City of Nedlands

MINUTES

Audit, Risk and Improvement Committee Meeting

Wednesday 12 August 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.

Disclaimer

Members of the public who attend ARIC meetings should not act immediately on anything they hear at the meetings. Confirmed minutes provide clarification of the ARIC's final position.

Table of Contents

1 DECLARATION OF OPENING

I am now pleased to declare this Audit, Risk and Improvement Committee Meeting of the City of Nedlands open at 1:32 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, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Committee Members	
Ms L Browner	Mayor
Mr G Ruscoe	Councillor | Hollywood Ward
Mr C Pan	Councillor | Dalkeith Ward (Online)
Mr J Coleman	Councillor | Melvista Ward (Online)
Ms J Cutler	Independent Member (Presiding Member)
Mr C Adams	Independent Member (Deputy)
Local Government Monitor	
Mr A Jacob	Local Government Monitor
Staff	
Mr A Kyron	Interim Chief Executive Officer
Ms N Jennings	Acting Director City Performance and Community Development
Mr S Amasi	Director City Infrastructure and Environment
Ms R Stanton-Horne	Executive Assistant to CEO and Governance Support (minutes)

Apologies

0

Leave of Absence

S Kobelke	Coastal Ward
Mr B Thompson	Director City Development and Regulatory Services
Mr J Allen	Manager Governance and Risk Management

Public

0

Media

0

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, June 2026

Committee Recommendation and Decision

The Minutes of the Audit, Risk and Improvement Committee Meeting held Wednesday, 17 June 2026 are to be CONFIRMED.

Moved: **Chris Adams** **Seconded:** **Mayor Leonie Browner**

CARRIED UNANIMOUSLY 6-0

For: **Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner**
Against: **Nil**

9 REPORTS

9.1 Improvement Plan - Project updates

Report Number	**ARIC12.06.2026**
Applicant	City of Nedlands
Disclosure of Interest	Nil
Voting Requirements	Simple Majority
Authority/Discretion	Executive
Contributing Officer	Andrew Van Rooyen - Chief Information Officer Jonathan Allen - Manager Governance and Risk Management Lorraine Driscoll - Consultant
Responsible Officer	Arthur Kyron - Interim Chief Executive Officer
Director	Arthur Kyron - Interim Chief Executive Officer
Attachments	1. Improvement Plan - City of Nedlands - FINAL VERSION [**9.1.1**] 2. Project Close Out Report City Finances [**9.1.2**] 3. Project Close Out Report Elected Member Perfor [**9.1.3**] 4. CONFIDENTIAL REDACTED - Project Close Out Report Knowledge Management [**9.1.4**]

Purpose

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) with an update on the completion of the three priority workstreams identified under the City of Nedlands Improvement Plan (formerly the Remediation Plan), namely:

- City Finances and Cost Management Project;
- Elected Member Performance Optimisation Project; and
- Knowledge Management Project.

Officer Recommendation

The Committee RECOMMENDS to Council that Council NOTES the outcomes of the three priority workstreams from the City of Nedlands Improvement Plan.

Moved: Mayor Leonie Browner Seconded: Cr Charles Pan

Chris Adams proposed an Amended Motion.

Amendment Motion

The motion be amended as follows:

The Committee RECOMMENDS to Council that Council NOTES the reported progress of the three priority workstreams from the City of Nedlands Improvement Plan.

Reason:
Being asked to note the outcome of items that we have had limited involvement and exposure to. The amended motion more accurately reflects ARIC members involvement in the process.

Moved: Chris Adams Seconded: Cr Glenn Ruscoe

CARRIED UNANIMOUSLY 6-0

For:	**Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner**
Against:	**Nil**

Substantive Motion and Committee Decision

The Committee RECOMMENDS to Council that Council NOTES the reported progress of the three priority workstreams from the City of Nedlands Improvement Plan.

Moved: Mayor Leonie Browner Seconded: Cr Charles Pan

CARRIED UNANIMOUSLY 6-0

For:	**Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner**
Against:	**Nil**

Background

The City of Nedlands Improvement Plan was developed in response to the findings of the Commissioners and Interim Chief Executive Officer, which identified significant governance, cultural, financial and organisational challenges requiring coordinated improvement. The Improvement Plan was formally documented in March 2026, with a project charter to guide the implementation of key organisational reforms.

The purpose of the Improvement Plan is to strengthen governance, culture, financial sustainability, service delivery performance and infrastructure management to restore community confidence and organisational capability.

