



City of Nedlands

MINUTES

Audit, Risk and Improvement Committee Meeting

Wednesday 11 March 2026

These Minutes are Subject to Confirmation

Prior to acting on any resolution of the Council contained in these Minutes, a check should be made of the Ordinary Meeting of Council following this meeting to ensure that there has not been a correction made to any resolution.



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 the agenda, procedural matters, addressing the Committee or attending these meetings please contact the Governance Officer on 9273 3500 or governance@nedlands.wa.gov.au

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 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 may make presentations or ask questions on items contained within the agenda. Presentations are limited to 3 minutes. Members of the public 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 taking action on any matter that they may have before Council.

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1 DECLARATION OF OPENING

I am now pleased to declare this Audit, Risk and Improvement Committee Meeting of the City of Nedlands open at 4:03 pm.

In opening the meeting, I acknowledge the traditional custodians of this land, the Whadjuk people of the Nyoongar Nation, and pay our respects to culture and Elders, past and present. The City of Nedlands also values the contributions made to the community over the years by people of diverse backgrounds and cultures, including those who have served and sacrificed.

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

Commissioners

Mr D Caddy	Chair Commissioner
Ms C Hart	Commissioner
Mr C Adams	Independent Member (Chair)
Mr A Jacob	Local Government Monitor

Staff

Mr A Kyron	Interim Chief Executive Officer
Ms N Jennings	Acting Director Corporate and Community Services
Ms L Driscoll	Consultant
Mr J Allen	Manager Governance and Risk Management
Ms T Douglas	Executive Officer to CEO
Mr L Williams	Process and Organisational Improvement Analyst

Apologies

Ms B Sandri	Deputy Chair Commissioner
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Leave of Absence

Mr C Murphy	Independent Member
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Public

Nil

Media

Nil

3 PUBLIC QUESTION TIME

Nil

4 ADDRESSES BY MEMBERS OF THE PUBLIC

Nil



5 DISCLOSURES OF FINANCIAL INTEREST

Nil

6 DISCLOSURES OF INTERESTS AFFECTING IMPARTIALITY

Nil

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

Nil

8 CONFIRMATION OF MINUTES

8.1 Audit, Risk and Improvement Committee Meeting held Wednesday 11 February 2026

Committee Recommendation and Decision

The Minutes of the Audit, Risk and Improvement Committee Meeting held Wednesday 11 February 2026 are to be CONFIRMED.

Moved: Commissioner Caddy Seconded: C Adams

CARRIED UNANIMOUSLY 3-0

For: Commissioner Caddy, Commissioner Hart and C Adams

Against: Nil



9 FINANCE

Nil



10 RISK

10.1 Internal Audit Report - Risk Management Framework Health Check

Report Number	ARC04.03.26
Applicant	City of Nedlands
Disclosure of Interest	Nil
Voting Requirements	Simple Majority
Authority/Discretion	Review
Contributing Officer	Mikayla Chambers - Senior Governance Officer Laurence Williams - Process and Organisation Improvement Analyst
Responsible Officer	Jonathan Allen - Manager Governance and Risk Management
Director	Arthur Kyron – Interim Chief Executive Officer
Attachments	1. CONFIDENTIAL REDACTED - City of Nedlands Risk Management Framework Health Check Report [10.1.1] 2. CONFIDENTIAL REDACTED - Governance Legal and Risk initial actions regarding KPMG Risk Health Check [10.1.2]

Purpose

The purpose of this report is to provide the findings and recommendations from the health check of the City’s Risk Management Framework carried out by the City’s internal auditors, KPMG.

Committee Recommendation and Decision

The Committee **RECEIVES** the KPMG health check for the City’s Risk Management Framework (Attachment 1).

Moved: Commissioner Caddy **Seconded:** Commissioner Hart

CARRIED UNANIMOUSLY 3-0

For: Commissioner Caddy, Commissioner Hart and C Adams

Against: Nil

Background

The City’s current Risk Management Framework and Risk Management Appetite Statement were adopted by Council on the 24 June 2025 – see [Council Meeting Minutes - 24 June 2025](#)

This had been introduced as previous internal audit findings highlighted that the City of Nedlands’ risk management framework required enhancement, particularly in



relation to the currency and completeness of the operational risk register and the absence of a formalised Risk Appetite Statement.

Since that date, the City has developed a Strategic Risk Register and updated its Operational Risk Register – which have been brought to this Committee on a quarterly basis.

Given the foundational nature of the City's risk management documents, it was considered prudent to instruct the City's internal auditors (KPMG), to carry out a review of the City's Risk Management Framework and the City's approach to risk in the organisation, with the aim of identifying gaps and areas for improvement.

The scope of the health check was as follows:

- To Consider the design of the existing risk management framework, processes, culture, governance, integration and reporting to understand current state.
- Benchmark against industry standards and comparable Local Government organisations to land on a desired future state.
- Identify gaps and opportunities against KPMG Enterprise Risk Management (ERM) Framework, particularly for reporting and insights, management and monitoring and identification and classification.

Discussion

The KPMG Report (Report) (see Attachment 1) contains details of the findings and recommendations arising from the internal audit engagement.

The Report identified the following positive observations relating to risk management:

- The CoN has established a well-structured and designed risk management approach, comprising a Risk Management Policy, Risk Appetite Statement, Strategic and Operational Risk Register, and an overarching Risk Management Framework (RMF).
- The RMF clearly articulates roles and responsibilities and the four-line of defense model.
- In June 2025, the City conducted structured workshops to support risk identification. While some gaps remain, this represents a foundational step which was performed by the Council proactively to strengthen its approach to risk management.
- Consultations noted that NedSafe and other WHS lead and lag key performance metrics are well-established, reflecting a strong commitment to monitoring workplace health and safety.
- Senior stakeholders across the City recognise the importance of effective risk management and demonstrate a willingness to enhance risk capability and strengthen implementation.
- In January 2026, the City commenced leveraging Nintex as a Governance Regulatory and Compliance module, representing a positive transition away from manual tracking processes and supporting more consistent and reliable reporting over time. The planned rollout of Technology One (TechOne) in FY27/28 is expected to further enhance system capability and integration.



These positives are noted and reflect the significant work carried out over the last 12 months by the City to develop and improve the City's approach to Risk Management.

The Report sets out 5 key findings – identifying gaps, weaknesses are areas for improvement in the City's risk management operating model. These can be found on page 4 of the Report, along with both Short Term (0-6 months) and Medium Term (1-2 years) recommendations for improvement. A total of 14 recommendations are made, with Priority Recommendations set out in Section 2 (see pages 9 and 10 of the Report).

The City's administration acknowledges the findings in the KPMG report and is committed to implementing the recommendations identified.

An 'Initial Response' produced by the Governance and Risk Management Team is included at Attachment 2, setting out the recommendations, high level proposed actions and next steps. A workshop with Executive Leadership Team members on 17 March 2026 has been fixed to agree the actions to fully address the recommendations set out in the Report.

The actions will be incorporated into a Governance and Risk Maturity Roadmap (long-term plan for improvement). The findings and recommendations will also be incorporated into the existing Internal Audit Log, to ensure that this committee has visibility on progress made against the recommendations.

Consultation

KPMG conducted stakeholder consultations with Executive Leadership Team (ELT), Chief people and Community Officer, Chief Information Officer, Manager Health and Compliance, ICT Programs and Business Improvement Manager, Strategy and Performance Coordinator, Coordinator Governance and Legal, Acting Coordinator Accounting Services, Senior Governance Officer and WHS Consultant.

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

Performance

11. Effective leadership and governance.

Budget/Financial Implications

There are no budget or financial implications as these recommendations will be implemented by the Governance and Risk Management Team.

Legislative and Policy Implications

Some recommendations contained within the Internal Audit Report may require changes to the Risk Management Framework Policy.



Decision Implications

Receiving the Report ensures the Committee is aware of the KPMG findings and the recommended actions for improvement to the City's approach to Risk Management.

Conclusion

The KPMG internal audit notes the foundational nature of the City's Risk management documents, including the positive steps taken over the last 12 months.

The findings and recommendations set out by KPMG represent a significant opportunity to develop and improve the City's approach to Risk Management – in particular a valuable opportunity to embed a 'risk management by design' culture, where the design of the risk and control environment becomes an integral part of operational practice rather than a separate compliance activity.

