are being performed. | Moderate | Chief People and Community Officer | Not Started |
| 206 | 10-Mar-23 | Moore Australia | Workforce Management | Develop and maintain an Attrition Action Plan which has targeted activities with the desired outcome of reducing the attrition rate. | Moderate | Chief People and Community Officer | Pending Evidence |
| 207 | 10-Mar-23 | Moore Australia | Workforce Management | Review and consolidate the Termination Checklists and include consideration of positions held within the City which may need to be filled such as Business Continuity / Emergency Management / Incident Management Teams, Risk Managers, Committee Members, Fire Wardens etc | Low | Chief People and Community Officer | Not Started |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|---|-------------|------------------------------------|--|
| 208 | 20-Feb-23 | Moore Australia | Conflict of Interest | Consider developing and implementing a formal budget dedicated to funding risk management and COI-related practices. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 209 | 20-Feb-23 | Moore Australia | Conflict of Interest | Consider appointing a resource to perform risk management including COI practices within the City. A Senior Governance Officer position is referred to in the City's Policy documents. We understand that the position of "Coordinator Governance and Risk" is currently being recruited at the City. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 211 | 20-Feb-23 | Moore Australia | Conflict of Interest | Ensure that the City's Register of Financial Interest is updated to include all required information, including all Primary and Annual Declarations in the form prescribed by legislation. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 212 | 20-Feb-23 | Moore Australia | Conflict of Interest | Ensure that the City's website is updated to include all information disclosures as per legislative requirements. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 213 | 20-Feb-23 | Moore Australia | Conflict of Interest | Develop and implement a Secondary Employment Register. | High | Chief People and Community Officer | Not Started |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|--|-------------|---------------------------------|---|
| 214 | 20-Feb-23 | Moore Australia | Conflict of Interest | Consider adding an additional column to the electronic gifts register to distinguish between the date of the declaration and the date of the record to evidence compliance with the 10 day rule. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 216 | 20-Feb-23 | Moore Australia | Conflict of Interest | Implement control procedures to ensure that an up-to-date version of the register is uploaded to the City's website in accordance with legislation. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|--|-------------|---------------------------------|--|
| 217 | 20-Feb-23 | Moore Australia | Conflict of Interest | Develop and implement a COI training program for Council, Management, employees, contractors and volunteers which is supplemented by assessment components and scheduled refresher training. This should be underpinned by a COI training program for risk and COI related activities. Training materials and attendance should records be maintained. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------------|---|-------------|------------------------------------|--|
| 218 | 20-Feb-23 | Moore Australia | Conflict of Interest | Employees should be requested to declare any actual, potential, or perceived conflicts of interest upon hire, confirm their existence or absence once a year and be familiarised with the processes in which they can submit COI declarations at any given point in time. All conflicts should be recorded in the Conflicts of Interest Register and be managed in accordance with the policy and procedure already in place. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 219 | 20-Feb-23 | Moore Australia | Conflict of Interest | Consider conducting background and due diligence checks on potential staff, suppliers, contractors and business partners, particularly in circumstances that involve elevated risk. | High | Chief People and Community Officer | Not Started |
| 220 | 20-Feb-23 | Moore Australia | Conflict of Interest | Consider performing data analytics to identify undeclared conflicts of interest. This may include but is not limited to implementing periodic comparison of vendor information with current employees' information such as addresses and telephone numbers. | High | Manager Financial Services | Not Started |
| 221 | 20-Feb-23 | Moore Australia | Conflict of Interest | Consider a review of the policy and procedure already adopted by the City to ensure that it meets the required objectives. Partner this with recommendation 5, in developing and implementing a training program for the City to ensure that all stakeholders are aware of the requirements of the policy and procedure to adopt them effectively. | High | Coordinator Governance and Risk | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|---------------------------|--|-------------|---------------------------|---|
| 229 | 20-Jun-23 | Moore Australia | ERP - Post Implementation | Complete deployment of the 'Roll-Out' Training specific to the fully deployed modules. | Low | Technology Change Manager | Propose to close (Subject to validation) |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|---------------------------|---|-------------|--------------------------------|-------------------------|
| 230 | 20-Jun-23 | Moore Australia | ERP - Post Implementation | Develop the remaining training materials for the remaining modules that are to be delivered in Phase 3. | Low | Technology Change Manager | In Progress |
| 232 | 20-Jun-23 | Moore Australia | ERP - Post Implementation | Develop detailed project cost tracking and include as part of the monthly reporting package. | Low | ERP Project Manager | In Progress |
| 233 | 29-Jan-24 | Moore Australia | Waste Management | Update the Waste Management Local Planning Policy and the Waste Management Local Planning Policy – Appendix 1 – Waste Management Guidelines to align with the waste management operations of the City, such as service deliverables, collection times and new FOGO bin activities. | Low | Coordinator Strategic Planning | Pending Evidence |
| 234 | 29-Jan-24 | Moore Australia | Waste Management | Update the Bulk Waste Collection and Waste Receptacles on Nature Strips Policy to include definition of “nature strip”, and revised FOGO waste service provision. The policy should also review the processes and authority for the placement of skip bins / bulk bins on nature strips under the City’s local law framework. | Low | Coordinator Waste Minimisation | Pending Evidence |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
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| 235 | 29-Jan-24 | Moore Australia | Waste Management | Update the City of Nedlands Waste Local Law 2016 to include the adopted amendments contained within the City of Nedlands Amendment Local Law 2017. The new consolidated local law must be published on the City's website in accordance with section 5.96A(1)(b) of the Local Government Act 1995. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
| 237 | 29-Jan-24 | Moore Australia | Waste Management | Develop, approve, and maintain relevant work-related procedures that capture process activities in relation to waste services. At minimum, define roles and responsibilities, and step-by-step work instructions on how to complete required tasks. | Low | Coordinator Waste Minimisation | Not Started |
| 238 | 29-Jan-24 | Moore Australia | Waste Management | Consider entering into a formalised contract arrangement or other form of agreement with the WMRC should the City wish to continue for the provision of community waste treatment services by the WMRC, post 2023-24. | Low | Coordinator Waste Minimisation | Pending Evidence |
| 239 | 29-Jan-24 | Moore Australia | Waste Management | As part of the City's next waste management service tender, consider the inclusion of performance criteria and financial incentive for the selected contractor to increase diversion rates from landfill over the contract term. | Low | Coordinator Waste Minimisation | Not Started |
| 241 | 29-Jan-24 | Moore Australia | Waste Management | Publish the City's Waste Plan on the City's website to communicate and promote the City's actions and activities in line with the goals set within the State's Waste Strategy. Consider making the State's Waste Strategy available on the City's website. | Low | Coordinator Communications and Engagement | Pending Evidence |
| 242 | 29-Jan-24 | Moore Australia | Waste Management | Implement a program or mechanism of regular reporting of waste collection and minimisation data to the community. | Low | Coordinator Communications and Engagement | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|--------------------------|--|-------------|---------------------------------|-------------------------|
| 244 | 29-Jan-24 | Moore Australia | Waste Management | Specify and document waste management contract performance measurement criteria as per the City's established contracts and develop contract assessment mechanism to measure contractor performance. | Moderate | Coordinator Waste Minimisation | Pending Evidence |
| 245 | 05-Apr-24 | Moore Australia | Delegations of Authority | At its next review identify and list the various heads of legislative power of delegation in the officer's recommendation within the report to Council, to provide greater clarity in the Council's formal DoA Manual review resolution. | Low | Coordinator Governance and Risk | Pending Evidence |

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| 246 | 05-Apr-24 | Moore Australia | Delegations of Authority | The City seek legal advice as to the permissibility of delegations made under the Food Act 2008 and should the Department of Local Government, Sport and Cultural Industries interpretation be correct, the City should remove the delegated functions within the DoA Manual and investigate how these functions under the Food Act 2008 can be appropriately exercised by City employees. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
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| 247 | 05-Apr-24 | Moore Australia | Delegations of Authority | Review the expressed function delegation referencing within the DoA Manual to provide greater alignment and transparency of functions that can be delegated under relevant legislation. | Moderate | Coordinator Governance and Risk | Pending Evidence |
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| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
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| 250 | 05-Apr-24 | Moore Australia | Delegations of Authority | Ensure the required annual legislative review of CEO's DoA is appropriately recorded and maintained as a standalone and separate record within the City's record keeping system. | Moderate | Coordinator Governance and Risk | In Progress |
| 251 | 05-Apr-24 | Moore Australia | Delegations of Authority | Develop workplace procedures and processes for the management of DoA at the City, including but not limited to: <ul style="list-style-type: none"> •the procedures and processes for requesting or amending an existing or new DoA •the annual review procedure and process required by legislation for the CEO and Council •the use of the City's Attain system and its role in managing DoA at the City •activities to be performed following a review of, or update to, the City's DoA Manual. | Low | Coordinator Governance and Risk | In Progress |

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|-----|-----------|-----------------|--------------------------|--|----------|---------------------------------|--|
| 253 | 05-Apr-24 | Moore Australia | Delegations of Authority | Establish an appropriate management process for the City's annual Compliance Audit Return to ensure evidenced based answers are provided by responsible management and officers. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
|-----|-----------|-----------------|--------------------------|--|----------|---------------------------------|--|

| | | | | | | | |
|-----|-----------|-----------------|--------------------------|---|----------|---------------------------------|---|
| 254 | 05-Apr-24 | Moore Australia | Delegations of Authority | Establish a regular and consistent review cycle program for both CEO DoA reviews and Council DoA reviews. | Moderate | Coordinator Governance and Risk | Propose to close (Subject to validation) |
|-----|-----------|-----------------|--------------------------|---|----------|---------------------------------|---|

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|--------------------------|--|-------------|---------------------------------|-------------------------|
| 256 | 05-Apr-24 | Moore Australia | Delegations of Authority | Develop, approve, and implement training for staff with a delegated authority on their legal obligations, other responsibilities, and use of any relevant systems on a periodic basis. | Low | Coordinator Governance and Risk | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|--------------------------|---|-------------|---------------------------------|-------------------------|
| 257 | 05-Apr-24 | Moore Australia | Delegations of Authority | Develop, approve, and implement basic DoA training material for all employees to be completed as part of their induction. | Low | Coordinator Governance and Risk | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------|---|-----------------|---------------------------|-------------------------|
| 260 | 20-May-24 | Moore Australia | Cyber Security | <p>Establish an overarching Cyber Security Framework consisting of approved policies, procedures, and plans. The framework should include, but not limited to, the development of the following:</p> <ul style="list-style-type: none"> · A Cyber Security Policy. · Cyber Security Procedures. · Cyber Security Risk Assessments. (Refer to Finding 3 for further information around this component of a Cyber Security Framework). · Disaster Recovery Plan. (Refer to Finding 2 for further information around this component of a Cyber Security Framework). · Cyber security incident reporting and response plan (Refer to Finding 2 for further information around this component of a Cyber Security Framework). | Moderate | Chief Information Officer | Not Started |
| 261 | 20-May-24 | Moore Australia | Cyber Security | Develop appropriate lead and lag key performance indicators for the monitoring of the City's cyber security function and activities. | Moderate | Chief Information Officer | Not Started |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------|--|-------------|---------------------------|-------------------------|
| 262 | 20-May-24 | Moore Australia | Cyber Security | Establish a regular reporting schedule to the City's Executive Management Team on the City's cyber security function, including advice on current and emerging cyber risks; the mitigation strategies in place; and response including actions taken. Such reporting should include details and performance results against the City's key performance indicators (as detailed in recommendation 2 above). | Moderate | Chief Information Officer | Not Started |
| 263 | 20-May-24 | Moore Australia | Cyber Security | Develop a Cyber Incident Response Plan in line with guidance from the Australian Cyber Security Centre that outlines the City's strategy and systems for recovery from Cyber incidents. This plan should be at least tested annually. | Moderate | Chief Information Officer | Not Started |
| 264 | 20-May-24 | Moore Australia | Cyber Security | Consider implementing a SIEM solution to monitor and respond to cyber security events and incidents. | Moderate | Chief Information Officer | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------|---|-------------|---------------------------------|-------------------------|
| 265 | 20-May-24 | Moore Australia | Cyber Security | <p>Create a Cyber Risk Incident Register that at a minimum, will record:</p> <ul style="list-style-type: none"> · the date the cyber risk incident occurred. · the date the cyber risk incident was identified. · a description of the cyber risk incident. · the weaknesses in current control, or identification of current control not operating and the reason why. · any actions taken in response to the cyber risk incident. · to whom (internal and external) the cyber risk incident was reported. · actual outcome from the cyber risk incident such as termination of employee, financial loss. · lessons learned such as policy revisions, training, change on organisational structure. · status of investigation of cyber risk incident. | Moderate | Coordinator Technology Services | Not Started |
| 266 | 20-May-24 | Moore Australia | Cyber Security | <p>Formalise a Cyber Security Risk Identification and Assessment Process and undertake a cyber security risk assessment at least once per annum, or earlier if required.</p> | Moderate | Chief Information Officer | Not Started |
| 267 | 20-May-24 | Moore Australia | Cyber Security | <p>Formalise and document all supply chain security requirements for ICT equipment, SAAS, and cloud-based computing suppliers. Perform formal risk assessments based on these requirements for all new and existing hardware and software used by the City.</p> | Low | Chief Information Officer | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------|--|-------------|---------------------------|--|
| 268 | 20-May-24 | Moore Australia | Cyber Security | Consider requiring the City's SAAS suppliers and providers to provide annual assurances as to their implemented cyber security mechanisms, processes and controls that are in place to manage the security of the City's business information. | Low | Chief Information Officer | In Progress |
| 269 | 20-May-24 | Moore Australia | Cyber Security | Perform appropriate Cyber Security scenario tests at least annually in line with the City's adopted Cyber Security Incident Response Plan. (Refer to Finding 2). | Low | Chief Information Officer | Not Started |
| 270 | 20-May-24 | Moore Australia | Cyber Security | Develop, approve and implement a regular cyber security awareness and training program for all users, with specialised training being prioritised for high-risk users. | Low | Chief Information Officer | Propose to close (Subject to validation) |
| 271 | 20-May-24 | Moore Australia | Cyber Security | Conduct regular surveys of system users to understand the effectiveness of cyber security training content and influence future training material. | Low | Chief Information Officer | Not Started |
| 272 | 20-May-24 | Moore Australia | Cyber Security | Perform an assessment of the City's Essential Eight Maturity level (a checklist of these controls sourced from the ASD Essential 8 Maturity Model has been included in Appendix 3: Essential Eight Maturity Level One Checklist). Following this assessment which will identify any potential gaps and improvements, develop an improvement implementation plan. | Low | Chief Information Officer | In Progress |

| Ref | Date of Report | Auditor | Audit Title | Recommendation | Risk Rating | Recommendation Owner | Status After Assessment |
|-----|----------------|-----------------|----------------|---|-------------|---------------------------|-------------------------|
| 273 | 20-May-24 | Moore Australia | Cyber Security | <p>Ensure cyber-security controls are documented and annually reviewed. Such documentation should include but not be limited to:</p> <ul style="list-style-type: none"> · cyber security risks, challenges, and opportunities · the cyber security controls. · the roles and responsibilities for design, description, implementation, effectiveness of cyber-security controls, including any associated reporting and oversight. · the processes to update cyber security controls. | Low | Chief Information Officer | Not Started |



11. STRATEGIC PROJECTS

11.1. Council Plan Update

| | |
|---|--|
| Report Number | ARC82.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | Vicky van Heerden – Strategy and Performance Coordinator |
| CEO | Keri Shannon-Chief Executive Officer |
| Attachments | Attachment 1 – Council Plan Actions 2024-25 |

Purpose

The purpose of the report is to provide Council with an update on the Council Plan Actions 2024-25, at the end of June 2025.

Recommendation

That Council RECEIVES the Report on Council Plan Actions 2024-25.

Voting Requirement

Simple Majority

Background

The Council adopted, 'Our Plan for the Future – City of Nedlands Council Plan 2023-2033' (Council Plan) at its meeting on 28 November 2023.

The Council Plan is the City of Nedlands' 'plan for the future' and comprises both the Strategic Community Plan (SCP) and Corporate Business Plan (CBP) (Required in terms of Section 5.56 of the Local Government Act 1995 (the Act) and Regulations 19C (1) and 19DA of the Local Government (Administration) Regulations 1996.)

The Council Plan sets out the City of Nedlands' vision, objectives and purpose (SCP) and the services, actions and resourcing to address these (CBP).



The Council Plan has 12 desired outcomes, across five strategic pillars, People, Planet, Prosperity and Performance, with actions identified against the outcomes and objectives in each of these categories.

Council received the first report on the status of Council Plan Actions at the Ordinary Council Meeting (OCM) on 23 April 2024.

This report provides an update on Council Plan Actions 2024-25, at the end of June 2025.

This review of Council Plan Actions 2024-25 informs both the preparation of the Annual Report 2024-25 (The Act section 5.53), and the Annual Budget (The Act sections 6.2.(2)).