To support delivery, a project governance framework was established comprising Council, the Audit, Risk and Improvement Committee (ARIC), a Project Board and Project Teams responsible for delivering specific improvement initiatives.

Seven project workstreams were established:

- City Finances and Cost Management Project;
- Elected Member Performance Optimisation Project;
- Knowledge Management Project;
- Customer Service, Stakeholder Advocacy, Communications and Engagement Project;
- Staff Attraction and Retention Project;
- City Infrastructure Project; and
- City Vision, Values and Cultural Transformation Project.

Following an assessment of organisational risk and priority, three workstreams were identified as high-priority projects requiring implementation within a one to three-month timeframe. An update on the deliverables for each of these is set out below.

City Finances and Cost Management Project

This project was established to strengthen the City's long-term financial sustainability and improve strategic financial decision-making. Areas of focus included:

- Long-term financial planning.
- Rating strategy.
- Revenue diversification.
- Asset optimisation.
- Investment management.
- Cost driver analysis.
- Identification of cost-reduction opportunities.

Elected Member Performance Optimisation Project

This project focused on strengthening governance capability through the development of a structured framework for Elected Member onboarding, development and continual improvement. Areas of focus included educating Councillors on:

- Statutory responsibilities.
- Governance knowledge.
- Meeting procedures.
- The Code of Conduct.
- Decision-making capability.
- Respectful Council conduct.

Knowledge Management Project

This project was established to improve organisational knowledge retention and process maturity.

The project has fundamentally changed how knowledge is managed across the City. Areas of focus included establishing:

- SharePoint as the authoritative source of organisational information.
- Nintex Process Manager as the authoritative source of business processes and procedures.
- AI-enabled search and retrieval capabilities through Microsoft Copilot

- Formal process and knowledge ownership and governance arrangements.
- Improved information architecture and navigational design.
- Documentation of priority business processes across all directorates.
- Sustainable governance mechanisms to ensure knowledge remains current and maintained.
- Councillor Portal Enhancements

The three priority projects have now completed their respective scopes of work and delivered a range of initiatives aimed at strengthening financial sustainability, governance effectiveness and organisational capability. The attached Project Close-Out Reports have been prepared by the respective Project Managers.

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

Performance
11. Effective leadership and governance.

Financial Implications

The delivery of the three priority projects aims to strengthen the City's long-term financial sustainability and ensure available resources are allocated effectively and strategically. As the projects enter business-as-usual, a summary of the financial implications for each is considered below.

City Finances and Cost Management Project
The *Cost driver analysis* and *Identification of cost-reduction opportunities* pieces of work will need to be considered in future budgets. All other work is absorbed in business-as-usual. The 2026/27 budget includes budget for a dedicated resource for revenue diversification.

Elected Member Performance Optimisation Project
Business-as-usual. Budgeted in Elected Member training.

Knowledge Management Project
Business-as-usual. No additional licencing or personnel costs.

Legislative and Policy Compliance

Nil

Risk Considerations

Delivery of these projects is a mitigant that reduces exposure to financial, service delivery and ICT risks.

Analysis and Conclusion

The completion of the City Finances and Cost Management Project, Elected Member Performance Optimisation Project and Knowledge Management Project represents an important milestone in the delivery of the City of Nedlands Improvement Plan.

Collectively, these projects have delivered foundational improvements in the areas of financial sustainability, governance effectiveness and organisational capability. The outcomes provide a stronger basis for long-term financial planning, Elected Member development, organisational knowledge retention and consistent business processes across the City.

While the projects have reached completion, several recommendations and improvement initiatives will continue to be implemented through business-as-usual activities and ongoing improvement planning.

In addition to the completion of the three priority workstreams, the Customer Service, Stakeholder Advocacy, Communications and Engagement, Staff Attraction and Retention, City Infrastructure, and City Vision, Values and Cultural Transformation rojects continue to progress in accordance with the approved project governance framework and project structure. These projects remain under the oversight of the Project Board, with progress, key milestones and outcomes to continue being reported to ARIC through the established Improvement Plan reporting arrangements.

It is recommended that ARIC recommend to Council the adoption of the outcomes of the three priority Improvement Plan workstreams. Attached are the Project Close-Out Reports for ARIC's information and oversight.

City of Nedlands

Improvement Plan

March 2026

Table of Contents

INTRODUCTION

The findings of the Commissioners and the Interim Chief Executive Officer of the City of Nedlands (Attachment 1), outline the significant breadth and depth of the issue facing the Council. These issues will require focused and sustained action over at lease 5-years to be rectified. To do this, a project management structure is proposed.