Further Information

Nil



11 MAJOR PROJECTS

11.1 Council Plan - Corporate Business Plan 2025/26 | Quarter 2 Report

Report Number	ARC05.03.26
Applicant	City of Nedlands
Disclosure of Interest	Nil
Voting Requirements	Simple Majority
Authority/Discretion	Information
Responsible Officer	Vicky Van Heerden - Strategy and Performance Coordinator
Director	Arthur Kyron - Interim Chief Executive Officer
Attachments	1. CBP 25-26 - Quarter 2 Actions [11.1.1] 2. CBP 25-26 - Quarter 2 Capital Projects [11.1.2]

Purpose

To provide Council with an update on the Council Plan-Corporate Business Plan (CBP) Actions 2025/26, at the end of quarter 2 (July – December 2025).

Committee Recommendation and Decision

The Committee **RECEIVES** the Corporate Business Plan 2025/26 Quarter 2 Reports on Actions and Capital Projects.

Moved: Commissioner Hart **Seconded:** Commissioner Caddy

CARRIED UNANIMOUSLY 3-0

For: Commissioner Caddy, Commissioner Hart and C Adams
Against: Nil

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 and the services, actions and resourcing to address these.

The Corporate Business Plan Review for 2025/26 was adopted at the Ordinary Council Meeting on 11 February 2026 and provides the agreed program of services, projects and actions to be delivered by the City of Nedlands across 2025/26.



This report provides an update on the progress of the Corporate Business Plan Actions and Capital Projects for 2025/26, at the end of Quarter 2 (July – December 2025).

The timeline for review and reporting provides support and aligns with the Mid-Year Budget Review (MYBR) process.

Discussion

Managers, Service Team Leaders and Directors reviewed the progress of Corporate Business Plan (CBP) Projects and Actions, for 2025/26, as of 31 December 2025, and completed this Quarter 2 Report.

Attachment 1 - CBP 25/26 - Quarter 2 Actions provides the reported status of these CBP Actions. A summary is set out in the table below, with details provided in Attachment 1.

CBP 2025/26 Actions: Status as of 31 December 2025 (Quarter 2)

Status Q2	%	#	People	Planet	Place	Prosperity	Performance
Complete	6%	5	0	1	3	0	1
On-Track	53%	41	12	4	12	4	9
Monitor	8%	6	3	0	0	1	2
Off-Track	1%	1	0	0	0	0	1
Not Commenced	8%	6	2	2	0	1	1
Planned Start Q3	21%	16	2	1	1	0	12
Planned Start Q4	4%	3	0	0	0	0	3
Total	100%	78	19	8	16	6	29

Attachment 2 - CBP 25/26 - Quarter 2 Capital Projects provides the reported status of these CBP Capital Projects. A summary is set out in the table below, with details provided in Attachment 2.

CBP 2025/26 Capital Projects: Status as of 31 December 2025 (Quarter 2)



Status Q2	#	Natural Env & Parks	Buildings	Roads & Drainage	Asset Man & Bus Shelter	Plant & Fleet	ICT
Complete	9	2	2	0	0	5	0
On-Track	33	8	6	11	2	5	1
Monitor	3	1	0	2	0	0	0
Off-Track	0	0	0	0	0	0	0
Not Commenced	6	3	0	1	0	1	1
Planned Start Q3	5	0	0	0	1	0	4
Total	56	14	8	14	3	11	6

25/26 Budget* \$	10,363,277	2,059,476	814,303	6,123,154	190,000	663,344	513,000
YTD Q2** Actual \$	2,899,586	376,748	68,198	2,173,775	8,600	272,265	0
YTD Q2 Actual \$ %	28%	18%	8%	36%	5%	41%	-

* OCM-27-08-2026
 ** OCM-11-02-2026

This Quarter 2 Report introduces regular, in-year, reporting on CBP Actions and Projects. Future reports will be provided to Council at the end of Quarter 3 and 4.

Consultation

Managers, Service Team Leaders and Directors provided the reports. The Quarter 2 Report on the progress of CBP Actions and Projects for 2025/26 was reviewed by Executive Leadership Team (ELT) prior to submission to Council.

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

Performance

11. Effective leadership and governance.

Budget/Financial Implications



The Quarter 2 Report provides a qualitative assessment of progress, of the CBP Actions and Capital Projects that are funded through the Budget 2025/26.

Managers and Directors were requested to consider the Quarter 2 Report, in the preparation of the Mid-Year Budget Review for 2025/26.

Legislative and Policy Implications

In-year quarterly reporting supports the achievement of the City's Plan for the Future and reflects accountability.

The Local Government Act 1995 requires:

- S. 5.56 (1) 'A local government...to plan for the future of the district.'
- S.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 ... '

Decision Implications

The report is for information and **noting** purposes.

Conclusion

This report provides the Quarter 2 Report on the CBP Actions and Projects for 2025/26. It is recommended that Council receive the Council Plan CBP 2025/26 Quarter 2 Report.

Further Information

Nil

Council Plan-CBP 2025/26: Quarter 2 Report - CBP Actions

Service Area #	CEO Office: Service Area	Strategic Pillar	Objective	Action #	Action Title	OUR PLAN FOR THE FUTURE- COUNCIL PLAN 2023-33 CBP Review 25-26 - Quarterly Report on Council Plan/ CBP Actions For 2025/26	Action End/ Continue FY	Planned Q1+Q2: Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase	Planned Q2: % Complete	Report Q2 Actual Q2 % Complete	Report Q2 Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	Report Q2: July - Dec 2025 Comment 25/26 Q2
S2.4	Sustainability	Planet	5.1	5.1.6	Service Review - Sustainability	Undertake a service review to evaluate purpose, scope and resourcing for the Sustainability Service Area.	25-26	Planned start Q3		N/A	N/A	Planned start Q3	
S5.2	Executive Leadership Services	Performance	11.1	11.1.5	Advocacy Plan	Develop and annually review an Advocacy Plan for the City to proactively partner with the State Government and other key stakeholders on issues of local significance.	Annual	Planned start Q3		N/A	N/A	Planned start Q3	
S5.2	Executive Leadership Services	Performance	11.1	11.1.9	Strategic Project Development Policy	Develop and review the Strategic Project Development Policy to guide the project inception and due diligence of City of Nedlands Strategic Projects.	26-27	Planned start Q3		N/A	N/A	Planned start Q3	
S5.3	Governance & Legal	Performance	11.1	11.1.1	LG Elections and Mandatory Councillor Training	Deliver CoN LG elections (in coordination with WAEC) and support new councillors with onboarding and the completion of mandatory councillor training (WALGA).	26-27	Initiation & Planning	• Council report appointing WAEC	15%	15%	On-Track	Council report was approved appointing the WAEC to run the elections.
S5.3	Governance & Legal	Performance	11.1	11.1.2	Standardised Council Meeting Procedures	Provide standardised Council meeting procedures, in accordance with the Local Government Reform process.	26-27	Initiation	• Monitoring changes to the LG Act in relation to Standardised Council Meeting Procedures	5%	5%	On-Track	Governance is continually monitoring the changes with the LG reforms.
S5.3	Governance & Legal	Performance	11.1	11.1.4	Risk Management Framework	Review and update the Risk Management Framework	25-26	Planning & Execution	• Scope signed off by CEO • KPMG meetings with relevant departments • Consultant update reports on progress	40%	40%	On-Track	KPMG scope of work was signed off by the CEO, KPMG have met with the relevant departments and KPMG provide weekly update reports.
S5.3	Governance & Legal	Performance	11.1	11.1.10	Governance Framework	Review the Governance Framework	25-26	Planned start Q3	N/A	N/A	N/A	Planned start Q3	Review is due to start next quarter.
S5.3	Governance & Legal	Performance	12.1	12.1.2	Communications Agreement	Develop a Communications Agreement (between the Council and CEO), in accordance with the LG Regulations (when promulgated). This agreement must address how council members may seek information and assistance from administration in carrying out their role.	26-27	Initiation	• Monitoring changes to LG Regulations in relation to the Communications Agreement	5%	5%	On-Track	Governance is continually monitoring the changes with the LG reforms.
S5.4	Strategic Planning & Performance	Performance	11.1	11.1.3	Council Plan (SCP and CBP)	Develop and review the Council Plan for the Future, in accordance with statutory requirements (Council Plan includes the Strategic Community Plan and Corporate Business Plan)	Annual	Planning & Execution	• Draft Council Plan Review 25-26 (provides baseline for CBP Review 26-27).	25%	20%	On-Track	Draft Council Plan Review 25-26 in place and endorsed by Directors and Leadership (Chief Officers and CEO Office) at workshops across November and December 2025. CBP Review 25/26 provides the baseline for the Council Plan Review 26/27. (Note the CBP Review was adopted by Council 11 Feb 2026)
S5.4	Strategic Planning & Performance	Performance	12.2	12.2.2	Service Plans (SP)	Coordinate the annual review of Service Plans to support continuous improvement, decision-making, and communicate service level commitments to customers and community.	Annual	Planning & Execution	• Service area statements and sub services updated and service area budget and FTE confirmed as part of CBP Review 25/26 (provides baseline for Service Plans 26/27).	20%	15%	On-Track	Service area statements and sub services updated for 25/26; Service area budgets and FTEs confirmed as part of CBP Review 25/26 (draft December 2025 and adopted February 2026). This will form the base for service plans 26/27.
S5.7	Land & Property	Place	7.1	7.1.1	Land Asset Optimisation Strategy	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.	27-28	Planned start Q3		N/A	N/A	Planned start Q3	Due to overturn of and shortage of staff this was not started in Q2.
S5.11	Corporate Communications	Performance	12.1	12.1.1	Community Engagement Charter	Develop a Community Engagement Charter in accordance with the Local Government Regulations (when legislated) and as part of an overall Community Engagement Framework.	26-27	Planned start Q3		N/A	N/A	Planned start Q3	Additional resources, will enable planning in Q3.
S5.11	Corporate Communications	Performance	12.1	12.1.3	Communications Plan	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.	26-27	Planning	1st draft submitted to CEO.	25%	25%	On-Track	1st draft submitted to former CEO, will be reviewed by interim CEO.