Discussion

Attachment 1 – Council Plan Actions 2024-25 provides an update on the status of Council Plan Actions 2024-25, at the end of June 2025.

A summary of the status the Council Plan Actions is set out in the table below, with details provided in Attachment 1.

Council Plan Actions 2024-25: Status 30 June 2025:

| Action Status | No. |
|----------------------------|-----------|
| Complete | 19 |
| Progressing as planned | 26 |
| Not progressing as planned | 34 |
| Planned 25/26 | 8 |
| Planned 26/27 | 1 |
| Planned 27/28 | 1 |
| Total Actions | 89 |

As noted above, the review of the Council Plan Actions informs the preparation of the Annual Report 2024-25 and informed the preparation of the draft Budget 2025-26.

A revised Council Plan (CBP/ Actions) will be prepared, which consolidates these updates and the adopted Budget 2025-26, for presentation to Council at a future meeting.

Consultation

The Executive Management Team and relevant Officers provided the status and updates on the Council Plan Actions (Attachment 1).

Strategic Implications

This item is strategically aligned to the City of Nedlands Council Plan 2023-33 vision and desired outcomes as follows:



Vision **Sustainable and responsible for a bright future**

Pillar **Performance**

Outcome 11. Effective leadership and governance.

Budget/Financial Implications

There are no financial implications related to this report. This review and the adopted Budget 2025-26 will inform the preparation of a reviewed Council Plan (CBP/ Actions).

Legislative and Policy Implications

- The Local Government Act 1995, including sections:
 - 5.56 (1) 'A local government is to plan for the future of the district.'
 - 5.53.(2)(e) 'The annual report is to contain ...an overview of the plan for the future...including major initiatives that are proposed to commence or to continue in the next financial year...'; and
 - 6.2.(2) '...in the preparation of the budget the local government is to have regard to the contents of the plan for the future made in accordance with section 5.56...'
- The LG (Administration) Regulations 1996, including 19DA. and 19DA(4) 'A local government is to review the current corporate business plan for is district every year.'

Decision Implications

The report is for information and **noting** purposes. This report, together with the adopted Budget 2025-26, will inform the review of the Council Plan (CBP/ Actions), and will be presented to the Council at a future meeting.

Conclusion

This report provides an update on the Council Plan Actions 2024-25; it is recommended that Council receive the report on Council Plan Actions 2024-25.

Further Information

Nil

| OUR PLAN FOR THE FUTURE: CITY OF NEDLANDS - COUNCIL PLAN 2023-33 (as adopted: OCM 2023-11-28) | | | | | | | | | | Report on Council Plan 2023 - 33 Actions (at 30 June 2025) | | CP Actions: Planned 25-26 → (Pending Budget 25/26 approval and Council Plan Review) |
|---|-------|---------------|--|--|-------|-------|-------|--------|--|--|---------------|---|
| Action | Resp. | Year Start | • Strategic Pillar • Outcome • Objective • Action | 23/24 | 24/25 | 25/26 | 26/27 | Future | CP Actions: Status 24-25 (at 30 June 2025) | CP Actions: Comments 24-25 (at 30 June 2025) | | |
| CEO-Chief Executive Office P&C-People and Community CS-Corporate Services D&IS-Digital and Information Services P&D-Planning and Development TS-Technical Services | | | | Council Plan 2023-33 (OCM 2023-11-28) ● Fully Funded ○ Unfunded ⦿ Partially Funded | | | | | | | | |
| PEOPLE | | | | | | | | | | | | |
| 1. Art, culture and heritage are valued and celebrated. | | | | | | | | | | | | |
| 1.1 Grow participation in the arts, cultural activities, and community events. | | | | | | | | | | | | |
| 01.1.1 | P&C | 23/24 | 1.1.1 Develop a Public Art Strategy to articulate the direction for public art in the local area. | ● | | | | | Complete | • Adopted by Council OCM April 2025. | | |
| 01.1.2 | P&C | 23/24 | 1.1.2 Complete a review of the City's Events Program to deliver recommendations to activate the foreshore and local parks with a range of family friendly, inclusive activities and events. Community suggestions for consideration include activities that celebrate local history and cultural diversity (i.e. First Nations, Chinese New Year, Eid and Diwali), music and wine festivals, markets, food trucks, outdoor films and sculpture trails. | ● | | | | | Complete | • City Events Program reviewed in 2024/25. • New activities budgeted for 25/26. | Planned 25/26 | |
| 1.2 Recognise and celebrate local First Nations peoples, places and stories. | | | | | | | | | | | | |
| 01.2.1 | P&C | 23/24 | 1.2.1 Develop a Reflect: Reconciliation Action Plan (RAP), the first of four plans in Reconciliation Australia's RAP Framework. | ● | | | | | Progressing as planned | • Stage 1 - REFLECT is Complete - DRAFT RAP has been submitted to Reconciliation Australia for their comment on Reflect stage. Expected back by end of July 2025. • RAP has 4 different stages which roll out over many years. | Planned 25/26 | |
| 01.2.2 | TSD | 27/28 | 1.2.2 Partner with key stakeholders to investigate options to reinvigorate the Whadjuk Trail Network. | | | | | ○ | Planned 26/27 | • A section of the Allen Park Trail has been delivered, a portion of the pathway (Norn Bidi) was built. • A section is on hold dependant on decision from State Government regarding Allen Park. • Next step will be to clarify the full scope and confirm all the role players. | Planned 26/27 | |
| 1.3 Preserve and showcase local history and heritage. | | | | | | | | | | | | |
| 01.3.1 | P&D | 23/24 | 1.3.1 Update the Local Heritage Survey and list of places the City deems are, or may become, of heritage significance. | ● | ○ | | | | Not progressing as planned | • At the September 2024 OCM, Council resolved not to proceed with the draft Local Planning Policy, 6.2 <i>Heritage Protected Places</i> , and acknowledged that a further report would be presented to Council outlining the potential of Council reviewing the City's existing Local Heritage Survey and Heritage List as part of a local heritage review. • The City's strategic planning team is in the process of scoping the project, to review the City's current Local Heritage Survey and Heritage List. • Funding is being set aside in the 25/26 budget to procure a consultant to assist with the preparation and update to the Local Heritage Survey and Heritage List. | Planned 25/26 | |
| 01.3.2 | P&C | 25/26 | 1.3.2 Complete a Museum Feasibility Study to recognise viable locations to preserve and promote local history and heritage, including historical records and artifacts. Consider opportunities to collaborate with the Historical Society and neighbouring councils. | | | ○ | | | Not progressing as planned | • Funding for Action not proposed in the draft budget for 25/26. • Timing and funding for Action to be reviewed as part of the Council Planning process in 26/27 | Planned 26/27 | |
| 01.3.3 | P&C | 24/25 | 1.3.3 Investigate and cost options for a Heritage Circuit with informative signage and plaques to raise awareness of local history and heritage. Consider opportunities to collaborate with neighbouring councils. | | ○ | | | | Not progressing as planned | • Funding for Action not proposed in the draft budget for 25/26. • Timing and funding for Action to be reviewed as part of the Council Planning process in 26/27 | Planned 26/27 | |
| 01.3.4 | CEO | 23/24 | 1.3.4 Advocate for heritage and activation works to be completed at the Sunset Precinct, Jutland Parade. | ● | ● | ● | ● | | Not progressing as planned | • Action will be taken in relation to this objective in 25/26 | Planned 25/26 | |
| 2. A healthy, active and safe community. | | | | | | | | | | | | |
| 2.1 Facilitate community health and wellbeing. | | | | | | | | | | | | |
| 02.1.1 | P&D | 23/24 | 2.1.1 Develop a Local Public Health Plan in accordance with statutory requirements in the Public Health Act 2016. | ● | | | | | Complete | • The Plan was developed with guidance from the City's Public Health Plan Working Group and in accordance with the requirements of Public Health Act 2016. • The Working Group included representatives from various City business units, North Metropolitan Health Service (a state government agency) and a public and environmental health consultant. • Public consultation was undertaken between 14 April 2024 and 24 May 2024 where 12 responses were received during the consultation period. • The Plan was first presented to Council at Council Meeting Agenda Forum on 9 July 2024. It was then tabled at the Ordinary Council Meeting on 23 July 2024, where it was adopted. | | |

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|---|-------------|---------------|---|--|-------|-------|-------|--------|--|---|---|
| Action | Resp. | Year Start | • Strategic Pillar • Outcome • Objective • Action | 23/24 | 24/25 | 25/26 | 26/27 | Future | CP Actions: Status 24-25 (at 30 June 2025) | CP Actions: Comments 24-25 (at 30 June 2025) | |
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| 2.2 Grow participation in sport and recreation activities. | | | | | | | | | | | |
| 02.2.1 | CEO/ P&C | 23/24 | 2.2.1 Finalise the Strategic Active Sports Facilities Plan. | ● | ● | | | | Not progressing as planned | • The Plan was presented at the OCM on 28.09.21, Council deferred approval and resolved to further review the Plan. • The Public Open Space Strategy establishes a framework to guide the provision, use of and investment in parks and reserves, as such it was resolved, at the OCM on 23-04-24, that the Public Open Space Strategy be expanded to include the whole of the City of Nedlands. • This Strategic Active Sports Facilities Plan will be reviewed in tandem with the preparation of the expanded Public Open Space Strategy and is a priority for 25/26. | Planned 25/26 |
| 02.2.2 | TSD | 27/28 | 2.2.2 Prepare the Highview Park Masterplan. | | | | | ○ | Planned 25/26 | • Initial discussions start in the next financial year with the view to prepare the master plan in 27/28. | Planned 25/26 |
| 02.2.3 | TSD | 24/25 | 2.2.3 Support club plans to upgrade existing sporting facilities to provide appropriate change room facilities for all genders. | | ○ | ○ | ○ | | Not progressing as planned | • Due to financial constraints, no budget provided to upgrade existing sports facilities. • Assets team will review and assess in 25/26 financial year. | Planned 26/27 |
| 02.2.4 | P&C | 23/24 | 2.2.4 Support the Claremont Junior Football Club to apply for State Government funding to upgrade reserve floodlighting at College Park to cater for growing demand for Girls AFL games. | ● | | | | | Progressing as planned | • Clubs are funding the lighting project as no government funding was secured for this project. • Clubs are progressing the works on this through 25/26. | Planned 25/26 |
| 02.2.5 | TSD | 24/25 | 2.2.5 Finalise options to upgrade reserve floodlighting at David Cruickshank Reserve. | | ○ | | | | Progressing as planned | • Project at delivery stage (City Projects team). • New floodlights to be installed before end 2025 | Planned 25/26 |
| 02.2.6 | P&C | 23/24 | 2.2.6 Collaborate with the State Government and neighbouring councils to investigate suitable sites in Mt Claremont for mountain bike trails. | ● | ● | | | | Complete | • Investigation completed in 24/25. • No further actions proposed at this point, due to significant costs. • A report will be submitted to Council | |
| 2.3 Grow participation in volunteering. | | | | | | | | | | | |
| 02.3.1 | P&C | 23/24 | 2.3.1 Advertise volunteer opportunities across a broader range of communication channels and platforms to attract more volunteers of all ages. | ● | ● | ● | ● | | Complete | • Complete for 24/25, volunteer opportunities advertised in 24/25. | Planned 25/26 |
| 02.3.2 | P&C | 23/24 | 2.3.2 Provide an annual volunteer appreciation celebration to recognise and thank current volunteers. | ● | ● | ● | ● | | Complete | • Complete for 24/25. • Two Volunteer Appreciation events happen each year, as well as regular shout outs to volunteers and Volunteer Week Australia acknowledgements. | Planned 25/26 |
| 2.4 Encourage the responsible ownership of pets. | | | | | | | | | | | |
| 02.4.1 | P&D | 25/26 | 2.4.1 Develop a community engagement program to promote and encourage responsible pet ownership, with consideration for new legislation in the Dog Local Law 2021 and Cat Local Law 2021. | | | ○ | | | Progressing as planned | <u>Dog Local Law</u> - • In 2023, after the City received feedback from the Department of Local Government, Sporting and Cultural Industries (DLGSC) suggesting minor amendments to the Dog Local Law 2012, the City completed a complete review. A report to Council was presented in the Ordinary Council Meeting held on 28 March 2023 which proposed the process for a new Dogs Local Law 2023 and was subsequently adopted on 12 December 2023. <u>Community Engagement Program</u> - • In 2024, Ranger Services met with Australia Post at both the Osborne Park and Nedlands Delivery Centres to present awareness surrounding dog attacks, statement capture and offering tips for handling aggressive dogs. • During the 2024-25 Animal Registration Renewal mailout, a flyer was posted with each renewal notice, aimed to target registered pet owners within our community. Within, was general information relating nuisance dog barking, dog attacks, tips on how to keep everyone safe and specific information relating to the City's listed dog exercise areas. • The City's website also established a page dedicated to domestic animals which informed the community of their responsibilities by recommending best practices to ensure they comply with legislation. Staff are encouraged to reference this source of information for convenience to the public. • Engagement through social media not only targets a wider demographic but invites community consultation and engagement through playful images and education pieces. <u>Cat Local Law</u> - • The City will consider a new Cat Local Law in 2026, once the Cat Act 2011 and Health Local Law has been reviewed. This action will extend into 2026 as a priority. | Planned 25/26 |

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| Action | Resp. | Year Start | • Strategic Pillar • Outcome • Objective • Action | 23/24 | 24/25 | 25/26 | 26/27 | Future | CP Actions: Status 24-25 (at 30 June 2025) | CP Actions: Comments 24-25 (at 30 June 2025) | |
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| 02.4.2 | P&D | 23/24 | 2.4.2 Review locations where dogs are permitted to be off leash. | ● | | | | | Complete | <u>Review</u> - The Dogs in Public Places Council Policy (Policy) was formally presented to Council in the meeting held 28 March 2023 alongside the proposed Dogs Local Law 2023. • The results of the consultation and adoption of the Dog Local Law 2023 were presented in the Ordinary Council Meeting held on 12 December 2023. • The local law and the List of Places where Dogs are Prohibited Absolutely and Places which are Dog Exercise Areas (the List) was adopted, rather than the entire Policy. The ‘Places where dog are Prohibited Absolutely’ were to be modified to include “a theatre, picture gardens, playground or public toilet area”. • Throughout the review period of the List, the community submitted comment regarding the signage around the Allen Park Precinct and along Swanbourne Beach. As a result, Rangers completed an audit of signage which resulted in the redesign, upgrade and installation of signage to better identify designated dog exercise areas where dogs can be off lead, on lead or in a prohibited area, particularly in the conservation area of Allen Park bushland, Swanbourne beach and along the beach and foreshore reserves. This project was then published on Nedlands News and Your Voice Nedlands to promote awareness and education. <u>Implementation of an additional dog exercise area</u> - • In August 2024, the City also presented a report to Council seeking approval to give local public notice of its intention to specify a public place as a dog exercise area within Montario Quarter, Shenton Park. Council then reviewed comments in the October Council Meeting Minutes which confirm the approval to declare this area a dog exercise park. | |
| 02.4.3 | P&D | 24/25 | 2.4.3 Review and improve the process for raising and addressing animal complaints, mediating disputes, and enforcing regulations. | | ● | | | | Progressing as planned | <u>OneCouncil</u> - • OneCouncil module combines all tools needed to run various operations such as infringements, enforcement, animal management and customer requests. • OneCouncil ensures efficient and accurate record-keeping, improving the City’s process for raising and addressing complaints and managing enforcement in line with legislation and our current customer service charter. The module requires testing prior to implementation. <u>Your Voice Nedlands/Social Media</u> - • Your Voice is an online community hub that provides opportunities for the community to be involved in decision-making processes by encouraging views, concerns, and aspirations to assist in sustainable outcomes in the development projects and policies. • The City established multiple social media pages to target a wider demographic within our community. We provide updates that target specific issues such as animal registrations, renewals and best practices that keep your pet safe during the warmer seasons. <u>Operational</u> - • The Ranger Services Administration Officer conducts multiple audits of the City’s Animal Registration System to ensure registrations are accurate, updated and meet legislative requirements. • Rangers also conduct daily patrols and often engage with the community to promote awareness and offer advice and surveillance when appropriate. • Ranger Services provide an On Call service, consisting of a rolling monthly roster between each Ranger to offer a 24/7 service for priority or emergency after hour call outs. This availability increases our service level to address animal complaints across a wider range to offer support and enforce compliance. | Planned 25/26 |
| 2.5 Provide safe community spaces. | | | | | | | | | | | |
| 02.5.1 | CEO/ P&D | 24/25 | 2.5.1 Provide a campaign to improve community awareness of safety and security initiatives. | | ○ | | | | Complete | • Complete in 24/25 and ongoing • Focus areas in 24/25 included: - Mosquito mitigation, awareness and education - Winter and Summer weather habits and behaviours - Dog Exercise Areas - Keeping your dog on lead - Awareness surrounding dog attacks, wandering - Hot paws on pavement - Dogs in vehicles | Planned 25/26 |
| 02.5.2 | TSD | 23/24 | 2.5.2 Investigate potential savings and capacity to improve service levels of street lighting through the City's ownership of streetlights. | ● | ● | | | | Not progressing as planned | • This was not progressed by the previous Director, due to competing priorities. • Assets team will investigate this in 26/27 financial year. • A consultant budget will be requested in the mid-term review. | Planned 26/27 |
| 02.5.3 | TSD | 25/26 | 2.5.3 Audit City-owned lights along the foreshore and in parks, sports facilities and other public places to determine how to deliver safer and more sustainable lighting and incorporate recommendations into the Capital Works Program. | | | ○ | | | Not progressing as planned | • This was not progressed by the previous Director, due to competing priorities. • Assets team will investigate this in 2026/27 financial year. • A consultant budget will be requested in mid-term review. | Planned 26/27 |
| 02.5.4 | TSD | 27/28 | 2.5.4 Complete feasibility assessments and design works for additional street lighting to improve safety along John XXIII Avenue between Mooro Drive and Brockway Rd, and along Brockway Rd from Camelia Avenue to McGillivray Road. | | | | | ○ | Planned 25/26 | • Assets team will investigate this in 26/27 financial year. • A consultant budget will be requested in mid-term review. | Planned 25/26 |