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Program/ Project Status Definition
 ● Complete: Action is complete
 ● Not Commenced: Action not started (explain reason in comments)
 ● On-Track: Action progressing as planned and milestones achieved for quarter
 ● Monitor: Action not progressing as planned, requires monitoring
 ● Off-Track: Action not progressing as planned, requires support and intervention

Council Plan-CBP 2025/26: Quarter 2 Report - CBP Actions

Service Area #	People & Culture: Service Area	Strategic Pillar	Objective	Action #	Action Title	OUR PLAN FOR THE FUTURE- COUNCIL PLAN 2023-33 CBP Review 25-26 - Quarterly Report on Council Plan/ CBP Actions For 2025/26	Action End/ Continue FY	Planned Q1+Q2: Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase	Planned Q2: % Complete	Report Q2 Actual Q2 % Complete	Report Q2 Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	Report Q2: July - Dec 2025 Comment 25/26 Q2
S5.5	People & Culture	Performance	11	11.1.6	Workforce Plan	Review and update the Workforce Plan to ensure the City is sufficiently resourced to deliver the CoN Council Plan services and projects.	Annual	Planned start Q3		N/A	N/A	Planned start Q3	
S5.5	People & Culture	Performance	11	11.1.7	Employee Culture Survey	Undertake the Employee Culture Survey.	25-26	Select Phase Q2		N/A	N/A	Not Commenced	Employee Culture Survey moved to 26/27, as the City is currently undertaking the PSI surveys.
S5.5	People & Culture	Performance	11	11.1.11	Change Management Framework	Develop, document and establish a Change Management Framework and build internal capability to lead and sustain change.	25-26	Planned start Q3		N/A	N/A	Planned start Q3	
S5.12	Customer Services	Performance	12	12.2.3	Customer Service Charter	Review the Customer Service Charter.	25-26	Execution		70%	70%	On-Track	

4

Program/ Project Status Definition
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Council Plan-CBP 2025/26: Quarter 2 Report - CBP Actions

Service Area #	ICT: Service Area	Strategic Pillar	Objective	Action #	Action Title	OUR PLAN FOR THE FUTURE- COUNCIL PLAN 2023-33 CBP Review 25-26 - Quarterly Report on Council Plan/ CBP Actions For 2025/26	Action End/ Continue FY	Planned Q1+Q2: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase	Planned Q2: % Complete Complete	Report Q2 Actual Q2 % Complete	Report Q2 Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	Report Q2: July - Dec 2025 Comment 25/26 Q2
S5.8	Digital & Information Services	Performance	11	11.1.8 (SP)	One Council Platform (centralise and integrate digital systems)	Implement the One Council Platform to centralise and integrate digital systems, improve business efficiencies, customer experiences, and timeliness of communication (i.e. providing improved access to time-sensitive, critical information relating to new developments).	26-27	Execution	No significant milestones	60%	60%	Off-Track	External consultancy engaged to assess way forward for the program. Steer Co endorsement to focus on improvements was made under previous CEO. Direction of new CEO was to proceed with Phase 3 Delivery. Lack of available finance SME's limiting delivery of rates and billing, which is integral to other modules. Focus pivoted to asset management and contracts management improvement, at the same time upgrading current rates system on CIVICA to avoid outages, which is also consuming incumbent rates officer's time.
S5.8	Digital & Information Services	Performance	11	11.1.13	Digital Transformation Strategy	Develop a Digital Transformation Strategy that outlines the approach and program to modernises digital infrastructure, build capacity and support responsive, data-driven decision-making, streamlined operations and improve the delivery of City services.	Annual	Select Phase Q2	Strategy presented to CEO in November 2025. Will be presented to elected council in May 2026 for endorsement	100%	100%	Complete	
S5.8	Digital & Information Services	Performance	11	11.1.14	Business Continuity Plan	Review and Update the Business Continuity Plan.	Annual	Planning	BCP initial review completed by IT	25%	30%	On-Track	BCP is outdated and requires scheduled review. We will assess whether we also use the LGIS funded service to assist us with completing this review.
S5.8	Digital & Information Services	Performance	11	11.1.15	SharePoint Modernisation	Modernise SharePoint to improve and support effective knowledge management.	Annual	Initiation & Planning	RFQ through WALGA submitted	5%	5%	Monitor	RFQ responses varied between 100k and 500k. This is outside of any budget. Alternative approaches considered.
S5.8	Digital & Information Services	Performance	12	12.1.4	Online Project Mapping	Introduce a user-friendly online mapping tool to communicate the location and status of City projects (roads, parks, events, etc).	26-27	Planned start Q4		N/A	N/A	Planned start Q4	
S5.9	Information & Records Management	Performance	11	11.1.16	PRIS Regulations	Implement Privacy and Responsible Information Sharing Regulations (PRIS) as per PRIS Act 2024	27-28	Planned start Q3		N/A	N/A	Planned start Q3	
6												Program/ Project Status Definition ● Complete: Action is complete ● Not Commenced: Action not started (explain reason in comments) ● On-Track: Action progressing as planned and milestones achieved for quarter ● Monitor: Action not progressing as planned, requires monitoring ● Off-Track: Action not progressing as planned, requires support and intervention	

Council Plan-CBP 2025/26: Quarter 2 Report - CBP Actions

Service Area #	Corporate & Community Services Service Area	Strategic Pillar	Objective	Action #	Action Title	OUR PLAN FOR THE FUTURE- COUNCIL PLAN 2023-33 CBP Review 25-26 - Quarterly Report on Council Plan/ CBP Actions For 2025/26	Action End/ Continue FY	Planned Q1+Q2: Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase	Planned Q2: % Complete	Report Q2 Actual Q2 % Complete	Report Q2 Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	Report Q2: July - Dec 2025 Comment 25/26 Q2
S1.1	Community Programs & Events	People	1.1	1.1.2	City Events Program	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.	Annual	Execution	Events program is under constant review. Regular events are complemented by new additions each year. In 25/26, we have introduced a series of All Abilities events.	50%	50%	On-Track	Events program is under constant review. Regular events are complemented by new additions each year. In 25/26, we have introduced a series of All Abilities events.
S1.3	Community Development	People	1.2	1.2.1	Reconciliation Action Plan (RAP)	Develop and implement a Reconciliation Action Plan (RAP), in accordance with Reconciliation Australia's RAP Framework.	Annual	Planning & Execution	First RAP is complete and actions are rolling out through 25/26	50%	50%	On-Track	First RAP is complete and actions are rolling out through 25/26. Next RAP, Innovate, will be planned from 26/27.
S1.3	Community Development	People	2.1	2.1.2	Community Development Plan	Develop a Community Development Plan, to effectively respond to the needs of communities, and plan for a growing City of Nedlands population.	26-27	Planned start Q4	Scoping, research and internal review, followed by Community engagement in Q4 25/26	5%	5%	Not Commenced	Will commence in Q4
S1.3	Community Development	People	3.4	3.4.1	Disability Access and Inclusion Plan	Review and update the Disability Access and Inclusion Plan.	Annual	Execution	DAIP actions are reported on annually. Next full DAIP is 2028.	50%	50%	On-Track	DAIP actions are reported on annually. Next full DAIP is 2028.
S1.5	Sport & Recreation	People	2.2	2.2.1	Strategic Active Sports Facilities Plan	Finalise the Strategic Active Sports Facilities Plan.	25-26	Execution	Community Consultation 80%complete. DRAFT for OCM in Q4	80%	80%	On-Track	Planned DRAFT completion in April 26.
S1.5	Sport & Recreation	People	2.2	2.2.4	Floodlighting at College Park	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.	25-26	Closure	Lighting has been installed, waiting for sign-off and handover to the City.	95%	95%	On-Track	Waiting for final handover to City before this can be marked as completed.
S1.5	Sport & Recreation	People	2.2	2.2.5	Floodlighting at David Cruickshank Reserve	Finalise options to upgrade reserve floodlighting at David Cruickshank Reserve.	25-26	Execution & Closure	Lighting design has been provided to City. Waiting for DCBA to approve design.	90%	90%	Monitor	Waiting for DCBA approval of lighting design. Expected in Q3.
S1.6	Volunteer Services	People	2.3	2.3.1	Volunteer Opportunities	Advertise volunteer opportunities across a broader range of communication channels and platforms to attract more volunteers of all ages.	Annual	Execution	Ongoing promotion of Volunteer opportunities.	50%	50%	On-Track	Ongoing promotion of Volunteer Opportunities
S1.6	Volunteer Services	People	2.3	2.3.2	Volunteer Appreciation	Provide an annual volunteer appreciation celebration to recognise and thank current volunteers.	Annual	Execution	First Volunteer appreciation delivered.	50%	50%	On-Track	Volunteer event delivered in November 25. Next 2 events will be delivered in Volunteer week - May 26.
S1.6	Volunteer Services	People	2.3	2.3.3	Volunteer Services - Service Review	Complete a review of the City's volunteer programs to ensure a holistic approach to the volunteer services provided by the City. This includes Policy and Procedure review for Friends of Bushland Groups, as well as city services facilitated by volunteers across business units.	26-27	Planned start Q3			5%	Not Commenced	New project to be commenced Q3 25/26.
S1.8	Youth Development	People	3.1	3.1.1	Map Facilities, Services, Events, Activities: Children 0-14 years	Map existing facilities, services, events and activities for children aged 0-14 years, identify local needs and gaps, to inform recommendations for the annual program of events and activities. 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.	28-29	Planning	Constant mapping is undertaken to inform the annual youth program. College Park Family Centre is being used for NFP Community groups.	35%	35%	Monitor	Constant mapping is undertaken to inform the annual youth program. College Park Family Centre is being used for NFP Community groups.
S1.8	Youth Development	People	3.2	3.2.1	Map Facilities, Services, Activities: Children 15-24 years	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.	28-29	Initiation	Regular mapping is undertaken to inform the annual youth program and gaps. This work will inform the Community Development Plan as well (2.1.2)	5%	5%	Monitor	Some existing services for 15-24 age group. Room for more when budget and FTE permit. Recommendations on this to be included in the Community Development Plan 2.1.2
S4.1	Library Services	Prosperity	10	10.1.1	Service Review - Libraries	Undertake a review of the City's library services and propose a costed improvement program to meet current and future needs.	28-29	Planning & Execution	Library review has commenced and initial works on IT and Digital upgrades to be completed in Q3.	25%	25%	On-Track	Library Service Review is ongoing. Initial IT/Digital upgrades to be completed in 25/26. Next fin yr 26/27, upgrades to borrower systems and internal fittings of library.
TBC	Local Economic Development	Prosperity	9.1	9.1.6	Service Feasibility - Local Economic Development	Investigate the feasibility of providing a local economic development service, assess purpose, scope and resourcing requirements, for start in 2026/27.	26-27	Planned start Q4	New project.	5%	5%	Not Commenced	Commence scoping in Q4 25/26.
S5.6	Financial Services	Performance	11	11.1.18	Rating Strategy	Develop a Rating Strategy to ensure long term financial viability	Bi-annual	Planned start Q3		N/A	N/A	Planned start Q3	A Rating Strategy is an important tool in both budgeting and long term financial planning.
S5.6	Financial Services	Performance	11	11.1.19	Reserves Strategy	Review Financial Reserves Strategy	Bi-annual	Planned start Q3		N/A	N/A	Planned start Q3	A Reserve Strategy is an important tool in both budgeting and long term financial planning.

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S5.6	Financial Services	Performance	11	11.1.20	System Upgrades	Leadership role in the upgrade of the Revenue Application (Rates and other Revenue) to a contemporary cloud based solution	Annual	Planned start Q3		N/A	N/A	Planned start Q3	The system upgrades relate to ensuring our rating and other revenue is efficiently managed. Current systems are out of date and current upgrades align with the City's move to an ERP system.
S5.6	Financial Services	Performance	11	11.1.21	Financial Policy Review	Review, amend, remove and add relevant financial policies that are current and consistent with current accounting standards, legislation and industry norms	Annual	Planned start Q3		N/A	N/A	Planned start Q3	Financial policies will be reviewed to ensure they meet legislation and accounting standards.
S5.6	Financial Services	Performance	11	11.1.22	Financial Procedure Review	Review, amend, remove and add relevant financial procedures that are current with revised policies and meet current accounting standards, legislation and system requirements	Annual	Planned start Q3		N/A	N/A	Planned start Q3	As the policies are reviewed, the procedures will also be reviewed.
S5.6	Financial Services	Performance	11	11.1.23	Audit Findings	Address and implement all agreed audit findings - identified by both Office of Auditor General and other Audit partners	Annual	Execution		25%	25%	Monitor	Working closely with internal and external auditors to progress and complete the audit actions.

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Program/ Project Status Definition

- **Complete:** Action is complete
- **Not Commenced:** Action not started (explain reason in comments)
- **On-Track:** Action progressing as planned and milestones achieved for quarter
- **Monitor:** Action not progressing as planned, requires monitoring
- **Off-Track:** Action not progressing as planned, requires support and intervention