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| 3. A caring and supportive community for all ages and abilities. | | | | | | | | | | | | |
| 3.1 Support the health and wellbeing of families and children. | | | | | | | | | | | | |
| 03.1.1 | P&C | 24/25 | 3.1.1 Map existing facilities, services, events and activities for children aged 0-14 years, identify local needs and gaps, and update the Council Plan at the next review with agreed recommendations. When completing this review, include a review of College Park Family Centre to understand current and future needs among users of this facility. | | ○ | | | | Not progressing as planned | • Action hasn't been progressed in 24/25 due to resourcing. • Existing and ongoing services continue to be delivered to children aged 0-14 through Libraries, Tresillian Arts Centre and engagement with local schools. | | |
| 3.2 Support young people to flourish. | | | | | | | | | | | | |
| 03.2.1 | P&C | 24/25 | 3.2.1 Map existing facilities, services, events, activities and volunteer opportunities for young people aged 15-24 years, identify local needs and gaps, and update the Council Plan at the next review with agreed recommendations. When completing this review, consider access to mental health services, and investigate demand for a Youth Centre, new or upgraded skate parks, bike and pump tracks, and playground equipment for teenagers. | | ○ | | | | Not progressing as planned | • Action hasn't been progressed in 24/25 due to resourcing. • Existing and ongoing Youth Services continue to be delivered and include: Youth Art Awards, youth engagement with schools, Arts and activity opportunities through Library and Tresillian AC service delivery. | | |
| 3.3 Support people to age safely, happily, with dignity and respect. | | | | | | | | | | | | |
| 03.3.1 | P&C | 24/25 | 3.3.1 Map existing facilities, services, events, activities and volunteer opportunities for seniors, identify local needs and gaps, and update the Council Plan at the next review with agreed recommendations. When completing this review, consider access to aged care accommodation, home support services, community transport, recreation and wellbeing services and facilities, and life-long learning opportunities. | | ○ | | | | Complete | • Review undertaken in 2024. • Outcome: new model roll-out for lower cost delivery of Positive Ageing Program which includes a Shopping Bus Service and Activity Program/Calendar across the City. • This has been very effective with high participation rates. | | |
| 03.3.2 | P&C | 23/24 | 3.3.2 Extend the Positive Ageing Program to deliver more activities across the City of Nedlands. | ● | ● | ● | ● | | Complete | • Review undertaken in 2024. • Outcome: new model roll-out for lower cost delivery of Positive Ageing program which includes a Shopping Bus Service and Activity program/calendar across the City. | Planned 25/26 | |
| 3.4 Advance opportunities, Community participation and quality of life for people with disability. | | | | | | | | | | | | |
| 03.4.1 | P&C | 23/24 | 3.4.1 Review and update the Disability Access and Inclusion Plan. | ● | | | | | Complete | • Annual report was completed in 2024/25 and was submitted to the Department of Communities. • This is an annual review, with a full review scheduled every five years - next full review is 2028. | Planned 25/26 | |
| 03.4.2 | TSD | 23/24 | 3.4.2 Identify opportunities to improve universal access to Council facilities and reserves (i.e. self-opening doors, ramps, sealing footpaths and accessways, parking, beach and river access etc) and include specific actions when reviewing the Disability Access and Inclusion Plan and Capital Works Program. | ● | ● | ● | ● | | Not progressing as planned | • The asset condition assessment will be carried out in the first half of 25/26 FY. • Based on the condition reports assets team will work with projects and maintenance team to identify opportunities, where improvement can be made. | Planned 25/26 | |
| PLANET | | | | | | | | | | | | |
| 4. Healthy and sustainable ecosystems. | | | | | | | | | | | | |
| 4.1 Conserve, restore and enhance local biodiversity and natural assets, including the river foreshore, coastline and remnant bushland. | | | | | | | | | | | | |
| 04.1.1 | TSD | 23/24 | 4.1.1 Prepare a Coastal Hazard Risk Management and Adaption Plan for the river foreshore and coastline. | ⦿ | ⦿ | | | | Not progressing as planned | • Consultation undertaken between DBCA and DPLH who advised to put project on hold until DBCA can provide all data, likely around December 2025 | Planned 25/26 | |
| 04.1.2 | TSD | 24/25 | 4.1.2 Review and update the City Greenway Policy. | | ● | | | | Not progressing as planned | • Action hasn't been progressed in 24/25 due to resourcing. • Review is scheduled for July 2025 | Planned 25/26 | |
| 04.1.3 | TSD | 25/26 | 4.1.3 Review and update bushland management plans for Shenton Bushland, Hollywood Reserve, Birdwood Pde, Pt Resolution, Mt Claremont, and Allen Park. and fauna, including black cockatoos. | | | ○ | ○ | | Planned 25/26 | • Review of management plans are scheduled to begin in July 2025 | Planned 25/26 | |

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| 4.2 Grow the urban forest. | | | | | | | | | | | | |
| 04.2.1 | TSD | 23/24 | 4.2.1 Review and update the Urban Forest Strategy (2024-34). This plan will include a major audit of trees on City managed lands (parks, verges, etc), the establishment of a tree asset register that is maintained regularly, and development of a plant pathogen management plan. When developing this plan, the City will set realistic canopy targets and develop a costed Tree Planting Program, with consideration for financial sustainability and whole-of-life costings. | ● | | | | | Progressing as planned | • Ongoing - consultant presented at Council Forum on 17th June 2025. • Draft strategy to be submitted July 2025 | Planned 25/26 | |
| 04.2.2 | TSD | 23/24 | 4.2.2 Implement the Tree Planting Program. | ● | ○ | ○ | ○ | | Progressing as planned | • Planting of around 540 trees is scheduled for June and July 2025 | Planned 25/26 | |
| 5. Climate resilience. | | | | | | | | | | | | |
| 5.1 Encourage the adoption of sustainable practices to work towards zero waste and being carbon neutral. | | | | | | | | | | | | |
| 05.1.1 | P&D | 24/25 | 5.1.1 Prepare a Sustainability Strategy to guide the City’s adoption of sustainable practices, improve community awareness and adoption of sustainable practices, and report on progress against key performance indicators via a Sustainability Dashboard Report. | | ◉ | ● | | | Progressing as planned | • The City has drafted a project plan to develop a new Sustainability Strategy for the City. • The project has commenced with initial engagement with the administration undertaken and an information meeting scheduled with elected members, planned. • The intent is to develop the new sustainability strategy over the next 12 months. | Planned 25/26 | |
| 05.1.2 | TSD | 24/25 | 5.1.2 Collaborate with key stakeholders to develop an Electric Vehicle Charging Network Plan. | | ● | | | | Not progressing as planned | • This will be reviewed and assessed in 25/26 financial year. | Planned 25/26 | |
| 05.1.3 | TSD | 23/24 | 5.1.3 Improve water management practices to achieve Gold Waterwise Status by 2025/26. | ● | ● | ● | | | Complete | • Completed - The City was awarded Gold Waterwise standard in May 2025 | Planned 25/26 | |
| 05.1.4 | TSD | 23/24 | 5.1.4 Assess and implement a new contract for improved bulk waste collection services. | ● | ● | ● | ● | | Complete | • City currently have a tender in place. • Will be put into consideration when the tender is out for renewal. | Planned 25/26 | |
| 5.2 Strengthen adaptive capacity to climate-related hazards and natural disasters. | | | | | | | | | | | | |
| 05.2.1 | TSD | 24/25 | 5.2.1 Develop a Stormwater Management Plan. This plan will determine drainage infrastructure requirements to minimise the risk of flooding, maximise stormwater infiltration at source, minimise pollutant discharge to the Swan River and recharge the aquifer. | | ○ | | | | Progressing as planned | • The initial study has been completed, however due to the lack of information further investigation is required. • Assets team will engage a consultant/contractor in 25/26 financial year to complete the investigation which will be followed up by re-run of the model. | Planned 25/26 | |
| 05.2.2 | TSD | 24/25 | 5.2.2 Deliver drainage remediation as planned in the Capital Works Program and keep the community informed about progress. | | ○ | ○ | ○ | | Progressing as planned | • Drainage improvement projects included in the Capital Works Program and being delivered as planned | Planned 25/26 | |
| PLACE | | | | | | | | | | | | |
| 6. Sustainable population growth with responsible urban planning. | | | | | | | | | | | | |
| 6.1 Responsible planning and development to enhance liveability and the area's unique character. | | | | | | | | | | | | |
| 06.1.1 | P&D | 23/24 | 6.1.1 Review the Local Planning Framework in collaboration with the community and State Government to agree on an approach for responsible and sustainable development that meets local community needs. When reviewing the framework consider Nedlands town centre, local community hubs, housing needs, appropriate sites for high-density dwellings, and green spaces. | ● | ○ | ○ | | | Progressing as planned | • The City has initiated the process to commence the review of Local Planning Scheme No.3 and the City's Local Planning Strategy. • The first phase - Preparation of the Scheme Review Report has been drafted and presented to Council for their support at its June Council meeting. • The document was adopted by Council and has now been referred to the WAPC for assessment and approval. • The City will also seek the services of a Lead Town Planning Consultant to prepare a new Local Planning Strategy. | Planned 25/26 | |
| 06.1.2 | P&D | 23/24 | 6.1.2 Progress Scheme Amendment 13 - Stirling Highway and related policies to introduce limits on building heights. | ● | | | | | Progressing as planned | • The Scheme Amendment has been assessed by the WAPC and is currently awaiting a decision by the Minister for Planning. | Planned 25/26 | |

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| 06.1.3 | P&D | 23/24 | 6.1.3 Develop a Planning Policy to mandate sustainable practices in new builds. | ● | ● | | | | Complete | • The City has adopted Local Planning Policy 3.1 - Sustainable Development, which seeks the inclusion of sustainable building practices into new developments. • The City is currently in the process of reviewing this policy in response to a 'Notice of Motion' by Council to align the new policy more with a 'points system' as adopted by City of Subiaco. The updated policy will be presented to Council with a request to adopt for the purposes of public consultation at its July 2025 meeting. | Planned 25/26 |
| 06.1.4 | P&D | 24/25 | 6.1.4 Prepare the Mt Claremont Masterplan to resolve land use within and surrounding the Subiaco Wastewater Treatment Plant odour buffer and Graylands Hospital. | | ○ | | | | Progressing as planned | • The City has prepared a comprehensive Masterplan Report following the receipt of stakeholder feedback on the Mt Claremont Masterplan plan. • A report seeking the Council's approval of the Masterplan is scheduled to be presented to Council at its August 2025 meeting. | Planned 25/26 |
| 06.1.5 | TSD | 23/24 | 6.1.5 Prepare an Integrated Transport Strategy, in consultation with the community and neighbouring councils to meet needs in relation to paths, cycleways, roads, parking, and public transport. | ● | | | | | Complete | • Integrated Transport Strategy is completed and endorsed by Council in April 2024 | |
| 06.1.6 | P&D | 24/25 | 6.1.6 Complete a customer experience review to improve the planning and building approval process through to building completion, for all stakeholders. | | ● | | | | Not progressing as planned | • Action hasn't been progressed in 24/25 due to resourcing. • Proposal is to be scoped further before implementation. | Planned 25/26 |
| 7. Attractive and welcoming places. | | | | | | | | | | | |
| 7.1 Provide quality community buildings, halls and toilets. | | | | | | | | | | | |
| 07.1.1 | CSD | 23/24 | 7.1.1 Develop a Land Asset Optimisation Strategy to identify opportunities to improve, rationalise or share community assets to ensure sustainable and optimal use of Council assets and resources. | ● | ○ | | | | Not progressing as planned | • Action hasn't been progressed in 24/25 due to resourcing. • With appointment of new Property and Leasing team this will resume development later in 2025/26 | Planned 25/26 |
| 07.1.2 | TSD | 23/24 | 7.1.2 Develop a business case for the future operations of the buildings in the Lawler Park precinct with consideration for sport, performing arts and culture, and community meeting space. | ○ | | | | | Not progressing as planned | • Hackett Hall demolition in Lawler Park will take place in Q1 FY 25/26. • Community consultation is planned in early July/Aug 2025. • Following community consultation - Lawler Park Master plan will be developed for Council endorsement. | Planned 25/26 |
| 07.1.3 | TSD | 27/28 | 7.1.3 Investigate demand for new and upgraded public toilets in priority locations (i.e. Charles Court Reserve and Swanbourne Beach). | | | | | ○ | Planned 27/28 | • To be investigated and planned for accordingly. | Planned 27/28 |
| 7.2 Enhance playgrounds, parks and reserves. | | | | | | | | | | | |
| 07.2.1 | P&D | 23/24 | 7.2.1 Implement the preferred developer contribution model (cash in-lieu of land for public open spaces). | ● | ● | | | | Not progressing as planned | • Did not progress as planned. • It is proposed as part of the review of Local Planning Scheme No.3 to expand the work on the Public Open Space Strategy (as requested by the WAPC) and the developer contribution plan will be considered as an action following the preparation of a new Local Planning Strategy. | Planned 26/27 |
| 07.2.2 | P&C | 25/26 | 7.2.2 Undertake a review of public open space requirements to meet current and future needs. Align recommendations with findings from the service mapping exercises for youth, families and seniors, and the review of the Disability Access and Inclusion Plan. | | | ○ | | | Planned 25/26 | • This will align with work on the Strategic Sports Facility Plan, which is a priority for 25/26. | Planned 25/26 |
| 07.2.3 | TSD | 23/24 | 7.2.3 Develop Foreshore Masterplan to improve social, economic and environmental outcomes. | ● | | | | | Complete | • Foreshore Management Plan is complete and it was approved in Q1 2025 in OCM | |
| 07.2.4 | CEO/ TSD | 24/25 | 7.2.4 Upgrade the playground in front of The Shorehouse, Swanbourne. | | ○ | | | | Not progressing as planned | • Action hasn't been progressed in 24/25 due to resourcing. • This will be reviewed and assessed in 25/26 financial year. | Planned 25/26 |
| 07.2.5 | P&D | 23/24 | 7.2.5 Prepare a Concept Plan for the Loreto Primary School site with consideration for the community's aspirations. | ● | ● | | | | Progressing as planned | • First meeting held with the new owner of the Loreto site (Hall and Prior), to get an overview of the future options for the site and discuss the community's interest in POS on the site and shared use of the main heritage building. The City's Planning team has prepared a report to the July Council outlining the options to progress this opportunity. | Planned 25/26 |