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Service Area #	Technical Services: Service Area	Strategic Pillar	Objective	Action #	Action Title	OUR PLAN FOR THE FUTURE- COUNCIL PLAN 2023-33 CBP Review 25-26 - Quarterly Report on Council Plan/ CBP Actions For 2025/26	Action End/Continue FY	Planned Q1+Q2: Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase	Planned Q2: % Complete	Report Q2: Actual Q2 % Complete	Report Q2: Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	Report Q2: July - Dec 2025 Comment 25/26 Q2
S2.1	Environmental Conservation	Planet	4.1	4.1.2	City Greenway Policy	Review and update the City Greenway Policy.	26-27	Initiation		50%	0%	Not Commenced	Absence of long term Environmental Conservation Coordinator
S2.1	Environmental Conservation	Planet	4.1	4.1.3	Bushland Management Plans	Review and update bushland management plans for Shenton Bushland, Hollywood Reserve, Birdwood Parade, Point Resolution, Mt Claremont, and Allen Park. These plans aim to revegetate remnant bushland and wetlands to protect and enhance habitats for native flora and fauna, including black cockatoos.	26-27	Initiation		50%	0%	Not Commenced	Absence of long term Environmental Conservation Coordinator. Will require additional funds, not likely until 2026/27.
S2.2	Arboriculture (Greening Services)	Planet	4.2	4.2.1	Urban Forest Strategy	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.	25-26	Execution	Draft Urban Forest Strategy (2024-34) finalised for submission to Council.	90%	95%	On-Track	Draft Urban Forest Strategy (2024-34) complete and will be submitted to Council in January 2026 (OCM). Pending final meeting with Consultant to transfer to City logo template.
S2.2	Arboriculture (Greening Services)	Planet	4.2	4.2.2	Tree Planting Program	Implement the Tree Planting Program.	Annual	Execution		85%	85%	On-Track	Successful grant funding application from DWER - funding for an additional 95 trees scheduled in May - June
S2.3	Waste Minimisation	Planet	5.1	5.1.5	Waste Plan	Review Waste Plan and complete Annual Report in compliance with regulatory requirements (Waste Avoidance and Resource Recovery Act 2007, Section 44). Annual Report submitted to the Department of Water and Environmental Regulations (DWER).	Annual	Complete	Annual report will lodged and completed by Oct 2025	100%	100%	Complete	Annual Report submitted to DWER in October 2025. Next Annual Report due in next financial year October 2026.
S3.6	Asset Management	Place	7.1	7.1.4	Asset Management Plan - Buildings	Develop and review the Asset Management Plan - Buildings	25-26	Initiation & Planning		60%	60%	On-Track	Scheduled Q4. Currently under review by consultant, 40% completed. Anticipated completion date is 30 June 2026.
S3.6	Asset Management	Place	7.2	7.2.7	Asset Management Plan - Parks	Develop and review the Asset Management Plan - Parks	25-26	Initiation & Planning		60%	60%	On-Track	Scheduled Q4. Will seek quotations in March to engage a consultant. Anticipated completion date 31/12/2026
S3.7	Building Maintenance	People	3.4	3.4.2	Access to Council facilities	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.	Annual	Initiation & Planning		60%	60%	On-Track	
S3.8	Parks Services	Planet	5.1	5.1.3	Platinum Waterwise Status	Improve water management practices and strive to achieve Platinum Waterwise Status.	28-29	Initiation & Planning		60%	60%	On-Track	Yet to hear back from Water Corporation on results as of 16/2/2026
S3.8	Parks Services	Place	7.3	7.3.3	Urban Forest Strategy	Implement Actions in the Urban Forest Strategy for street trees.	28-29		Addressed through Action 4.2	N/A	N/A	N/A	Addressed through Action 4.2
S3.9	Transport & Development	Place	8.1	8.1.3	Long-term Cycle Network (LTCN)	Develop a Long-Term Cycle Network (LTCN) plan, an aspirational blueprint for infrastructure, for all ages and cycling abilities, and providing a framework for planning and funding decisions.	25-26	Initiation & Planning		60%	60%	On-Track	Due to changes to the route, a new consultation will be conducted which will follow with a Council report in April 2026. 60% completed.
S3.9	Transport & Development	Place	8.3	8.3.1	Traffic Model Development	Develop and maintain a traffic model to be used proactively to assess the traffic impacts of future developments.	25-26	Initiation & Planning		60%	60%	On-Track	TIMON is nearly completed by the consultant. There are a few minor amendments required. 85% completed.
S3.9	Transport & Development	Place	8.4	8.4.1	Parking Strategy	Develop a Parking Strategy to manage growing demand and traffic congestion.	25-26	Initiation & Planning		60%	60%	On-Track	We are working on preparing RFQ to engage a consultant. 10% completed. Estimated completion date 31/12/2026.
S3.10	City Projects	Place	7.3	7.3.1 (SP)	Underground Power	Facilitate the installation of underground power in Hollywood East, Nedlands West and Nedlands North precincts.	27-28	Execution	Nedlands North completed; Nedlands West progressing. Hollywood East on hold pending funding availability.	70%	70%	On-Track	Western Power Jan 2026 status: overall completion 73% (weighted). Construction expected to finish 28 Apr 2026. Funding to date: Total actual \$12,997,098 with \$3,231,655 remaining of total budget \$16,228,753.
S5.2 S3.9	Director and Transport & Development	Place	8.1	8.1.1	Advocacy - Stirling Highway	Continue to advocate and engage Main Roads regarding the construction of an at-grade signalised crossing on Stirling Highway (Smyth or Stanley).	27-28			N/A	N/A	On-Track	Main Road is currently exploring alternative options, including signalling Stanley St. No decision has been made yet. We have regular meetings with Main Roads and will be update if a decision is made.
S5.2 S3.9	Director and Transport & Development	Place	8.2	8.2.1	Advocacy - Public Transport Services	Advocate for improvements in public transport services and alternative transport options, and initiatives to increase commuter awareness and usage across the City of Nedlands.	28-29			N/A	N/A	On-Track	Latest update from Department of Transport and Major Infrastructure (DTMI) states: "A phase two Perth Greater CBD Transport Plan will be reconsidered once the Perth Parking Management Act 2024 regulations and policy are finalised". The State Government has only recently given the go-ahead to consult on the regulations. In addition, stakeholders have previously been informed that Phase 2 had been paused to consider any impacts of, and responses, to, major State Government projects recently announced in the PPMA (including the Aboriginal Cultural Centre, East Perth Primary School, etc).
S5.10	Fleet Management	Performance	11	11.1.17	Asset Management Plan - Fleet	Finalise and review the Asset Management Plan - Fleet	Annual	Planned start Q4		N/A	N/A	Planned start Q4	
S5.2	Executive Leadership Services	Performance	11	11.1.9	Strategic Project Development Policy	Develop and review the Strategic Project Development Policy to guide the project inception and due diligence of City of Nedlands Strategic Projects.	26-27	Planned start Q4		N/A	N/A	Planned start Q4	

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Service Area #	Planning & Development: Service Area	Strategic Pillar	Objective #	Action #	Action Title	OUR PLAN FOR THE FUTURE- COUNCIL PLAN 2023-33 CBP Review 25-26 - Quarterly Report on Council Plan/ CBP Actions	Action End/ Continue FY	Planned Q1+Q2: Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase	Planned Q2: % Complete	Report Q2 Actual Q2 % Complete	Report Q2 Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	Report Q2: July - Dec 2025 Comment 25/26 Q2
S1.4	Environmental Health	People	2.1	2.1.1	Local Public Health Plan	Review the Local Public Health Plan in accordance with statutory requirements in the Public Health Act 2016.	26-27	Initiation & Planning	Meeting held with North Metropolitan Health Services to verify alignment with State Health Plan	25%	25%	On-Track	Meeting held with North Metropolitan Health Services on 09/12/2025.
S1.7	Ranger Services	People	2.4	2.4.1	Responsible Pet Ownership	Develop a community engagement program to promote and encourage responsible pet ownership, with consideration for new legislation in the Cat Local Law.	28-29	Initiation & Planning	Meeting held with key business units to identify seasonal content and schedule social media posts to promote content.	30%	30%	On-Track	Meeting held with key business units established on 10/12/2024 to confirm content for community engagement.
S1.7	Ranger Services	People	2.4	2.4.3	Process - Animal Management	Review and improve the process for raising and addressing animal complaints, mediating disputes, and enforcing regulations.	26-27	Planned start Q3		N/A	N/A	Planned Start Q3	Planned to start in Q3 regarding resourcing and enforcement. Please note module in OneCouncil (addressing complaints management to be implemented). It's anticipated the earliest start in April 2026. Resourcing considerations to assist with enforcement capabilities.
S1.7	Ranger Services	People	2.5	2.5.1	Community Awareness - Safety and Security Initiatives	Provide a campaign to improve community awareness of safety and security initiatives.	Annual	Planned start Q3		N/A	N/A	Planned Start Q3	Planned to start in Q3. Initiatives are being finalised before key business units meet.
S1.7	Ranger Services	Place	7.2	7.2.6	Karrakatta Cemetery - Safety and Amenity	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.	28-29	Initiation & Planning	Internal meeting with key business units to understand considerations and improvements for the cemetery.	15%	15%	On-Track	Meeting held 04/12/2025 with internal key business units to identify key issues surrounding safety, amenity and visual screening planting. Discussed next steps and proposing to meet with MCB before March 2026.
S3.1	Strategic Urban Planning	People	1.3	1.3.1	Local Heritage Survey	Update the Local Heritage Survey and list of places the City deems are, or may become, of heritage significance.	26-27	Initiation & Planning	Appointment of heritage consultant to develop the new Heritage Survey and List. Undertake initial background work.	25%	25%	On-Track	Consultant for Local Heritage Survey (Stephen Carrick) has been appointed in November 2025. Background work reviewing existing place records has commenced and the City is preparing for initial community engagement.
S3.1	Strategic Urban Planning	Planet	5.1	5.1.1	Sustainability Strategy	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.	26-27	Select Phase Q2	City to prepare a scope that will provide the structure and content for the Sustainability Strategy. Set up internal working groups within the organisation to assist in developing the sustainability strategy + identification of all stakeholders for engagement.	15%	15%	On-Track	Scope for the Sustainability strategy has been completed. Internal working group has been established. Engagement has commenced with stakeholders. Organisation has develop a list of areas for consideration and is in the process of researching.
S3.1	Strategic Urban Planning	Place	6.1	6.1.1	Local Planning Framework	Review of 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.	27-28	Planning	Scope the project (Local Planning Strategy and Local Planning Scheme No.3 review), preparation of 'Report of Review', approval of 'Report of Review by City and WAPC	15%	15%	On-Track	project scope, project plan and program completed. Report of Review completed - Approved by Elected Members in June 2025 and WAPC in October 2025. City has appointed Lead Town Planning Consultant (CDP Urban Design and Town Planning) to assist the City in preparing a new Local Planning Strategy. Work has commenced.
S3.1	Strategic Urban Planning	Place	6.1	6.1.2	Scheme Amendment 103 - Stirling Highway (limits on building heights)	Progress Scheme Amendment 13 - Stirling Highway and related policies to introduce limits on building heights.	25-26	Execution & Closure	Scheme Amendment has already been approved by the City and referred to the WAPC. WAPC have referred amendment to the Minister (early 2025) and has been waiting a decision from the Minister.	100%	100%	Complete	Minister for Planning just before Christmas 2025 issued an approval to the amendment subject to conditions. The City has since responded to the conditions and has submitted the amendments to the WAPC.
S3.1	Strategic Urban Planning	Place	6.1	6.1.3	Local Planning Policy 03.1 - Sustainability Policy (Residential)	Review the City's Local Planning Policy 3.1 - Sustainability Policy (Residential)	25-26	Execution & Closure	Local Planning Policy 3.1 has been prepared and was adopted o the 27 February 2024.	100%	100%	Complete	The Local Planning Policy was adopted on the 27 February 2024.
S3.1	Strategic Urban Planning	Place	6.1	6.1.4	Mt Claremont Masterplan	Prepare the Mt Claremont Masterplan to resolve land use within and surrounding the Subiaco Wastewater Treatment Plant odour buffer and Graylands Hospital.	25-26	Execution & Closure	The Mount Claremont Masterplan was adopted in August 2025.	100%	100%	Complete	The Masterplan was adopted in August 2025.
S3.1	Strategic Urban Planning	Place	6.1	6.1.7	Developer Contribution Plan and Local Planning Policy - Upgrade Laneways	Prepare a Developer Contribution Plan and Local Planning Policy to upgrade the City's numerous laneways and guide development adjacent to the laneways.	26-27	Planning & Execution	Develop a scope of work for the project, appoint a consultant to undertake the project in two phases - phase 1 - Laneway Audit, Phase 2 - Implementation (possible Development of a Developer Contribution Plan)	35%	35%	On-Track	In November 2025 the City appointed TBB Planning Consulting to undertake the preparation of a Laneway Audit and Implementation which may include the preparation of a developer Contribution Plan. Initial Laneway Audit (on site inspection) has been completed and early engagement with the community has commenced.

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S3.1	Strategic Urban Planning	Place	7.2	7.2.2	Public Open Space	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.	26-27	Initiation & Planning	City to appoint consultant to assist the City in completing the preparation of a 'whole of City' Public Open Space Strategy as part of the Local Planning Strategy review.	15%	15%	On-Track	The City appointed CDP Town Planning and Urban Design to prepare a new Local Planning Strategy for the City in November 2025. This will include the preparation of a POS Sub-Strategy. The City has provided base data to the consultant to commence the work.
S3.1	Strategic Urban Planning	Prosperity	9.1	(SP) 9.1.2	Place Vision-Nedlands Town Centre	Develop a Place Vision for the Nedlands Town Centre.	27-28	Initiation & Planning	The City to develop a scope of work for the project and cost to include within the 2026/27 budget.	5%	5%	On-Track	Preparation of the scope of work is underway.
S3.1	Strategic Urban Planning	Prosperity	9.1	(SP) 9.1.5	Place Plan-Mt Claremont Shopping Precinct	Develop a Place Plan for Mt Claremont Shopping Precinct to revitalise and activate the community hub.	27-28	Initiation & Planning	The City to develop a scope of work for the project and cost to include within the 2026/27 budget.	5%	5%	On-Track	Preparation of the scope of work is underway.
S3.1 S5.2	Strategic Urban Planning and Director	Prosperity	9.1	(SP) 9.1.1	UWA-QEII Precinct Plan	Partner with the State Government and City of Perth to prepare a UWA-QEII Precinct Plan.	27-28	Initiation & Planning	The City has met with the DPLH and received a briefing on the project. The project is in its early stages - DPLH are preparing a scope of work for a consultant to develop a structure plan and other planning framework.	5%	5%	Monitor	The City is not the lead agency driving the Improvement Plan. The City will continue to liaise with the DPLH to further the project.
S3.1 S5.2	Strategic Urban Planning and Director	Prosperity	9.1	(SP) 9.1.3	Place Plans-Hampden Rd and Broadway	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.	27-28	Initiation & Planning	The City to develop a scope of work for the project and cost to include within the 2026/27 budget.	5%	5%	On-Track	Preparation of the scope of work is underway.
S5.2	Director	People	1.3	1.3.4	Sunset Precinct, Jutland Parade	Advocate for heritage and activation works to be completed at the Sunset Precinct, Jutland Parade.	28-29	Initiation	The City to consider scope for the project.	5%	5%	On-Track	The City has met with selected stakeholders and is considering the scope of work for the project including potential design competition.
18												<p>Program/ Project Status Definition</p> <ul style="list-style-type: none"> ● Complete: Action is complete ● Not Commenced: Action not started (explain reason in comments) ● On-Track: Action progressing as planned and milestones achieved for quarter ● Monitor: Action not progressing as planned, requires monitoring ● Off-Track: Action not progressing as planned, requires support and intervention 	