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| 07.2.6 | P&D | 25/26 | 7.2.6 Partner with the Metropolitan Cemeteries Board to investigate ways to improve amenities and safety around Karrakatta Cemetery, with consideration for security, parking, verges, lighting and visual screening planting. | | | ● | | | Progressing as planned | Parking MOU - • In February 2024, Metropolitan Cemeteries Board (MCB) established a Parking Control Agreement (MOU) with Karrakatta Cemetery to formalise and enforce private property parking restrictions along Karrakatta Cemetery Railway Road carpark. • Within this MOU, the City of Nedlands are responsible for the installation of parking signs, applying the City of Nedlands Parking and Parking Facilities Local Law 2013, enforcing various compliance activities to unlawfully parking vehicles in said area and managing the appeals process. • The City are proposing to meet with MCB as a 2026 priority to discuss other matters such as verges, lighting and visual screening planting. | Planned 25/26 |
| 7.3 Provide beautiful, well-maintained streetscapes. | | | | | | | | | | | |
| 07.3.1 | TSD | 23/24 | 7.3.1 Install underground power in Hollywood East, Nedlands West and Nedlands North precincts. | ● | ○ | ○ | ○ | ○ | Progressing as planned | • The Nedlands North project is scheduled for completion in August 2025, while Nedlands West is expected to be completed in 2026. • Hollywood East is currently in the design phase; progression to the delivery stage is subject to the negotiation and execution of a co-funding agreement. | Planned 25/26 |
| 07.3.2 | TSD | 24/25 | 7.3.2 Develop a Waterwise Nature-strip Program. | | ○ | ○ | | | Not progressing as planned | • Action hasn't been progressed in 24/25. • Waterwise initiative is an overarching program and this program flows on from this and is planned for 25/26. | Planned 25/26 |
| 07.3.3 | TSD | 23/24 | 7.3.3 Refer to the City's Urban Forest Strategy for further actions related to street trees. | | | | | | Progressing as planned | • Refer to action 4.2.1 and 4.2.2. • Review of street tree policy to be finalised August 2026. | Planned 25/26 |
| 8. A city that is easy to get around safely and sustainably. | | | | | | | | | | | |
| 8.1 Encourage more people to walk, ride or use other forms of active transport. | | | | | | | | | | | |
| 08.1.1 | CEO/ TSD | 23/24 | 8.1.1 Advocate for an underpass, traffic trench or similar solution across Stirling Highway to improve connectivity and safety for pedestrians and cyclists. | ● | ● | ● | ● | | Progressing as planned | • Feasibility study for Stirling Highway underpass is now complete and will be presented to the Council in July 2025 -OCM. | Planned 25/26 |
| 08.1.2 | TSD | 23/24 | 8.1.2 Implement planned improvements to footpaths and cycleways as listed in the Capital Works Program. | ● | ○ | ○ | ○ | | Not progressing as planned | • In order to progress a city-wide strategy is required. • Development of the strategy should be the focus in 25/26 so the strategy can be implemented in 26/27 and onwards. | Planned 26/27 |
| 8.2 Encourage greater use of public and shared transport. | | | | | | | | | | | |
| 08.2.1 | CEO/ TSD | 23/24 | 8.2.1 Advocate for improvements in public transport services, and initiatives to increase commuter awareness and usage across the City of Nedlands. | ● | ● | ● | ● | | Not progressing as planned | • This matter has been raised at Western Suburbs Alliance to coordinate a joint approach. • Implementing a shuttle bus from Karrakatta station to Depot and Admin Building to facilitate staff use of public transport for work commute | Planned 25/26 |
| 08.2.2 | CEO/ TSD | 25/26 | 8.2.2 Develop and communicate an advocacy position for alternative transport options. | | | ● | ● | | Planned 25/26 | Following approval of the Long Term Cycle Network the City will be communicating with local schools and the community to embed the network. The City is also looking to reduce speeds to 40Kms on specific local roads. The City will also develop its advocacy position for shared transport. | Planned 25/26 |
| 8.3 Deliver an efficient, safe and sustainable road network. | | | | | | | | | | | |
| 08.3.1 | TSD | 23/24 | 8.3.1 Undertake a comprehensive traffic modelling study to be used proactively with future developments, including proposed developments at the Captain Stirling site. | ● | ○ | ○ | ○ | | Progressing as planned | • A consultant is working on the modelling which will be finalised before Christmas this year (2025). | Planned 25/26 |
| 08.3.2 | TSD | 23/24 | 8.3.2 Complete planned roadworks as described in the Capital Works Program. | ● | ○ | ○ | ○ | | Progressing as planned | • Progressing in line with Capital Works Program 24/25. | Planned 25/26 |
| 08.3.3 | TSD | 23/24 | 8.3.3 Progress plans and seek funding to upgrade lane ways systematically across the City of Nedlands. | ○ | ○ | ○ | ○ | ○ | Progressing as planned | • A budget request to implement a city-wide program for the systematic upgrade of laneways has been included in the FY 25/26 budget. • The prioritisation of laneway upgrades will be informed by the findings of a city-wide laneway condition assessment, currently being undertaken by the Assets team, with results expected in September 2025. | Planned 25/26 |
| 8.4 Effectively manage parking supply and affordability. | | | | | | | | | | | |
| 08.4.1 | TSD | 24/25 | 8.4.1 Develop a Parking Strategy to manage growing demand and traffic congestion. | | ○ | | | | Progressing as planned | • City's transport team has done the background study which will aid the consultant with preparing the parking strategy. • This work is currently progressing with the aim to be completed at the end of 25/26 financial year. | Planned 25/26 |
| PROSPERITY | | | | | | | | | | | |
| 9. A vibrant local economy. | | | | | | | | | | | |
| 9.1 Revitalise commercial areas to retain, support and attract businesses. | | | | | | | | | | | |
| 09.1.1 | P&D | 23/24 | 9.1.1 Partner with the State Government and City of Perth to prepare a UWA-QEII Precinct Plan. | ● | ○ | ● | ● | | Progressing as planned | • This item is progressing through the Department of Planning, Lands and Heritage (DPLH) and links with Nedlands and the City of Perth have been placed on hold. • Nedlands will meet with DPLH in July to seek an update and outline the city's strong interest in participating in the planning process. | Planned 25/26 |

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| 09.1.2 | P&D | 24/25 | 9.1.2 Develop a Place Vision for the Nedlands Town Centre. | | ○ | | | | Progressing as planned | • DAs for Aldi and Woolworths both approved during 2024 and early 2025. • The Woolworths site is currently in the construction phase with earthworks completed, and the proposal proceeding to development. • The City will also be developing a scope of work to consider the public realm improvements required to support the evolution of the Town Centre and this will include looking at funding. | Planned 25/26 | |
| 09.1.3 | P&D | 27/28 | 9.1.3 Create an agreement with the City of Perth to co-create Place Plans for Hampden Rd and Broadway to revitalise and activate shared village precincts. | | | | | ○ | Planned 25/26 | • Linked to 9.1.1 and seeking guidance from DPLH prior to commencing a joint exercise with the City of Perth | Planned 25/26 | |
| 09.1.4 | P&D | 27/28 | 9.1.4 Develop a Place Plan for Waratah Village to revitalise and activate the community hub. | | | | | ○ | Planned 25/26 | • This project is underway with Council approving the new LPP 5.14 which will guide future development in the precinct. • The City is also developing a project plan that will consider the preparation of a public realm plan to support the evolution of the centre. This will include funding options. | Planned 25/26 | |
| 09.1.5 | P&D | 27/28 | 9.1.5 Develop a Place Plan for Mt Claremont Shopping Precinct to revitalise and activate the community hub. | | | | | ○ | Progressing as planned | • The Mount Claremont Shopping Precinct is nearby the Mt Claremont Masterplan area. The latter is scheduled to be presented to Council for approval at its August 2025 meeting. • The City is also developing a scope of work to consider the public realm improvements required to support the evolution of the shopping centre. This will include funding options. | Planned 25/26 | |
| 10. Active participation in education and lifelong learning. | | | | | | | | | | | | |
| 10.1 Facilitate access to quality education and lifelong learning opportunities for all. | | | | | | | | | | | | |
| 10.1.1 | P&C | 24/25 | 10.1.1 Undertake a review of the City's library services and propose a costed improvement program to meet current and future needs. | | ○ | | | | Progressing as planned | • Library review in progress and will continue throughout 25/26. • IT Infrastructure will be highest priority as aging infrastructure needs budget allocation. | Planned 25/26 | |
| | | | PERFORMANCE | | | | | | | | | |
| 11. Effective leadership and governance. | | | | | | | | | | | | |
| 11.1 Strengthen Council's leadership and governance. | | | | | | | | | | | | |
| 11.1.1 | CEO | 23/24 | 11.1.1 Support councillors to complete mandatory councillor training (i.e. Councillor Member Essentials Training modules with WALGA). | ● | | ● | | | Complete | • Complete at June 25 - all Councillors have completed mandatory training. • With local government elections occurring in October 2025 this will require attention in 25/26, to ensure that all newly elected council members are enrolled in and receive mandatory training. | Planned 25/26 | |
| 11.1.2 | CEO | 23/24 | 11.1.2 Provide standardised Council meeting procedures, in accordance with the Local Government Reform process. | ● | | | | | Not progressing as planned | • The City is still waiting for the Standardised Meeting Procedures to be finalised by the Department. • There is no present update as to when the Department will proclaim the relevant section in the 2023 Amendment Act or prepare the regulations. | Planned 25/26 | |
| 11.1.3 | CEO | 23/24 | 11.1.3 Review the Council Plan annually. In accordance with statutory requirements, review Corporate Business Plan elements annually, and complete a minor desktop review of Strategic Community Plan elements once every two years, and a major review once every four years. The next major review is due in 2027/28. | ● | ● | ○ | ● | ○ | Not progressing as planned | • The City of Nedlands Council Plan (2023-33) was adopted by Council in November 2023. • The Council Plan combines the Strategic Community Plan (SCP) and Corporate Business Plan (CBP). • CBP elements were not reviewed in 2024 as the Coordinator position was vacant. • The Coordinator Strategy and Performance position was filled in June 2025 and the CBP elements will be reviewed for 25/26 years and forward. • A minor review of the Council Plan is planned in 2026, for 26/27 years and forward. • The review will follow the Council elections in 2025 and will address updated IPR Regulations (if promulgated by this time). | Planned 25/26 | |
| 11.1.4 | CEO | 23/24 | 11.1.4 Update the Risk Management Framework to identify and mitigate risks. | ● | | | | | Complete | • This item is identified as complete from 2024. • It should be noted that Risk Management is an ongoing matter and audits had identified it as an issue. • A revision to the Risk Management Framework including the addition of a Risk Appetite Statement went to the OCM on 24 June 2025. • Additionally focused work and engagement with all operational staff to assess operational risks has occurred in the first half of 2025 | Planned 25/26 | |
| 11.1.5 | CEO | 24/25 | 11.1.5 Develop an Advocacy Plan for Council to proactively partner with the State Government and other key stakeholders on issues of local significance. | | ○ | | | | Not progressing as planned | The Executive will consider this matter and develop a list of local issues where the City can proactively partner with the State Government and other key stakeholders. The CEO will work with the Communications team to develop the strategic alliances required in order to implement the advocacy plan. | Planned 25/26 | |
| 11.1.6 | CEO/ P&C | 23/24 | 11.1.6 Review and update the Workforce Plan to ensure the City is sufficiently resourced to deliver services and projects to meet community needs. | ● | ● | ● | ● | | Not progressing as planned | • The Workforce Plan (2022 - 2032) was not reviewed in 2024/25 due to key coordinating positions being vacant. • These positions were filled in 2025 and the Workforce Plan is planned for review in 2025/26. | Planned 25/26 | |
| 11.1.7 | CEO/ P&C | 24/25 | 11.1.7 Undertake the Employee Culture Survey. | | ○ | | ○ | | Not progressing as planned | • Employee Culture Survey undertaken in October 2023. • No survey in 2024, due to significant staff turnover. • Survey planned for October 2025. | Planned 25/26 | |

| OUR PLAN FOR THE FUTURE: CITY OF NEDLANDS - COUNCIL PLAN 2023-33 (as adopted: OCM 2023-11-28) | | | | | | | | | Report on Council Plan 2023 - 33 Actions (at 30 June 2025) | | CP Actions: Planned 25-26 → (Pending Budget 25/26 approval and Council Plan Review) |
|---|--------------|---------------|---|--|-------|-------|-------|--------|--|--|---|
| Action | Resp. | Year Start | • Strategic Pillar • Outcome • Objective • Action | 23/24 | 24/25 | 25/26 | 26/27 | Future | CP Actions: Status 24-25 (at 30 June 2025) | CP Actions: Comments 24-25 (at 30 June 2025) | |
| CEO-Chief Executive Office P&C-People and Community CS-Corporate Services D&IS-Digital and Information Services P&D-Planning and Development TS-Technical Services | | | | Council Plan 2023-33 (OCM 2023-11-28) ● Fully Funded ○ Unfunded ⦿ Partially Funded | | | | | | | |
| 11.1.8 | CEO/ D&IS | 23/24 | 11.1.8 Implement the One Council Platform to centralise and integrate digital systems to improve business efficiencies, customer experiences, and timeliness of communication (i.e. providing improved access to time-sensitive, critical information relating to new developments). | ● | ○ | | | | Not progressing as planned | • The project has been impacted by multiple personnel changes within both City officers and project personnel with a review of the original scope, current needs, and re-baselining of the project and priorities underway. • The implementation of the original defined final phase of the OneCouncil project, Property and Rates module, has been delayed. This delay is a result of data readiness for OneCouncil, availability of key staff, staff turnover, extended effort to review and document current work processes, and Authority recovery effort related to data processing • Work is ongoing on developing User Acceptance Testing test cases, configuring the Property and Rates module, conducting trial data migration, and finalising compliance documents and workflows. At this stage, the <i>tentative</i> revised deployment date for the Property and Rates module is October 2026. | Planned 25/26 |
| 11.1.9 | CEO | 23/24 | 11.1.9 Develop a Strategic Project Development policy to guide the project inception and due diligence of City of Nedlands Strategic Projects. | ● | | | | | Complete | • Approved by Council on 26 March 2024. • Policy to be reviewed after each ordinary Local Government election. | Planned 25/26 |
| 12. A happy, well-informed and engaged community. | | | | | | | | | | | |
| 12.1 Effectively inform and engage the community about local services | | | | | | | | | | | |
| 12.1.1 | CEO | 23/24 | 12.1.1 Develop a Community Engagement Charter in accordance with the Local Government Reform and as part of an overall Community Engagement Framework. The charter must set out how the City will engage with ratepayers and the community about the local government's proposed policies, initiatives, and projects. | ● | | | | | Not progressing as planned | • The City has not been able to progress this Action as the Community Engagement Charter Regulations are still to be developed by the Department. • The City will prepare a Community Engagement Charter in line with these requirements when these Regulations are promulgated. | Planned 25/26 |
| 12.1.2 | CEO | 23/24 | 12.1.2 Develop a Communications Agreement, in accordance with the Local Government Reform. This agreement must address how council members may seek information and assistance from administration in carrying out their role. | ● | | | | | Not progressing as planned | • The City has not been able to progress on this Action as the Communication Agreement Regulations are currently being developed by the Department (the regulations require local governments to establish a communications agreement between their council and the CEO) • The Communication Agreement Regulations have been drafted by the Department and are currently open for consultation. • The City will prepare a Communications Agreement in line with these requirements once these Regulations are finalised. | Planned 25/26 |
| 12.1.3 | CEO | 24/25 | 12.1.3 Prepare a Communications Plan, as part of an overall Community Engagement Framework, to raise awareness of the City's projects, facilities, services, events and other issues of importance, with consideration for how to target communications to reach and engage different community groups. | | ○ | | | | Not progressing as planned | • The City communicates with the community on an ongoing basis and are testing a range of communication tools and approaches to support effective communication. • The City will develop a formal Communications Plan across 25/26, in line with pending Community Engagement Charter Regulations. | Planned 25/26 |
| 12.1.4 | CEO/ D&IS | 25/26 | 12.1.4 Introduce a user-friendly online mapping tool to communicate the location and status of City projects (roads, parks, events, etc). | | | ○ | | | Planned 25/26 | • The City has commenced work with our GIS vendor on proposals to update our spatial systems (public facing and internal) to the latest supported versions which is a precursor to this effort during 25/26, subject to full budget endorsement. • Next steps: Work with TS Projects and CSD Urban Planning on a mechanism to review and update current data and a process for maintaining on an ongoing basis - this worked in expected to continue into 26/27. | Planned 25/26 |
| 12.2.1 | CEO | 24/25 | 12.2.1 Complete an independent community survey to benchmark service levels and map community priorities, in accordance with best practice and the proposed Local Government Reform. | | ○ | | ○ | | Not progressing as planned | • Community Survey is proposed for April 2027 to support the next major review of the Council Plan. | Planned 26/27 |
| 12.2.2 | CEO | 23/24 | 12.2.2 Update the Service Plan for each team, on an annual basis, to continuously review and enhance customer service levels. | ● | ● | ● | ● | | Not progressing as planned | • Service Plans (23/24) are available on the City's website. • Draft Service Plans (24/25) informed draft Budget 24/25 (OCM 23-03-24) • Service Plans were not formalised/ finalised in 24/25 as the Coordinator Strategy and Performance position was vacant. • The position was filled in June 2025 and the City's Service Plans are planned for review in 2025 and forward. | Planned 25/26 |
| 12.2.3 | CEO/ D&IS | 24/25 | 12.2.3 Develop a Digital Transformation Strategy to improve delivery of City services on a device, time and place of choice for customers. | | ○ | | | | Not progressing as planned | • Activity delayed due to multiple staff changes within the City's ICT leadership. • 24/25 - Review of current technology state undertaken to determine high priority areas; this identified limited, to no technology spend, in last decade resulting in high risks and sub-optimal critical systems not maintained. • 24/25 - May 2025 a three year Technology Vision (including risks and priorities) Elected Members Forum presented with in principle support received. • 25/26 - Formalise and receive endorsement of the Technology Vision and subject to full 25/26 budget endorsement execute Year One initiatives. | Planned 25/26 |



11.2.Norn Bidi Trial Update

| | |
|---|---|
| Report Number | ARC83.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | Paul Kilpa – Acting Manager Engineering & Maintenance |
| Director | Olaya Lope – Acting Director Technical Services |
| Attachments | Attachment 1 - Issued For Construction Norn Bidi design - General arrangement plan Attachment 2 - Norn Bidi Trail Car Park Safety improvements |

Purpose

This report is an update on the status of the Norn-Bidi Trail.