Council Plan-CBP 2025/26: Quarter 2 Report - Capital Program

Council Plan Strategic Pillar	Council Plan Objective	CAPITAL WORK PROGRAM 1 July 2025 to 30 June 2026 (OCM-27-08-2026) Project Description	Budget 2025/26 \$ OCM-27-08-2026	Actual Year to Date 31-12-2025 \$ OCM-11-02-2026	Actual YTD 31-12-2025 \$ %	Planned Q1+Q2: Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase.	Planned Q1+Q2: % Project Complete	Report Q2 Project Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	Report Q2 YTD-Q2 % Project Complete	Report Q2: July - Dec 2025 Comment 25/26 Quarter 2
		Natural Environment									
Planet	4.2	Urban Forest Strategy (UFS)	62,121	75,171	121%	Planning & Execution	Draft completed. To go to Commissioners 28 January 2026	85%	On-Track	85%	Pending approval by Commissioners. Approved by Commissioners January 2026.
Planet	4.1	Foreshore Reserve - Greenway Development (28307)	89,678	-	0%	Select Phase Q2	Complete in 2024/25	100%	Complete	100%	Complete - in 2024/25 (CFwd).
		Parks									
Place	7.2, 5.1	Foreshore Management Design - WATERWISE INITIATIVE next stage after endorsement (increase Community Capital; Ensure Quality Open Space; Improve ecological health)	50,000	-	0%	Initiation & Planning	Complete Foreshore Management Design and seek Commissioner approval	80%	On-Track	80%	Due for report in early February
Place	7.2, 5.1	Nedlands Park Reserve & Croquet - Borehole and headworks upgrade - WATERWISE INITIATIVE	62,950	-	0%	Initiation & Planning	Undertake Consultation and Procurement	10%	On-Track	10%	Scheduled for February 2026.
Place	7.2, 5.1	Rogersons Gardens - Inspection of borehole and assess condition - WATERWISE INITIATIVE	15,000	6,465	43%	Planning & Execution	Inspect and clean, as required, using current tendered contractor	90%	Complete	100%	Complete - November 2025. Some minor parts may be required later in the financial year.
Place	7.2, 5.1	Charles Court Reserve - Borehole and headworks upgrade - WATERWISE INITIATIVE	40,000	-	0%	Initiation & Planning	Undertake Consultation and Procurement	10%	On-Track	10%	Scheduled for February 2026.
Place	7.2, 5.1	Nedlands Library - Borehole and headworks upgrade - WATERWISE INITIATIVE	69,300	-	0%	Initiation & Planning	Undertake Consultation and Procurement	10%	On-Track	10%	Scheduled for February 2026.
Place	7.2, 5.1	Daran Park - aerator and jockey upgrade - WATERWISE INITIATIVE	20,000	6,138	31%	Planning & Execution	Replace pumps using existing Procurement contractor	100%	On-Track	100%	Jockey Pump and Oxygen Pump completed December 2025. Note further works were identified in February 2026.
Place	7.2, 2.2	Harris Park Playground upgrade	71,500	-	0%	Initiation & Planning	Undertake Consultation and Procurement	75%	On-Track	20%	Pending final evaluation but may be impacted by Caretaker period. Awarded in February 2026.
Place	7.2	Swanbourne Beach shelter replacement	93,687	-	0%	Initiation & Planning	Undertake Consultation and Procurement	50%	Not Commenced	5%	Held back awaiting Parks Style Guide adoption. May need alternative course due to caretaker period. Quotation received 23 February 2026.
Place	7.2, 2.2	Charles Court Reserve Floodlights*	750,000	3,000	0%	Initiation & Planning		50%	Not Commenced	10%	Yet to Commence works due to delays in DBCA approval.
Place	7.2, 5.1	Enviroscape Plans - multiple - College Park., Lawler Park, Leslie Graham, Masons Gardens, Mt Claremont Oval - WATERWISE INITIATIVE	40,000	-	0%	Initiation	Not Scheduled priority - just review old concepts	5%	Not Commenced	5%	Not scheduled as yet.
Place	7.2, 2.5	Parks - College Park Reserve Floodlighting*	351,898	-	0%	Planning & Execution	Monitor Club run project - installation and commissioning	100%	Monitor	90%	Lighting tests required by FOCUS to ensure AS compliance as of February 2026.
Place	7.2, 2.2	Parks - David Cruickshank Reserve Floodlighting*	343,342	285,974	83%	Execution	Installation and Commissioning	100%	On-Track	95%	Pending communication SIM cards for lights as of February 2026.
* Grant		Sub Total:	2,059,476	376,748	18%						

Council Plan-CBP 2025/26: Quarter 2 Report - Capital Program

Council Plan Strategic Pillar	Council Plan Objective	CAPITAL WORK PROGRAM 1 July 2025 to 30 June 2026 (OCM-27-08-2026) Project Description	Budget 2025/26	Actual Year to Date 31-12-2025	Actual YTD 31-12-2025	Planned Q1+Q2: Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Planned Q1+Q2: July - Dec 2025 Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase.	Planned Q1+Q2: % Project Complete	Report Q2	Report Q2	Report Q2: July - Dec 2025
			\$	\$	\$ %				Project Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	YTD-Q2 % Project Complete	Comment 25/26 Quarter 2
		Building									
Place	7.1	Maisonettes all units - Upgrade main distribution board current distribution board does not comply.	35,000	28,944	83%	Planning & Execution	Contractor assigned to instal main distribution boards	50%	Complete	100%	Project complete.
Place	5.2	Retaining walls and fence John XXIII Depot remedy unstable slopes incl design and construction.	350,000	-	0%	Initiation & Planning	RFQ in progress	25%	On-Track	25%	Procurement in progress : RFQs issued for Geotechnical Investigation and Design Consultant. Design to be completed prior to construction
Place	7.1	City wide air-conditioning program	42,185	-	0%	Planning & Execution	Work in progress	75%	On-Track	75%	Work in progress
Place	7.1	City wide flooring program	40,036	14,200	35%	Planning & Execution	Work in progress	75%	On-Track	75%	Work in progress
Place	7.1	City wide painting program	42,185	25,055	59%	Planning & Execution	Work in progress	75%	On-Track	75%	Work in progress
Place	7.1	Hackett Hall Demolition	203,300	-	0%	Planning	RFT process and assigning of contractor	50%	On-Track	90%	Project completed
Place	7.1	Roofing / Safety Anchor Program	38,099	-	0%	Planning & Execution	Work in progress	75%	On-Track	75%	Work in progress
Place	7.1	Strickland Street Infant Health Centre - Renewal	63,498	-	0%	Planning & Execution	Work in progress	75%	Complete	100%	Additional works identified on top of the original scope - rewire
		Sub Total:	814,303	68,198	8%						
		Roads									
Place	8.3	Roads - Stubbs Terrace.* (Multi year project. Only FY 2025/26 considered)	353,600	-	0%	Initiation & Planning	Design in progress	25%	Monitor	25%	Design in progress. Construction planned in Q4
Place	8.3	Roads - Asquith St (Stage 1)	250,000	-	0%	Initiation & Planning	Design in progress	25%	Monitor	25%	Design in progress. Construction planned in Q4
Place	8.3	Roads - Kennedia Laneway Renewal	402,690	130,473	32%	Execution	Procurement in progress	30%	On-Track	30%	(Stage 1 complete, in defect liability period) Stage 2 and 3 project planned for construction in Q3/Q4
Place	8.3	Roads - The Avenue - Traffic Calming (Black Spot)*	1,549,200	835,037	54%	Execution	Construction in progress	80%	On-Track	80%	Construction in progress. Planned for completion in March 2026
Place	8.3	Roads - Monash Ave - Road Rehabilitation* (Smyth to East of Clifton)	716,313	7,468	1%	Closure	Construction completed - Currently in defect liability period	95%	On-Track	95%	Construction completed - Currently in defect liability period
Place	8.3	Roads - Victoria Ave - Road Rehabilitation* (Waratah to Watkins)	1,395,468	913,703	65%	Closure	Construction completed - Currently in defect liability period	95%	On-Track	95%	Construction completed - Currently in defect liability period
Place	8.3	Roads - Waratah Ave - Road Rehabilitation* (Robert to Alexander)	731,855	155,767	21%	Closure	Construction completed - Currently in defect liability period	95%	On-Track	95%	Construction completed - Currently in defect liability period
Place	8.3	Roads - Webster Street - Road Rehab (Stirling Hwy to Edward)	55,978	3,007	5%				Not Commenced	0%	On hold

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			\$	\$	\$ %	• Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase.		● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track		
		Drainage									
Place	5.2	Drainage improvement - Taylor Rd upgrade to connect to new pits and pipes	100,000	-	0%	Initiation & Planning	Design in progress and construction planned in Q4	25%	On-Track	25%	Design in progress and construction planned in Q4
Place	5.2	Drainage improvement - Edwards Green upgrade to connect to new pits and pipes	100,000	3,518	4%	Execution	Design completed and construction in progress	75%	On-Track	75%	Design completed and construction in progress
Place	5.2	Drainage Civil Works Program (Reactive & Unplanned)	88,250	4,490	5%	Execution	Construction in progress	75%	On-Track	75%	Design completed and construction in progress
Place	5.2	Drainage Soakwell Installation Program (Reactive & Unplanned)	88,250	43,745	50%	Execution	Construction in progress	75%	On-Track	75%	Design completed and construction in progress
Place	5.2	Capital - Drainage	30,000	-	0%	Execution	Construction in progress	75%	On-Track	75%	Design completed and construction in progress
Place	5.2	Drainage Improvement - Jenkins Ave Catchment (Taylor Road)	261,550	76,568	29%	Initiation & Planning	Design in progress and construction planned in Q4	25%	On-Track	25%	Design in progress and construction planned in Q4
* Grant		Sub Total:	6,123,154	2,173,775	36%						
		Bus Shelters									
Place	8.2	Bus shelter upgrade co-funded with PTA*	60,000	-	0%	Initiation & Planning	Bus shelters identified for renewal	25%	On-Track	25%	Bus shelters identified for renewal
		Asset Management									
Place	8.3	Investigation and Design Asset Management Plan PIGG - 40kmh strategy and parking strategy	100,000	8,600	9%	Initiation & Planning		25%	On-Track	25%	
Place	8.3	4 x Electronic Speed Display Signs Management in high speed areas	30,000	-	0%	Planned start Q3	N/A	0%	Planned Start Q3	0%	
* Grant		Sub Total:	190,000	8,600	5%						
		Plant & Fleet									
Performance	11.1	Fleet Renewal - Flt 106 1GBM398 : Hino Tipper - Landscape	145,000	-	0%	Planning & Execution	Specifications completed	25%	On-Track	25%	Documents completed ready for procurement
Performance	11.1	Fleet Renewal - Flt 107 1GBM399 : Hino Tipper - Landscape	145,000	-	0%	Planning & Execution	Specifications completed	25%	On-Track	25%	Documents completed ready for procurement
Performance	11.1	Fleet Renewal - 1TAE380 : Polmac B/Tail - 80206	22,727	20,256	89%	Execution & Closure	Delivered	100%	Complete	100%	
Performance	11.1	Fleet Renewal - 1TAE381 : Polmac B/Tail - 80207	22,727	20,256	89%	Execution & Closure	Delivered	100%	Complete	100%	
Performance	11.1	Plant Trailer for Mini Excavator	16,800	10,950	65%	Execution & Closure	Delivered	100%	Complete	100%	
Performance	11.1	Flt 100 Hino 300 Series Crew Cab Modifications	13,500	-	0%	Initiation & Planning	Specifications completed	100%	On-Track	70%	Documents completed ready for procurement
Performance	11.1	Flt 101 Hino 300 Series Crew Cab Modifications	13,500	-	0%	Initiation & Planning	Specifications completed	100%	On-Track	70%	Documents completed ready for procurement
Performance	11.1	Depot - Decommission Underground Fuel Tank	20,000	-	0%				Not Commenced	0%	THIS PROJECT MAY BE DEFERED TO 2026/27 in light of the mid year budget review
Performance	11.1	1AJN270: Caterpillar Forklift	54,545	49,925	92%	Execution & Closure	Delivered	100%	Complete	100%	
Performance	11.1	1ENI491 : Hino Maintenance Truck	155,000	170,879	110%	Execution & Closure	Delivered	100%	Complete	100%	
Performance	11.1	1ETL928 : Squirrel 805/SD	54,545	-	0%	Execution & Closure		90%	On-Track	90%	
		Sub Total:	663,344	272,265	41%						

Council Plan-CBP 2025/26: Quarter 2 Report - Capital Program

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			\$	\$	\$ %	Action/ Project Phase: • Planned start Q3 • Planned start Q4 • Initiation • Planning • Execution • Closure	Milestone Milestone - a significant point or event in the Project/ Action that marks progress and signals the completion of a major deliverable or phase.	% Project Complete	Project Status 25/26 Q2 ● Complete ● Not Commenced ● On-Track ● Monitor ● Off-Track	YTD-Q2 % Project Complete	Comment 25/26 Quarter 2
			OCM-27-08-2026	OCM-11-02-2026							
		ICT									
Performance	11.1	Network equipment replacement (Switches, UPS, Firewall)	250,000	-	0%	Planned start Q3	N/A	0%	Planned Start Q3	0%	
Performance	11.1	Additional Access Points (WiFi) (for Depot and Administration blackspots)	30,000	-	0%	Planned start Q3	N/A	0%	Planned Start Q3	0%	
Performance	11.1	New Headcount IT equipment for new positions 25/26	105,000	-	0%	Execution	New equipment for growth ordered	20%	On-Track	20%	Procurement being conducted as demand requires or new services identified
Performance	11.1	Library destop/laptop to replace Virtual Desktop Instances	75,000	-	0%	Planned start Q3	N/A	0%	Planned Start Q3	0%	
Performance	11.1	Fringe Benefit Tax/ safety car system	35,000	-	0%	Closure		N/A	Not Commenced	0%	Not proceeding
Performance	11.1	CCTV upgrade	18,000	-	0%	Planned start Q3	N/A	0%	Planned Start Q3	0%	
		Sub Total:	513,000	-	0%						
		TOTAL CAPITAL WORKS PROGRAM	10,363,277	2,899,587	28%						



12 CONFIDENTIAL ITEMS

REASON FOR CONFIDENTIALITY

This Report is **CONFIDENTIAL** in accordance with Section 5.23(2) of the Local Government Act 1995 (LG Act) which provides that the Committee may close to members of the public a meeting, or part of a meeting, if the meeting (or part meeting) deals with any of the following:

Item 12.1 - Internal Audit Log Status Update

5.23(4)(e)(e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations

Item 12.2 - Strategic Risk Assessment Report

5.23(4)(e)(e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations

The Commissioners are reminded that, should Council resolve to close to members of the public that part of its meeting at which this Report and related documents is to be considered, then they are to ensure that the information remains **CONFIDENTIAL** and should not disclose the content of this Report or any related document to any other person. To do so may be an improper use of the information under section 5.93 of the LG Act.

Committee Recommendation and Decision

That, in accordance with *Section 5.23(2) of the Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to items 12.1 and 12.2, 5.23(4)(e)(e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations; the Committee declares the meeting closed to the public at 4:13 pm.

Moved: Commissioner Caddy Seconded: Commissioner Hart

CARRIED UNANIMOUSLY 3-0

For: Commissioner Caddy, Commissioner Hart and C Adams
Against: Nil



12.1 Internal Audit Log Status Update

Report Number	ARC06.03.26
Applicant	City of Nedlands
Disclosure of Interest	Nil
Voting Requirements	Simple Majority
Authority/Discretion	Executive
Contributing Officer	Mikayla Chambers - Senior Governance Officer
Responsible Officer	Jonathan Allen – Manager Governance and Risk Management
Director	Arthur Kyron - Interim Chief Executive Officer
Attachments	Nil

Officer Recommendation and Council Decision

The Committee **RECEIVES** the Internal Audit Log report (Attachment 1).

Moved: Commissioner Caddy **Seconded:** Commissioner Hart

CARRIED UNANIMOUSLY 3-0

For: Commissioner Caddy, Commissioner Hart and C Adams

Against: Nil



12.2 Strategic Risk Assessment Report

Report Number	ARC07.03.26
Applicant	City of Nedlands
Disclosure of Interest	Nil
Voting Requirements	Simple Majority
Authority/Discretion	Executive
Contributing Officer	Mikayla Chambers - Senior Governance Officer
Responsible Officer	Jonathan Allen – Manager Governance and Risk Management
Director	Arthur Kyron - Interim Chief Executive Officer
Attachments	Nil

Officer Recommendation

The Committee **RECEIVES** the Strategic Risk Register (Attachment 1).

Commissioner Caddy proposed an Amended Motion.

Amended Motion and Council Decision

The Committee **ACKNOWLEDGES** the Strategic Risk Register (Attachment 1).

Reason:

To provide clarity on the recommendation that the Committee is acknowledging the updated report.

Moved: Commissioner Caddy Seconded: Commissioner Hart

CARRIED UNANIMOUSLY 3-0

For: Commissioner Caddy, Commissioner Hart and C Adams

Against: Nil



Committee Recommendation and Decision

That the Committee RE-OPENS the meeting to members of the public at 4:31 pm.

Moved: Commissioner Hart

Seconded: Commissioner Caddy

CARRIED UNANIMOUSLY 3-0

For: Commissioner Caddy, Commissioner Hart and C Adams

Against: Nil



13 ANY OTHER BUSINESS

- Commissioner Caddy

I would like to acknowledge this is the last meeting of the Audit Risk and Improvement Committee before the election of the new Council. I would like to thank Chris Adams and Colin Murphy for attending and chairing various meetings of the Audit Risk and Improvement Committee.



14 DATE OF NEXT MEETING

Committee Recommendation and Decision

The date of the next meeting of the Audit, Risk and Improvement Committee Meeting will be determined at the first Ordinary Council Meeting with newly elected Council in April 2026.



15 DECLARATION OF CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 4:32 pm.