Recommendation

That the Committee:

1. **RECEIVES** the report; and
2. **PROVIDES** further direction on whether the proposed reinstatement of the one-way traffic arrangement within the carpark should be resolved as an operational matter or referred to Council for formal approval.

Voting Requirement

Simple majority

Background

The design for the Norn Bidi Trail and associated carpark works is complete (refer to Attachment 01). The work is divided into three main areas:

Area 1 - Western Side of the Carpark: The trail (footpath), along with the associated line marking and parking arrangement changes, has been completed.

Area 2 - Eastern Side of the Carpark: Line marking and parking arrangement changes are currently on hold because the area is part of the construction site of the contractor building the Hospice. The City of Nedlands works in this area will resume once the Hospice contractor demobilises from the site. The estimated duration for the Hospice works, being



managed by others, is 18 months for the construction works, starting from November 2024 (scheduled completion May 2026). It is expected that additional time will be required for the fit-out of the building.

Area 3 - Proposed Path from Swanbourne Reserve to the Carpark: as per Council direction, the path was marked by surveyors in April 2025. The works to build the path, which encroaches on the WA Bridge Club (WABC) leased area are currently on hold pending:

- a) Confirmation of changes to the WABC lease boundary, which is currently being negotiated; and
- b) Formal direction from the Council regarding how to proceed with the project following the public announcement by the Minister for Planning and Lands regarding the excision of a portion of the reserve, specifically the area designated for Area 3 works.

In addition to the above and following an incident reported by the WABC, the Administration conducted a site inspection and safety assessment of the installed elements of the project (area 1) and surrounding parking areas. As a result, the following actions were recommended to improve the overall safety and appearance of the area (refer to Attachment 02):

- a) Installation of U-shaped barriers to direct pedestrian traffic away from the wheel-stoppers and enhance visibility of the area's environmental changes: work completed.
- b) Asphalt works to level uneven areas and reduce trip hazards: work completed.
- c) Review of proposed safety line marking and vertical signs required: to be completed (note: line marking will follow the asphalt works, which were postponed as outlined above).
- d) General site clean-up and installation of information signage: to be completed upon approval of the proposed signage design (note: the content of the sign will depend on the Council direction for the project).
- e) Vegetation trimming to maintain clear sight lines for safe entry and exit at WABC: work complete.

Weekly site inspections continue as part of the ongoing maintenance of the completed works in Area 1 and will remain in place until works in Areas 2 and 3 can resume.

During recent inspections, the Administration observed that the carpark is heavily utilised and currently does not function efficiently due to congestion and conflicting vehicle movements. Historically, the carpark operated as a one-way system, which supported better traffic flow and reduced conflict points. The Administration recommends reinstating the one-way traffic arrangement to improve safety and alleviate congestion in the area.

The estimated duration of the outstanding works, once access to areas 2 and 3 is granted, is 60 days. An estimate of projected cost is \$75,000 (to be indexed accordingly). The duration and the estimated projected cost may vary if works in areas 2 and 3 are not done concurrently.



Discussion

The City is continuing to seek an amendment to the leased area under the WA Bridge Club (WABC) lease to accommodate the proposed path works in Area 3. A report will be presented to the Committee/Council once negotiations are resolved.

Following the public announcement by the Minister for Planning and Lands regarding the excision of a portion of the reserve, specifically the area designated for Area 3 works, the Administration is awaiting formal direction from Council on whether to proceed, pause, or cancel the works under the project.

In the meantime, the Administration continues to monitor the site. Works in Areas 2 and 3 remain on hold pending access and Council direction.

Budget/Financial Implications

Project will be allocated to Norn Bidi budget costing.

Decision Implications

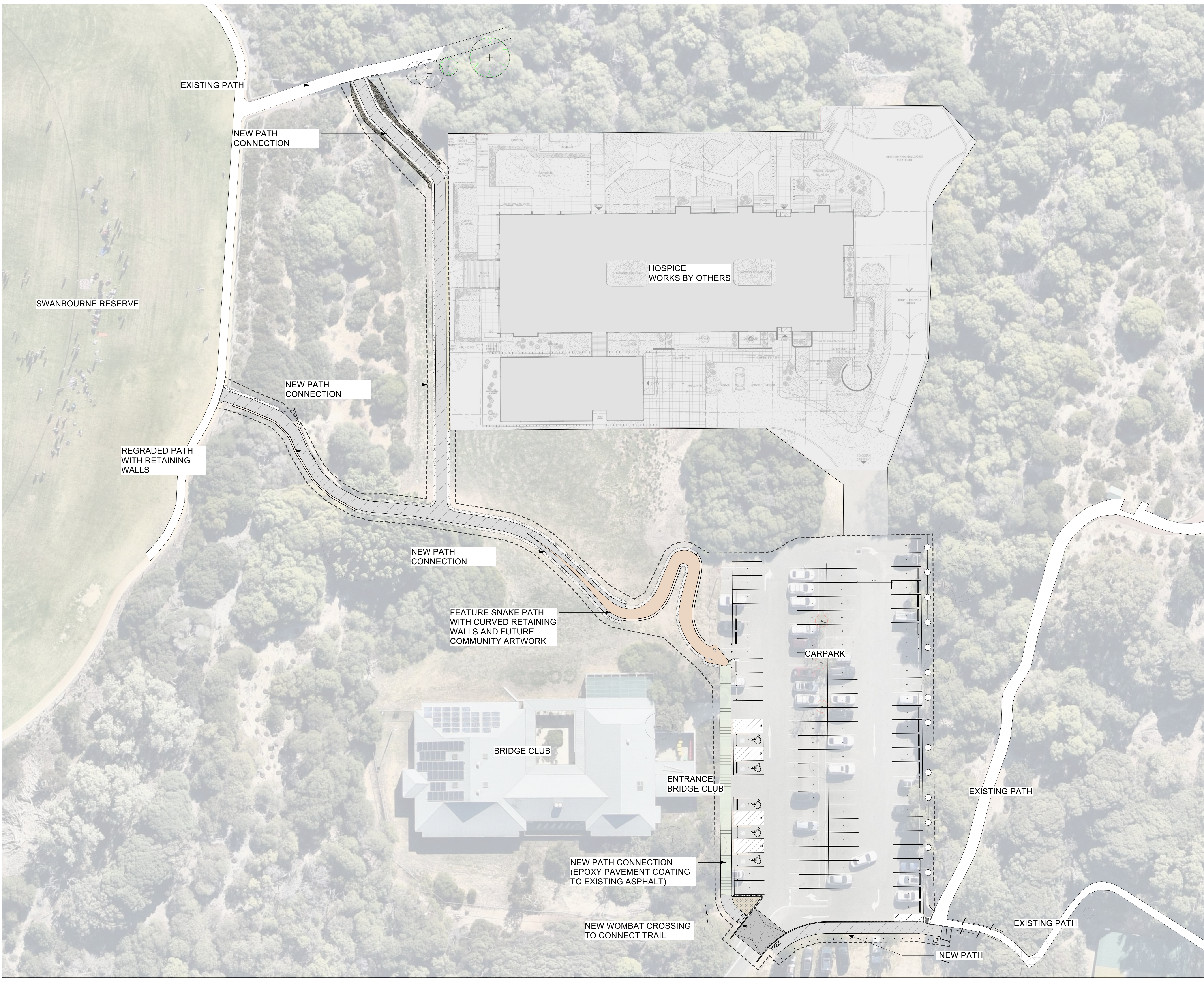
Nil

Conclusion

The discussion will be noted

Further Information

Nil



NOTES


This drawing should be read in conjunction with REALMstudios PTY LTD prepared specifications and details. Should a conflict exist, advice and direction should be sought from REALMstudios prior to undertaking any construction works. All levels shown are in metres Australian height datum, and dimensions in millimetres unless otherwise noted.

All information relating to architectural, civil, structural, services and other works as represented on this drawing as prepared by REALMstudios is for REALMstudios' reference and coordination purposes only. All documentation to these and other works outside the scope defined for REALMstudios should be referred to the relevant consultants' drawings and specification for details. This drawing is confidential and shall only be used for the purposes of this project.

CERTIFICATION

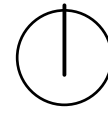
This drawing shall not be used for construction purposes unless Revised 0 issued for Construction and signed and approved by the Certifying Landscape Architect. Verify all dimensions on site before commencing work or order materials. Refer any discrepancy to Landscape Architect before proceeding with the works.
DO NOT SCALE FROM THE DRAWING

WARNING




Services shown on this drawing are approximate only. The exact location is to be confirmed on site by contractor prior to commencement of work.

| DATE | REV | AMENDMENTS |
|----------|-----|---------------------------|
| 08/09/23 | C | 100% Schematic Design |
| 05/03/24 | D | 90% TENDER DOCUMENTATION |
| 16/04/24 | E | 100% TENDER DOCUMENTATION |
| 2/05/24 | F | 100% TENDER DOCUMENTATION |
| 26/07/24 | G | ISSUE FOR CONSTRUCTION |



1 5 10 15 20
1:300 @ A1
1:600 @ A3



Melbourne
Ground floor, 79-81 Coppin Street
Richmond, Vic 3124
T: +61 3 9118 7366

Sydney
Level 4, 68 Wentworth Avenue
Surry Hills 2010
T: +61 2 5907 4903

Perth
Level 2, Commonwealth Bank Building
242 Murray Street, WA 6000
T: +61 8 9321 3299

Hobart
89 Macquarie Street
Hobart, TAS 7000
T: +61 3 6705 7061

CLIENT

City of Nedlands
71 Stirling Hwy
Nedlands WA 6009

PROJECT

ALLEN PARK TRAIL FOOTPATH

DRAWING

GENERAL ARRANGEMENT PLAN

| DRAWN | CHECKE | SCALE @ |
|-------|--------|---------|
| JP | DP | 1:300 |

STATUS

FOR CONSTRUCTION

| DRAWING NO. | REVISION |
|---------------|----------|
| 23666-00-L201 | G |



Figure 1. – Actions to improve improve the overall safety and appearance of the area. Location: carpark area adjacent to the WA Bridge Cluc main access



11.3.Underground Power Update

| | |
|---|---|
| Report Number | ARC84.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | Paul Kilpa – Acting Manager Engineering & Maintenance |
| Director | Olaya Lope – Acting Director Technical Services |
| Attachments | Attachment 1 - UGP Nedlands North – Monthly Project Update 30 June 2025 Attachment 2 - UGP Nedlands West – Monthly Project Update 30 June 2025 Attachment 3 - UGP Nedlands North and Nedlands West – Weekly Project Performance Update 22 July 2025 |

Purpose

This report is an update on the Underground Power projects for Nedlands North and Nedlands West.

Recommendation

That the Committee RECEIVES the report.

Voting Requirement

Simple majority

Background

Underground power (UGP) is specified in the City's Strategic Community Plan (2018-2028) as one of eight strategic priorities.

The City commenced the installation of underground power and upgraded street lighting in 1997 through the delivery of various staged projects.

The remaining project areas for connection to underground power are as follows:

- Stage 1: Nedlands North (commenced September 2024)
- Stage 2: Nedlands West (commenced March 2025)
- Stage 3: Hollywood East (not yet agreed)



On 28 May 2024 (CPS27.05.24), Council agreed to proceed with the first two stages in Nedlands North and Nedlands West.

Discussion

1. Project Status

Refer to Attachments 1 & 2 for the June 2025 Western Power monthly project update reports and to Attachment 3 for the most recent weekly project performance report for both Nedlands North and Nedlands West.

Due to the Western Power contractor submitting an extension of time request the practical completion date for Nedlands North is scheduled for 14 August 2025. The revised date reflects constraints with switching resources and associated delays with the eNAR processes. The City will seek an adjustment to the timing or amount of the next cash call payment to reflect these delays.

The work for Nedlands West commenced in March 2025 and is scheduled for completion by mid-2026.

2. 2025/26 Ratepayer service charges

Property owners contribute towards Underground Power by way of fixed charge for “network” and “service” connections in accordance with Regulation 54(c) of the *Local Government (Financial Management) Act 1996* and clause 6.38 of the *Local Government Act 1995*.

The 2025/26 service charge amount levied to property owners will vary depending on the project area and whether the property already has a connection pillar (green dome/box) and connection to the property meter box, dwelling type, and for commercial properties. The total project cost charged by Western Power to the City is \$14.2m spread over 270 properties in Nedlands North and 668 properties in Nedlands West. Under the City's policy, 50% of the City's contribution to Western Power is recoverable directly from affected property owners, with the remaining 50% funding from reserves and municipal funds. The City is to apply a service charge to directly impacted property owners in 2025/26 totalling approximately \$7.1m.

All funds collected via the service charge will be placed in a reserve and drawn upon for payments to Western Power.

Pensioner and Senior rebates are to be offered in accordance with *Rates and Charges (Rebates and Deferrals) Act 1992* to eligible property owners. Provision is also made by the City for property owners that may suffer from severe financial hardship options to delay payments, with each application assessed on its merit.

A mailout to affected ratepayers occurred in June 2025, which offered an option to pay the service charge upfront or over 5 instalments commencing from August 2025 via the rates notices. There has been a response from approximately half of the recipients, with the City currently contacting all non-responding concession holders to ensure they are aware of the impending charges. Ratepayers have been broadly supportive of the initiative however



there has been some concern expressed about how the costs were applied (particularly for existing connection pillars) together with the need to consider people affected by transmission lines which will not be moved underground. Finance officers in Rates have been working through these inquiries and an update to the website is expected to occur in the next week.

Budget/Financial Implications

No implication in receiving the agenda items

Decision Implications

Nil

Conclusion

The discussion will be noted

Further Information

Nil



N0545574 - Nedlands North

City of Nedlands

Project Status Report

June 2025



Contents

- Dashboard
- Status Summary
- Financial Report
- Progress and Schedule
- Zone Map
- Risks and Issues
- Construction Photographs

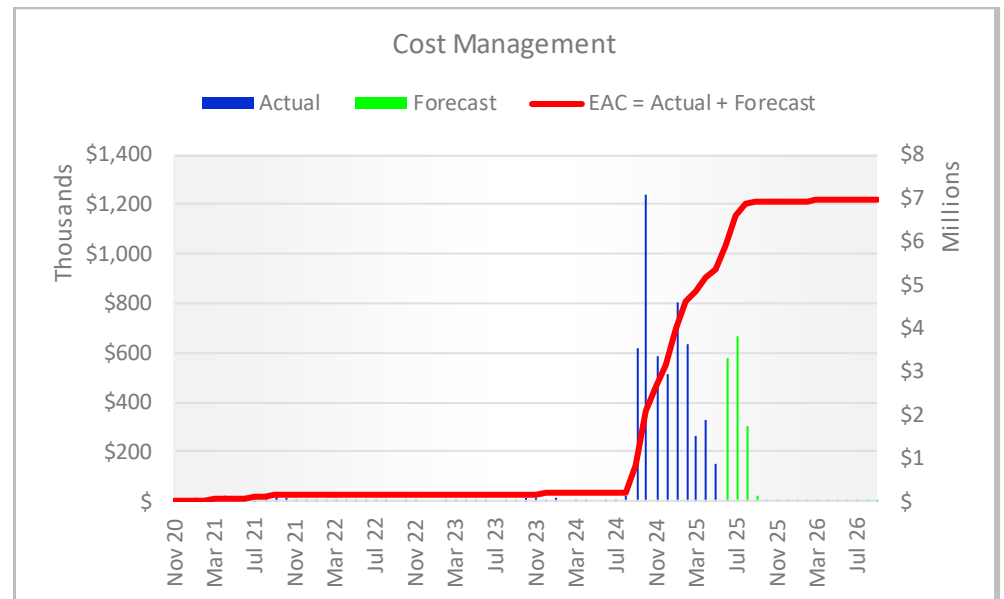
Dashboard

| Safety | | | |
|---------------------------------|------------|-------|--|
| | This Month | Total | |
| Total number of incidents | 0 | 7 | |
| Total recordable injuries | 0 | 0 | |
| Lost time injury incidents | 0 | 0 | |
| Significant potential incidents | 0 | 0 | |

| Assets Completion - 3 Zone(s) | | | |
|--------------------------------------|--------|-----------|-------------|
| Assets | Target | Completed | % Completed |
| Street Services Drilled (M) | 13763 | 13763 | 100% |
| Tx and SWG Installed (No) | 3 | 3 | 100% |
| Consumer Service Installation (No) | 126 | 112 | 89% |
| Customers Powered by Underground (M) | 270 | 259 | 96% |
| Streetlights Energised (No) | 86 | 0 | 0% |
| Bays Removed Poles & Conds (No) | 129 | 0 | 0% |
| Total overall based on Weighting | | | 73% |

| Schedule | | | |
|----------------------|-------------|-------------|-------------|
| | Start | Finish | Exp Finish |
| Engineering & Design | 08-Jun-2021 | 01-Feb-2022 | 01-Feb-2022 |
| Construction RFQ | 27-Oct-2023 | 15-Dec-2023 | 15-Dec-2023 |
| Construction | 19-Aug-2024 | 14-Apr-2025 | 14-Aug-2025 |

| Cost | | | |
|---------------|-------------|-------------|-------------|
| | Actual | EAC | Budget |
| Western Power | \$5,562,172 | \$7,021,462 | \$7,695,057 |



| Funding | | | |
|-----------------------|-------------|---------|-------------|
| | Actual | Balance | Budget |
| LGA Cash Contribution | \$4,459,862 | \$0 | \$4,459,862 |
| WPC Contribution | \$3,235,195 | \$0 | \$3,235,195 |
| Total | \$7,695,057 | \$0 | \$7,695,057 |

Status Summary

Schedule

- Zone 1 – 100% drilling complete, 100% PE sites installed, 93% consumer mains installed, 89% customers powered by underground, 47% streetlights installed.
- Zone 2 – 100% drilling complete, 100% PE sites installed, 87% consumer mains installed, 100% customers powered by underground, 53% streetlights installed.
- Zone 3 – 100% drilling complete, 100% PE sites installed, 90% consumer mains installed, 92% customers powered by underground, 60% streetlights installed.

Cost

- Project budget to be closely monitored throughout project execution.

Safety

- Nil incidents reported this month
- Contractor conducting weekly safety “toolbox” meetings

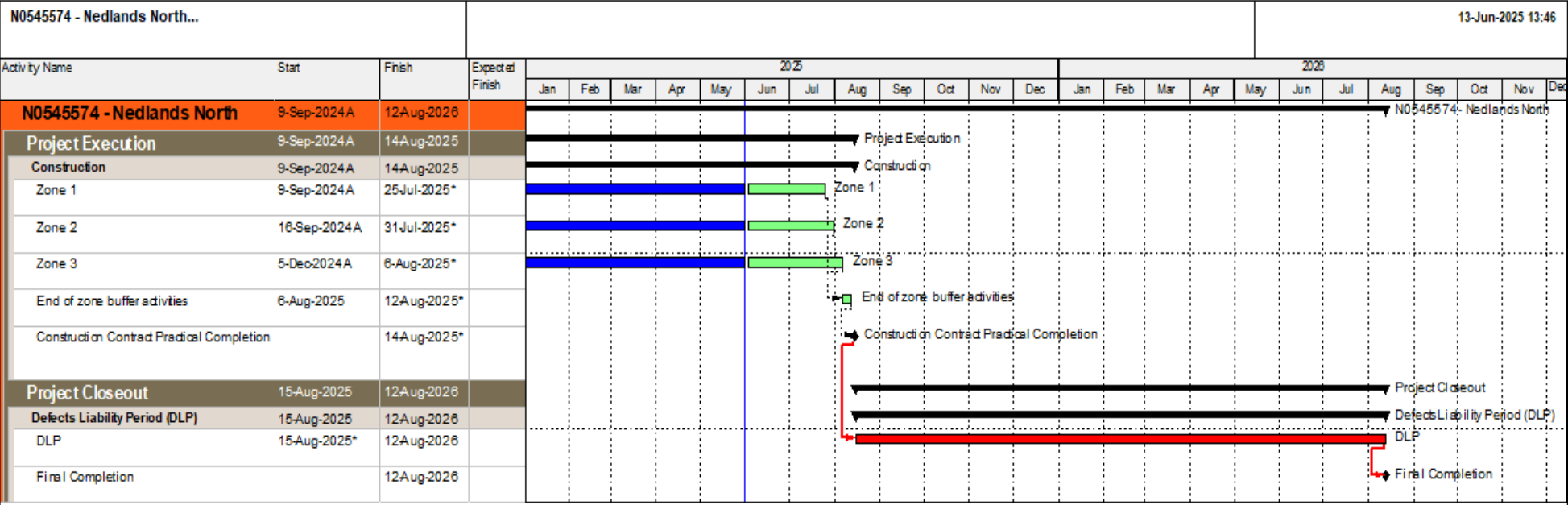
Stakeholder Communication

- Customer queries register being maintained
- Resident complaint and query volumes have been low

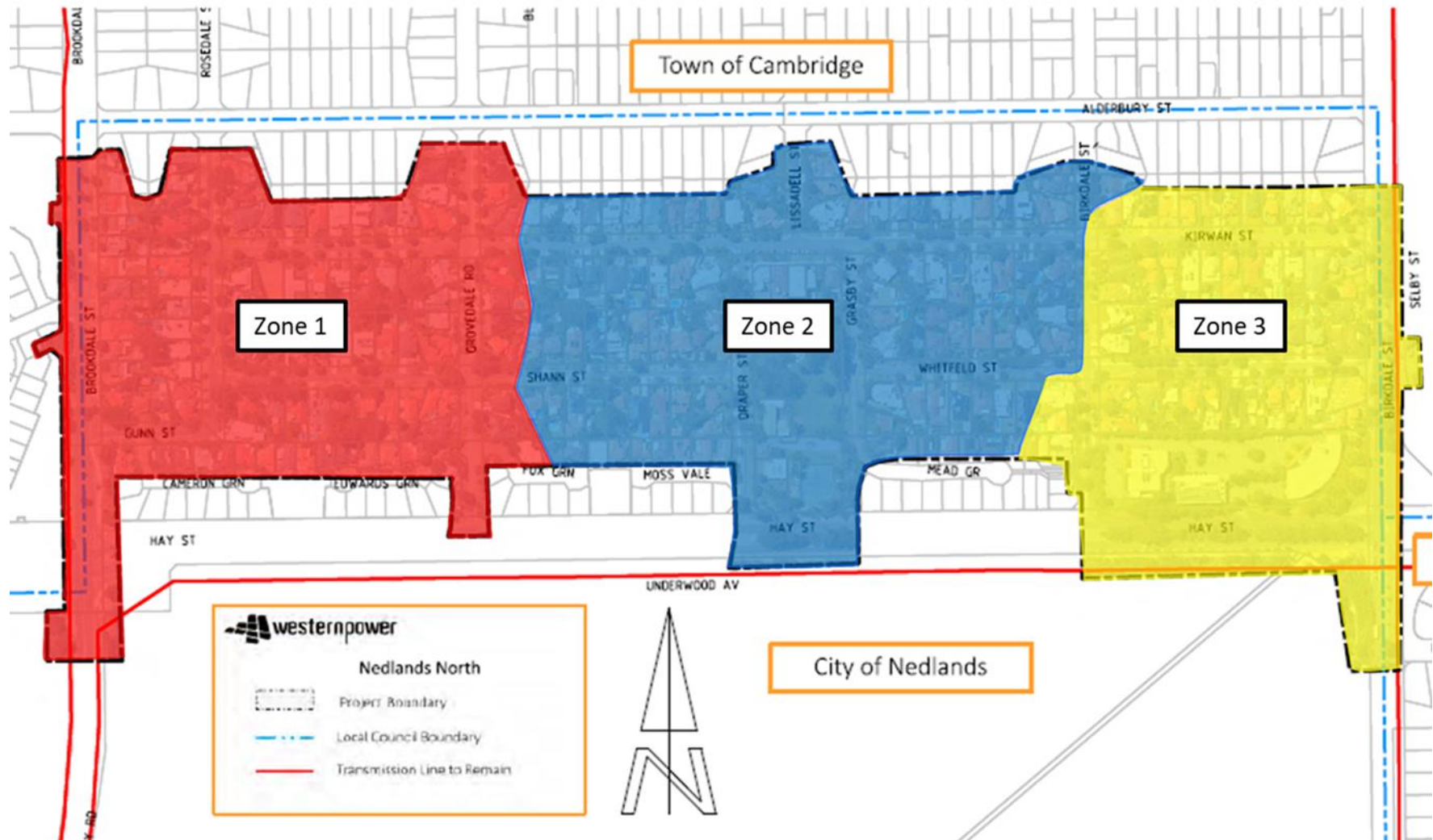
Financial Report

| Funding | Actual | Balance | Budget |
|---|--------------------|--------------------|--------------------|
| LGA Cash Contribution | \$4,459,862 | \$0 | \$4,459,862 |
| WPC Contribution | \$3,235,195 | \$0 | \$3,235,195 |
| Total | \$7,695,057 | \$0 | \$7,695,057 |
| | | | |
| Expenditure | Actual | EAC** | Budget |
| Project Management Costs* | \$723,331 | \$1,015,271 | \$1,067,415 |
| Materials | \$1,077,433 | \$1,077,433 | \$1,036,713 |
| Construction Contract | | | |
| Capex | \$3,478,805 | \$4,571,036 | \$4,540,301 |
| Opex | \$282,603 | \$357,722 | \$357,722 |
| Contingency | - | - | \$692,906 |
| Total | \$5,562,172 | \$7,021,462 | \$7,695,057 |
| | | | |
| *Includes Contract Management & Engineering | | | |
| **EAC = Estimate At Completion = Actual Cost + Estimate To Completion (ETC) | | | |
| | | | |
| | | | |

Progress and Schedule



Zone Map



Risks and Issues

| Risk ID | Risk Description (Cause - Event - Impact) | Risk Owner | Control/s | Residual Risk Rating |
|--------------|---|----------------|---|----------------------|
| N0545574.R10 | <p>CAUSE: Differences in expectations or understanding between project stakeholders regarding the management or execution of the underground power works.</p> <p>EVENT: Public discourse, including media coverage, may highlight concerns over the project's progress, potentially leading to negative perceptions of Western Power's role or performance.</p> <p>IMPACT: This could affect Western Power's reputation and strain relationships between key stakeholders, including the City and the Contractor, potentially leading to delays, legal or contractual challenges, and negative public perception of the project.</p> | Rowyn Bartlett | <p>1. Contractual Safeguards - Clauses that provide clarity on how media is used during the project.</p> <p>2. Regular Communications - Establish regular, transparent communication channels between Western Power and the City to address concerns promptly.</p> <p>3. Contractor Management - Thorough oversight of the Contractor's performance by the Contract Manager</p> | Low |
| N0545574.R11 | <p>CAUSE: Unforeseen Cancellation of Planned Outages - Unexpected factors such as severe weather, network faults, or emergency maintenance requirements.</p> <p>EVENT: Cancellation of scheduled outages.</p> <p>IMPACT: Project delays, increased costs due to rescheduling of work crews, equipment, and potential contract variations.</p> | Rowyn Bartlett | <p>1. Proactive communication with the network operations team.</p> <p>2. Contingency scheduling for critical tasks.</p> <p>3. Early identification of outage dependencies to allow for quicker rescheduling.</p> | Medium |

Construction Photographs



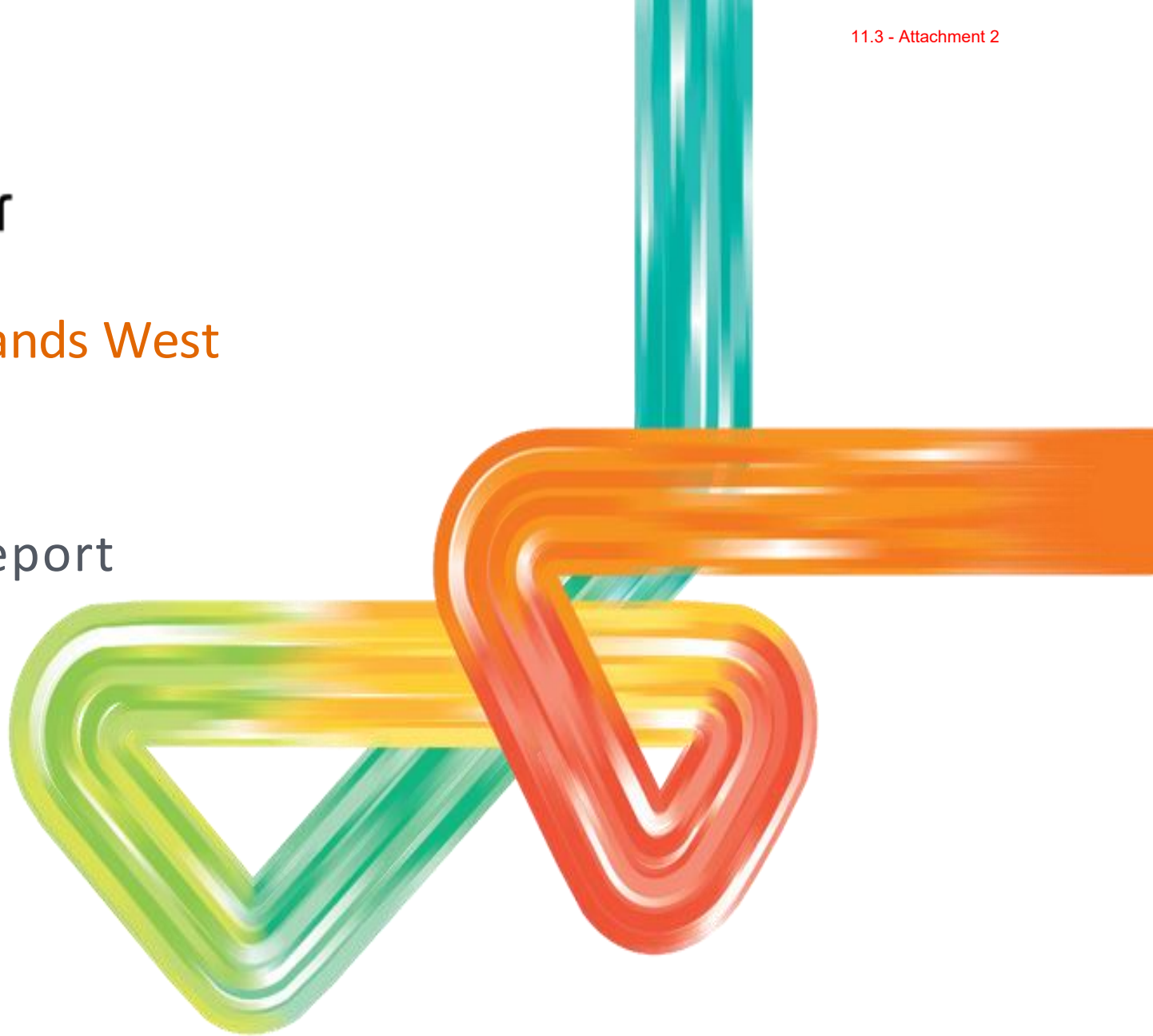


N0546294 - Nedlands West

City of Nedlands

Project Status Report

June 2025



Contents

- Dashboard
- Status Summary
- Financial Report
- Progress and Schedule
- Zone Map
- Risks and Issues
- Construction Photographs

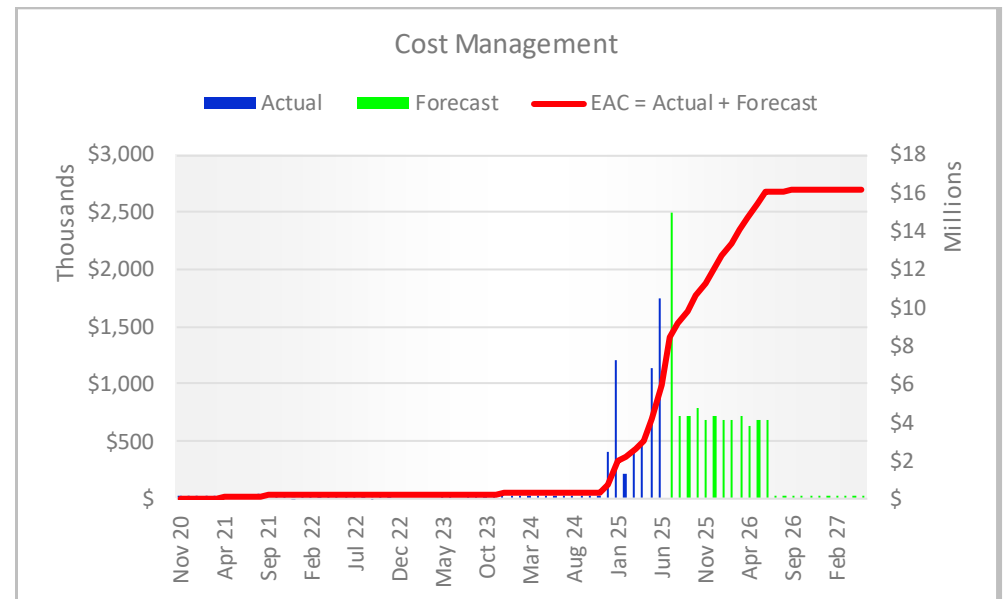
Dashboard

| Safety | | | |
|---------------------------------|------------|-------|--|
| | This Month | Total | |
| Total number of incidents | 1 | 3 | |
| Total recordable injuries | 0 | 0 | |
| Lost time injury incidents | 0 | 0 | |
| Significant potential incidents | 0 | 0 | |

| Assets Completion - 5 Zone(s) | | | |
|---------------------------------------|--------|-----------|-------------|
| Assets | Target | Completed | % Completed |
| Street Services Drilled (M) | 32536 | 9420 | 29% |
| Tx and SWG Installed (No) | 8 | 0 | 0% |
| Consumer Service Installation (No) | 256 | 249 | 97% |
| Customers Powered by Underground (No) | 668 | 0 | 0% |
| Streetlights Energised (No) | 214 | 0 | 0% |
| Bays Removed Poles & Conds (No) | 263 | 0 | 0% |
| Total overall based on Weighting | | | 29% |

| Schedule | | | |
|----------------------|-------------|-------------|-------------|
| | Start | Finish | Exp Finish |
| Engineering & Design | 21-Jun-2021 | 28-Jan-2022 | 28-Jan-2022 |
| Construction RFQ | 27-Oct-2023 | 15-Dec-2023 | 15-Dec-2023 |
| Construction | 03-Feb-2025 | 22-Apr-2026 | 13-Mar-2026 |

| Cost | | | |
|---------------|-------------|--------------|--------------|
| | Actual | EAC | Budget |
| Western Power | \$5,943,769 | \$14,521,817 | \$16,228,753 |



| Funding | | | |
|-----------------------|--------------------|--------------------|---------------------|
| | Actual | Balance | Budget |
| LGA Cash Contribution | \$345,551 | \$9,319,249 | \$9,664,800 |
| WPC Contribution | \$6,563,953 | \$0 | \$6,563,953 |
| Total | \$6,909,504 | \$9,319,249 | \$16,228,753 |

Status Summary

Schedule

- Zone 1 – 61% drilling complete, 95% consumer mains installed.
- Zone 2 – 20% drilling complete, 100% consumer mains installed.
- Zone 3 – 10% drilling complete, 100% consumer mains installed.
- Zone 4 – 60% drilling complete, 88% consumer mains installed.
- Zone 5 – 100% consumer mains installed.

Cost

- Project budget to be closely monitored throughout project execution.

Safety

- 1 x Third Party Utility Asset Damage incident reported this month
- Contractor conducting weekly safety “toolbox” meetings

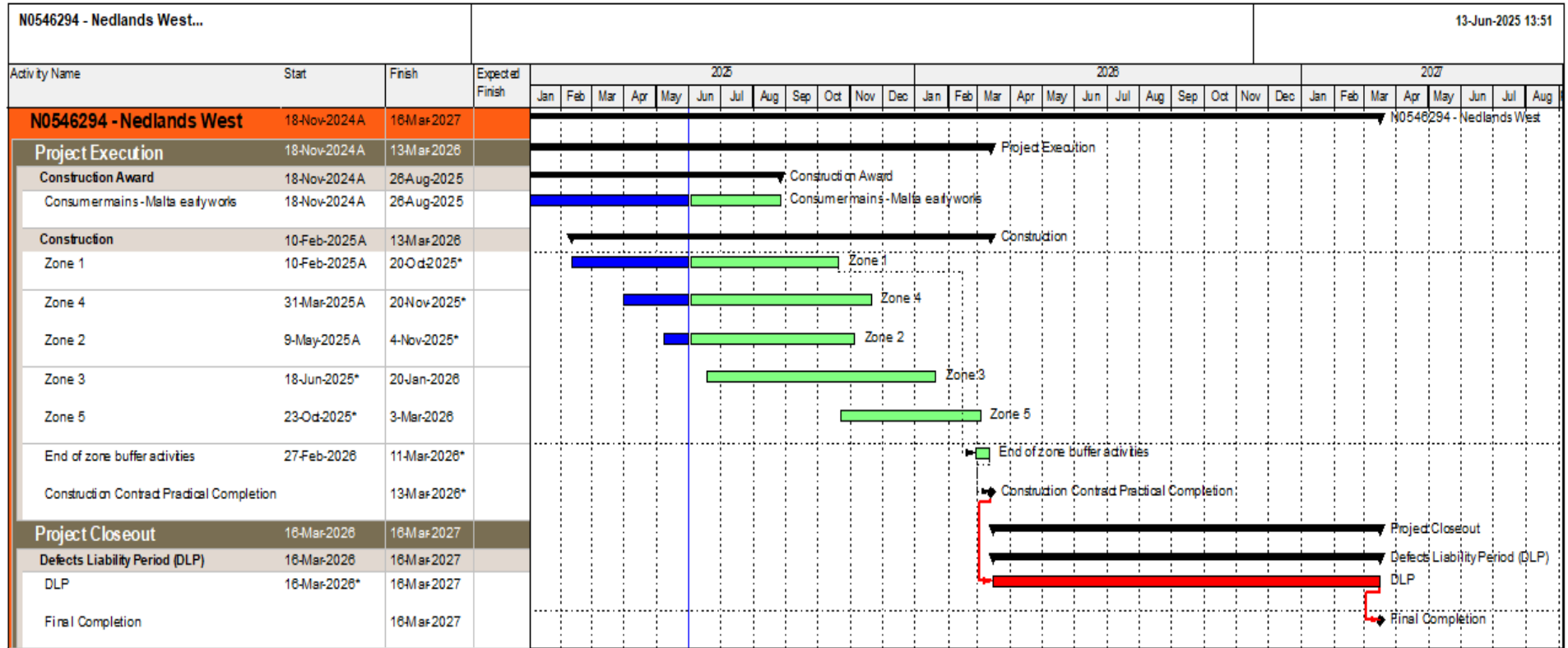
Stakeholder Communication

- Customer queries register being maintained
- Resident complaint and query volumes have been low

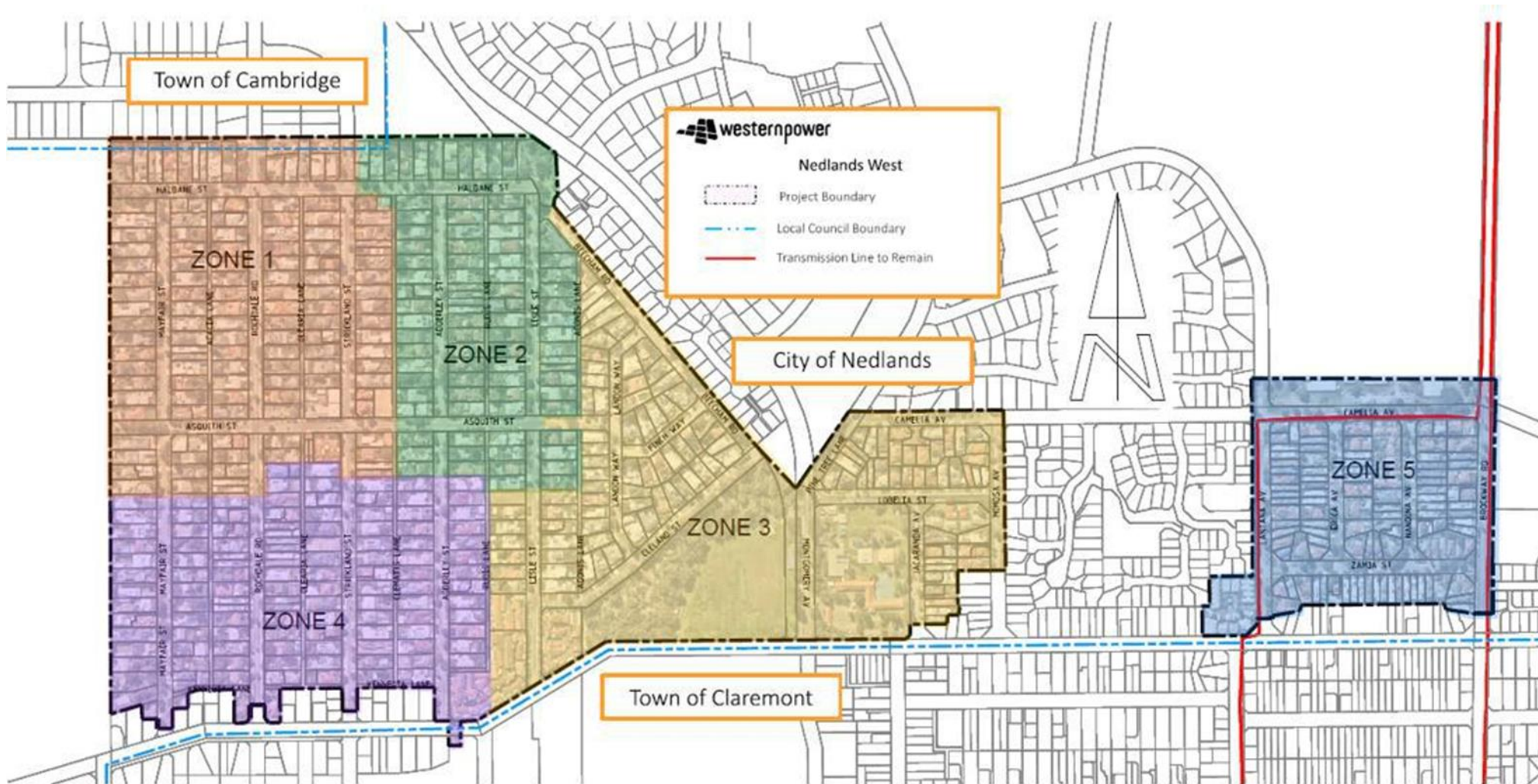
Financial Report

| Funding | Actual | Balance | Budget |
|---|--------------------|---------------------|---------------------|
| LGA Cash Contribution | \$345,551 | \$9,319,249 | \$9,664,800 |
| WPC Contribution | \$6,563,953 | \$0 | \$6,563,953 |
| Total | \$6,909,504 | \$9,319,249 | \$16,228,753 |
| | | | |
| Expenditure | Actual | EAC** | Budget |
| Project Management Costs* | \$594,284 | \$1,364,583 | \$1,674,767 |
| Materials | \$2,467,420 | \$2,634,750 | \$2,634,750 |
| Construction Contract | | | |
| Capex | \$2,241,054 | \$9,622,172 | \$9,569,330 |
| Opex | \$641,012 | \$900,312 | \$900,312 |
| Contingency | - | - | \$1,449,594 |
| Total | \$5,943,769 | \$14,521,817 | \$16,228,753 |
| | | | |
| *Includes Contract Management & Engineering | | | |
| **EAC = Estimate At Completion = Actual Cost + Estimate To Completion (ETC) | | | |
| | | | |
| | | | |

Progress and Schedule



Zone Map



Risks and Issues

| Risk ID | Risk Description (Cause - Event - Impact) | Risk Owner | Control/s | Residual Risk Rating |
|---------------|--|----------------|---|----------------------|
| N05446294.R08 | <p>CAUSE: The verge along the planned cable route is densely populated with mature trees. Additionally, the street and verge is narrow, and there is ongoing house construction near the primary equipment site.</p> <p>EVENT: During the underground power installation, the dense tree roots, restricted access due to the narrow street, and ongoing construction activities may interfere with the planned works. This could lead to delays in accessing the site, complications in Horizontal Directional Drilling (HDD), or potential damage to nearby structures / 3rd party services.</p> <p>IMPACT: The event could result in schedule delays, increased project costs due to the need for additional labor, equipment, or possible tree services, and potential project variations / technical queries to address the site conditions. These factors may lead to an increase in project timeline and project costs.</p> | Rowyn Bartlett | <ol style="list-style-type: none"> 1. Manage with Contractor via Technical Query Register 2. Call out early in Kick-Off meeting and or Monthly meeting prior to Nedlands West commencing | Medium |
| N05446294.R09 | <p>CAUSE: Disputes or dissatisfaction between the City and Western Power regarding the management or execution of the underground power works.</p> <p>EVENT: The City may leverage negative media to publicly criticize Western Power's role or performance in the project.</p> <p>IMPACT: This could damage Western Power's reputation, strain the relationship between the City, Western Power and the Contractor completing the works. Leading to potential legal or contractual disputes, affecting project timelines and public perception.</p> | Rowyn Bartlett | <ol style="list-style-type: none"> 1. Contractual Safeguards - Review and strengthen legal and contractual agreements to include clauses that prevent the use of negative media as a leverage tool. 2. Regular Communications - Establish regular, transparent communication channels between Western Power and the City to address concerns promptly. 3. Contractor Management - Thorough oversight of the Contractor's performance | Low |
| N05446294.R10 | <p>CAUSE: Hard ground / rock conditions encountered during civil or horizontal directional drilling (HDD) activities.</p> <p>EVENT: Drilling operations may be slowed down or become more complex, leading to delays and increased costs.</p> <p>IMPACT: This could result in project overruns, strained contractor resources, and potential contractual disputes, ultimately affecting the overall project timeline and budget.</p> | Rowyn Bartlett | <ol style="list-style-type: none"> 1. Monitoring & Communication - Establish a system for continuous monitoring of ground conditions as drilling progresses. 2. Contingency Planning - Develop a comprehensive contingency plan for dealing with hard ground conditions. 3. Contract Clarification - Revisit the contract terms to clarify the handling of unexpected hard ground conditions, even if variation rates for drilling in rock are not predefined. | Medium |
| N05446294.R11 | <p>CAUSE: Unforeseen Cancellation of Planned Outages - Unexpected factors such as severe weather, network faults, or emergency maintenance requirements.</p> <p>EVENT: Cancellation of scheduled outages.</p> <p>IMPACT: Project delays, increased costs due to rescheduling of work crews, equipment, and potential contract variations.</p> | Rowyn Bartlett | <ol style="list-style-type: none"> 1. Proactive communication with the network operations team. 2. Contingency scheduling for critical tasks. 3. Early identification of outage dependencies to allow for quicker rescheduling. | Medium |
| N05446294.R12 | <p>CAUSE: Residents are comparing the new LED streetlights to the old mercury vapor lights, perceiving them as significantly brighter due to differences in light spill and color temperature. The installation of additional LED streetlights may further amplify this perception.</p> <p>EVENT: An increase in complaints to Western Power and the City regarding the brightness of the newly installed streetlights.</p> <p>IMPACT: Potential delays in project progress if complaints require further investigation or modifications. Possible requests for design changes, dimming, or shielding, leading to additional costs or adjustments. Increased stakeholder engagement.</p> | Rowyn Bartlett | <ol style="list-style-type: none"> 1. Engagement & Communication 2. Technical Adjustments 3. Monitoring & Feedback | Low |
| N05446294.R13 | <p>CAUSE: The LGA requires all departures from a 2.7m lot boundary alignment to be justified on a street-by-street basis, including assessment of both sides of the road. However, the approved design allows for kerb-based streetlight placements in accordance with AS/NZS 1158 (e.g. 0.7m on straight roads, 1.0m on curves), which meets lighting performance and safety standards.</p> <p>EVENT: The contractor is required to assess and justify each pole location beyond the issued-for-construction (IFC) design.</p> <p>IMPACT: Potential delays to the contractor's drilling and installation program, resulting in slippage to project schedule and milestone dates. Increased design and administrative overheads not currently within scope. Possible cost impacts due to disrupted sequencing or late-stage changes</p> | Rowyn Bartlett | <ol style="list-style-type: none"> 1. IFC Design Compliance Confirmed 2. Scope Limitation Clearly Defined 3. Meeting Minutes & Correspondence | Medium |

Construction Photographs





Nedlands Project Performance Update North & West

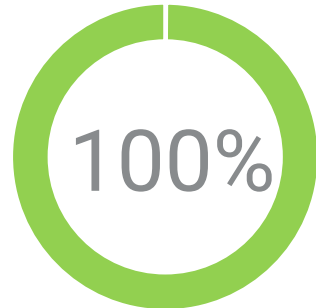
Date: 22/07/2025



Project Overview – Nedlands North

Construction Activities

| Overall (Zones 1 to 3) | Target | Actual | Status | Completion |
|------------------------|--------|--------|-------------|------------|
| Locating Services | 8417 | 8417 | Completed | 100% |
| Street Services | 13763 | 13763 | Completed | 100% |
| Consumer Mains | 126 | 119 | In Progress | 94% |
| Powered by Underground | 270 | 263 | In Progress | 97% |
| Streetlights Installed | 86 | 58 | In Progress | 67% |
| Streetlights Energised | 86 | 28 | In Progress | 33% |
| PE Sites | 3 | 3 | Completed | 100% |
| Dismantling | 128 | 31 | In Progress | 24% |
| Interface Poles | 1 | 1 | Completed | 100% |



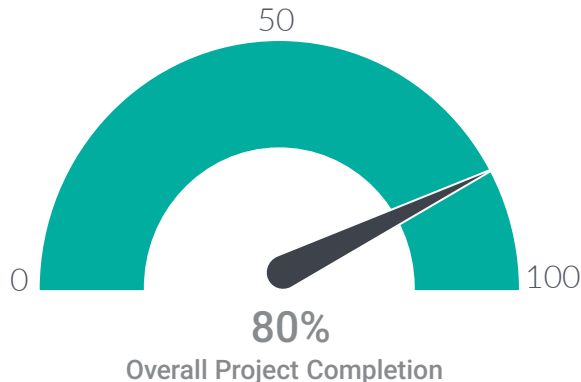
% of Cable Meters Installed

- Legend**
- ✓ On Track
 - ⚠ Minor Issue
 - ✗ Major issue

Schedule Performance Indicator



The Contractor has submitted an EOT indicating 14 August 2025 as the completion date. The revised date reflects constraints with Switching Resources and associated delays to eNAR processes—making it the most realistic timeline.



Project Update – Nedlands North

Works completed WE 20/07/2025:

6 X Streetlights were stood in the corner of Selby/Underwood Ave and also, 28 X Streetlights were energised in zone - 1,2 & 3.

ENAR's 595343 7 595425 were performed for network reconfiguration

11 X Poles were dismantled in Selby St in zone - 3 on Night Shift.



Two week look ahead:

1. ENAR 595485 is booked at Alderbury St for network reconfiguration.

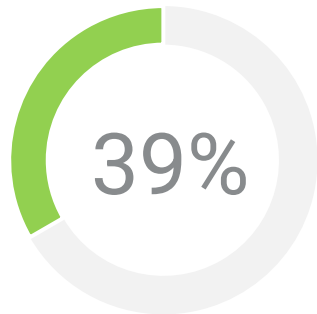
2. ENAR 595740 is booked at Brookdale St for the construction.

| Zones | Street Services (m) | Consumer Mains install (qty) | Consumer Changeovers (qty) | Streetlights (qty) | Overhead Dismantling (qty of bays) |
|--------|---------------------|------------------------------|----------------------------|--------------------|------------------------------------|
| Zone 1 | Completed | Completed | In Progress | In Progress | In Progress |
| Zone 2 | Completed | Completed | Completed | In Progress | In Progress |
| Zone 3 | Completed | Completed | Completed | In Progress | In Progress |

Project Overview – Nedlands West

Construction Activities

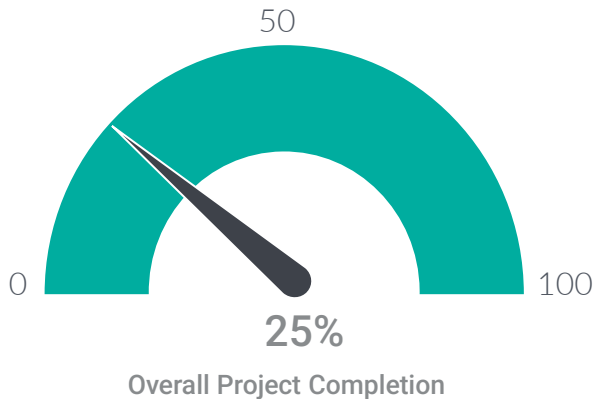
| Overall (Zones 1 to 5) | Target | Actual | Status | Completion |
|------------------------|--------|--------|-------------|------------|
| Locating Services | 19360 | 10275 | In Progress | 53% |
| Street Services | 32536 | 12669 | In Progress | 39% |
| Consumer Mains | 256 | 249 | In Progress | 97% |
| Powered by Underground | 668 | 0 | Not Started | 0% |
| Streetlights Installed | 214 | 0 | Not Started | 0% |
| Streetlights Energised | 214 | 0 | Not Started | 0% |
| PE Sites | 8 | 1 | In Progress | 13% |
| Dismantling | 263 | 0 | Not Started | 0% |



% of Cable Meters Installed

- Legend**
- ✓ On Track
 - ⚠ Minor Issue
 - ✗ Major issue

Schedule Performance Indicator



Overall Project Completion

Project Update – Nedlands West

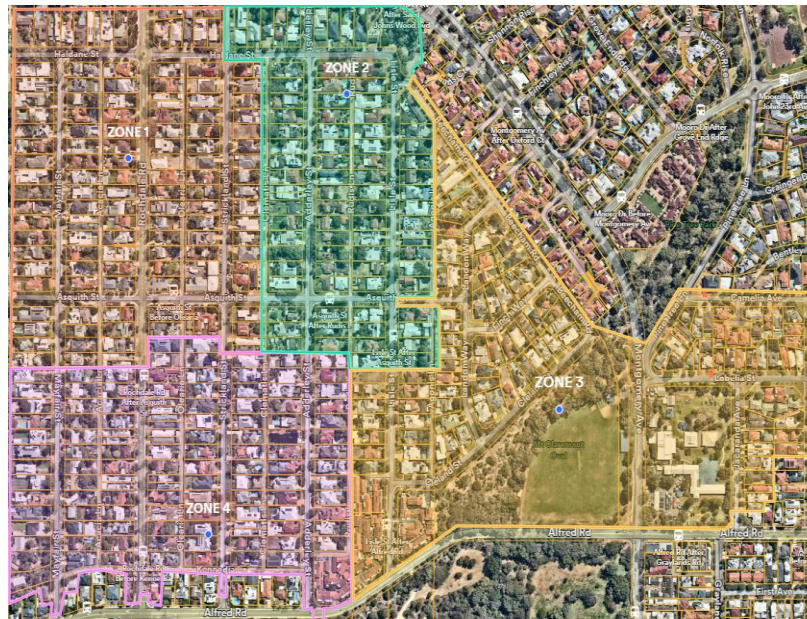
11.3 - Attachment 3

Works completed WE 20/07/2025:

- Locating services completed in zone 3 with approx. 257m completed.
- A total of 950m for the installation of HV, LV and service cable in Zones – 1, 3&4. With a total of 14m of conduit installed.
- PE Site - 6, 31 Mayfair St was landed on site last week.
- 26 Strickland St, resident displays aggressive behaviour toward workers completing night shift work.

Two week look ahead:

- WE 27/07/2025:
 - 500m Locating – Zone 1,2,3 & 4
 - 592m Drilling – Zone 1,2,3 & 4
- WE 03/08/2025:
 - 500m Locating – Zone 1,2,3 & 4
 - 400m Drilling – Zone 1,2,3 & 4



Continuing cable installations and locating third party services in Zone 1, 2, 3 and 4.

| Zones | Street Services (m) | Consumer Mains install (qty) | Consumer Changeovers (qty) | Streetlights (qty) | Overhead Dismantling (qty of bays) |
|--------|---------------------|------------------------------|----------------------------|--------------------|------------------------------------|
| Zone 1 | In Progress | In Progress | Not Started | Not Started | Not Started |
| Zone 2 | In Progress | In Progress | Not Started | Not Started | Not Started |
| Zone 3 | In Progress | In Progress | Not Started | Not Started | Not Started |
| Zone 4 | In Progress | In Progress | Not Started | Not Started | Not Started |
| Zone 5 | Not Started | In Progress | Not Started | Not Started | Not Started |

THANK YOU



It's ON

Head office

363 Wellington Street
Perth, WA 6000

westernpower.com.au





11.4. Kennedia Lane Improvement Update

| | |
|---|--|
| Report Number | ARC85.08.25 |
| Meeting & Date | Audit Risk and Improvement Committee – 06 August 2025 |
| Applicant | City of Nedlands |
| Employee Disclosure under section 5.70 Local Government Act 1995 | Nil |
| Report Author | Paul Kilpa – Acting Manager Engineerings & Maintenance |
| Director | Olaya Lope – Acting Director Technical Services |
| Attachments | Attachment 1 - Briefing Note - Kennedia Lane Delivery Strategy |

Purpose

This report is an update on the status of the Kennedia Lane Improvement project.

Recommendation

That the Committee **RECEIVES** this report.

Voting Requirement

Simple majority

Background

Works completed to date:

1. A Feature Survey of Kennedia Lane was completed in August 2024.
2. An Underground Services Survey was completed in September 2024.
3. Safety in Design Review and Concept Designs were completed in early December 2024.
4. Drainage inspections and assessments were conducted in December 2024. It included:
 - a) Visual condition inspection of pits and pipes
 - b) Survey pick-up of pipe inverts and pits
5. 100% design complete in all sections and currently under review
6. Early installation of drainage infrastructure done in section 3 in May 2025 to minimise the risk of flooding to adjacent properties during winter rains (Makuru season).

Works scheduled for completion in the following months:

1. Installation of drainage for section 1 and 2 is scheduled for August 2025



2. RFQ for the pavement in section 3 is underway and award is expected in August 2025.
3. Administration will commence works toward preparing the RFQ for roadworks for sections 1 and 2.
4. Completion of the project is scheduled for in Q4 2025.

\$600,000 were approved in the FY24/25 project budget to complete these works. Based on known costs and current quotation prices, the updated estimated total projected cost of design and construction works: \$402,690, subject to no unforeseen circumstances arising in the future (e.g. latent conditions).

Discussion

Nil

Budget/Financial Implications

No implication in receiving the agenda items

Decision Implications

Nil

Conclusion

The discussion will be noted

Further Information

Nil

Briefing Note



City of Nedlands

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To: Chief Executive Officer

From: Principal Project Delivery – City Projects (reviewed and endorsed by Manager Engineering and Maintenance)

Date: 31 July 2025

Subject: **Kennedia Lane – Delivery Strategy**

Background

Following Council's Notice of Motion on 25 June 2024 (Cr Amiry), Council resolved by simple majority to upgrade all sections of Kennedia Lane to "Residential 1" design standards. This decision was in response to ongoing resident complaints regarding poor road surface conditions and drainage-related property flooding, particularly for those using the laneway as their primary access.

The upgrade includes pavement renewal, drainage improvements, kerbing and landscaping. The City of Nedlands has engaged Civil Sciences and Engineering (CS&E) to undertake investigations and design the refurbishment.



Kennedia Lane -Sections

Due to staff turnover, the project experienced delays in its early stages. In response, the Projects team developed a revised delivery strategy focused on mitigating the most critical issues, particularly flooding and ponding, during the winter period. This approach prioritised essential works to improve trafficability and reduce property impacts, while deferring non-critical elements such as resurfacing, kerbing and landscaping to later in the year when weather conditions and staff resources are more favourable.



This staged approach ensures that urgent resident concerns are addressed promptly, while allowing for the full scope of works to be delivered efficiently over time.

The Lane has been divided into the following sections for the delivery strategy:

- **Section 1** (from Acacia Ln to Rochdale Rd): Design is in progress, with CS&E expected to provide plans for review in August 2025. No construction works had happened in this section
- **Section 2** (from Rochdale Rd to Strickland St): Design is complete. Two soakwells were installed in July 2025 and an RFQ for resurfacing works later this year is being prepared.
- **Section 3** (from Strickland St to Adderley St): this is the section that presented more urgent flooding issues. Design is complete. Drainage components have been installed. An RFQ for road resurfacing is being prepared and scheduled for release in late August.

Scope of Works - Detailed

Section 1: Acacia Lane to Rochdale Road

The section of laneway is approximately 57m in length with a typical seal width of 4 to 5 metres. The general condition is poor, but it appears that there has been a fairly recent effort to seal this section.

The proposed works are:

- Mill 50mm
- Install 30mm DGA 10/50 asphalt
- Install semi-mountable kerbs both sides.

This will be confirmed with the engineering design by CS&E.

Section 2: Rochdale Road to Strickland Street

The section of laneway is 115m in length with a typical seal width of 4 to 5 metres. The surface condition is poor with deterioration evident through defects including patching, delamination, ravelling, cracking and edge break. Drainage is poor, with no kerbing and inadequate long and cross fall resulting in localised flooding and runoff into adjacent residential properties. The pavement was initially constructed prior to 1953 and remained unsealed for many years before being sealed. Various patching has occurred over recent years, with the last full section resurfacing more than 20 years ago.

The pavement profile is highly variable and typically comprises a sandy limestone subbase thickness 230-300mm, a crushed rock basecourse 60-110mm thick and a thin asphalt or spray seal surfacing.

The proposed works are:

- Install 2 x 1800mm diameter by 2400mm deep soakwells
- Cold plane existing pavement to 50mm below design surface level.
- Construct new pavement widenings by excavation of in-situ material and installation of new pavement.
- Remove and dispose of all redundant materials off site.



- Install new semi-mountable kerb (SM-1) and backfill with laterite pea gravel
- Lay 50mm thick 10/35 DGA wearing course

Section 3: Strickland Street to Adderley Street

The section of laneway is 120m in length with a typical seal width of 4 to 5 metres. The surface condition is poor with deterioration evident through defects including patching, delamination, ravelling, cracking and edge break. Drainage is poor, with no kerbing and inadequate long and cross fall resulting in localised flooding and runoff into adjacent residential properties. The pavement was initially constructed prior to 1953 and remained unsealed for many years before being sealed. The last resurfacing took place in 2016.

The pavement profile between Strickland Street and Clematis Lane (65m East of Strickland Street) comprises a sandy limestone subbase of typical thickness 200-250mm, a thin crushed rock basecourse 30-60mm thick and an asphalt wearing course 60mm thick. The asphalt thickness is likely a result of a previous asphalt overlay treatment. From Clematis Lane to Adderley Street the sandy limestone subbase is typically 160mm thick with a 70mm thick gravel basecourse and 20mm thick asphalt wearing course.

The proposed works are:

- Install 2 x 1800mm diameter by 2400mm deep soakwells
- Cold plane existing pavement to 50mm below design surface level.
- Construct new pavement widenings by excavation of in-situ material and installation of new pavement.
- Remove and dispose of all redundant materials off site.
- Install new semi-mountable kerb (SM-1) and backfill with laterite pea gravel
- Lay 50mm thick 10/35 DGA wearing course

Project Construction strategy

The City's Project Team has adopted a staged delivery strategy for the Kennedia Lane upgrade, aligning construction with the progressive completion of design packages. This approach reflects an appropriate delivery model for small scale and high complexity projects where the construction management is made in-house as this approach reduces the total project cost and allows a better control on the delivery time of specific project components (e.g. allowing start/stop construction works without incurring in contractor's stand down cost).

As outlined above, each of the three sections of Kennedia Lane has a distinct scope of works and is designed to follow different construction methodologies, requiring varied equipment and levels of contractor sophistication. These differences make a single bundled contract less suitable, as it would limit flexibility and potentially increase costs.

The staged strategy allows the City to:

- Optimise construction timeframes by commencing works as designs are finalised
- Control costs more effectively by tailoring procurement to the scale and complexity of each section

Briefing Note



City of Nedlands

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- Attract contractors specifically suited to the nature of each work package, whether small-scale drainage or more complex resurfacing and landscaping

For example, once an advanced concept design was received from the City's design consultant, drainage works in Section 3 were promptly delivered. The City's contracted drainage provider responded swiftly, completing installation in line with agreed contract rates and ahead of the typical winter flooding period. This proactive response was well received by residents.

Currently, an RFQ is being prepared for the road and kerb works in Section 3. This procurement approach is expected to attract smaller contractors, offering competitive pricing due to their lower overheads. A similar process will be followed for Sections 2 and 1 once designs are finalised and approved.

While this strategy requires more involvement from City staff, it enables better planning for long-lead items, greater responsiveness to site-specific challenges and closer engagement with residents. It also provides flexibility to adjust scope if needed to meet budget constraints and ensures that critical issues, such as mitigation of flooding prior winter, are addressed promptly.

Proposed work packages

There are a number of minor work orders associated with the project including Service locations, traffic management and minor concrete works

Key work packages are shown in table below along with estimated costs:

| Work Package | Estimated Value | Delegated Approval |
|---|-----------------|--|
| Drainage section 3 (Completed) | \$ 18K | Manager Engineering & Maintenance |
| Road sealing & kerbs section 3 | \$ 150K | CEO |
| Drainage section 2 | \$ 20K | Manager engineering & Maintenance |
| Road & kerbs section 2 | \$ 150K | CEO |
| Road & kerbs section 1 | \$ 75k | Manager Engineering & Maintenance |
| Other – eg multiple traffic management, minor concrete works, service locations etc | \$50k total | Principal, Project delivery, Manager Engineering & Maintenance |
| Signs and line marking etc | \$ 10k | Principal, Project Delivery |
| Surveying if required | \$ 10k | Principal, Project Delivery |

This delivery strategy allows for completion of full scope of works prior to October 2025



5. RISK MANAGEMENT

Nil



6. ANY OTHER BUSINESS

Committee Members can raise any other business for discussion at the discretion of the Presiding Member.



7. DATE OF NEXT MEETING

The date of the next meeting of the Audit, Risk and Improvement Committee Meeting is **Wednesday 03 September 2025 at 12.00pm.**



8. **DECLARATION OF CLOSURE**

There being no further business, the Presiding Member will declare the meeting closed.