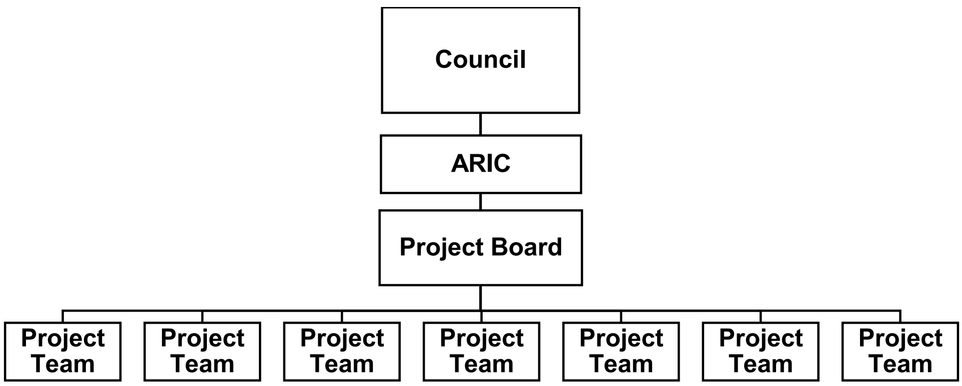
The many areas are best approached by utilising project teams that have defined foci, teams of reference and timetable.

PROJECT METHODOLOGY

The remediation of the issues facing the City will be managed by using elements of the PMBOK project management system. The system sets out the levels.

1. Council – Consists of the Mayor and Elected Members who will be responsible for endorsing the recommendations of the City's final Improvement Plan.
2. Audit Risk and Improvement Committee (ARIC) - is a Council-appointed advisory body that provides independent oversight of financial reporting, risk, and compliance to support informed decision-making.
3. Project Board – Responsibility and authority for the Improvement Plan. Accountable for the success of the project; provide direction; authorising resources; communication.
4. Project Team – Work on the designated projects set by the Project Board. To ensure the project produces the required outputs.
5. Project Manager – Responsible for the day-to-day management of the Project Team. Keeps the team focused on delivering the output in accordance with time, cost, and quality. Communicates progress to The Project Board and manages the Project Team allocation of tasks.

PROJECT STRUCTURE



PROJECT PURPOSE

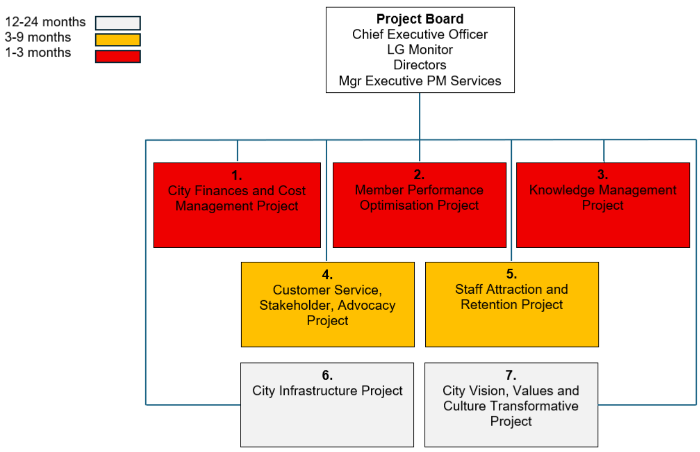
Strengthen governance, culture, financial stability and service delivery performance of the City's infrastructure assets to restore community confidence and organisational capability.

PROJECT CHARTER

The Chater for the City of Nedlands Improvement Plan is below.

Project Title	The City of Nedlands Improvement Plan
Project Sponsor & Approval	The City of Nedlands Council
Project Director	The City of Nedlands Chief Executive Officer
Project Date	26 February 2026
Project Customer	The City of Nedlands Council and Community
Project Purpose	The report into the issues facing the City of Nedlands presents a clear and compelling case for change. There are clear focus areas for immediate attention to strengthen the City of Nedlands governance, culture, financial suitability and service delivery. Inaction on any of the problem area well further deteriorate the viability and reputation of the City. The resulting Improvement Plan that will be developed through the implementation of this project plan will include key recommendations for the Council to endorse and the City to implement moving forward across the key 8 areas identified in the Project Description.
Project Description	The project will focus on 7 areas. 1. **City Finances and Cost Management Project** Terms of Reference: 1.1 Prepare a long-term rating strategy. 1.2 Develop revenue diversification strategies. 1.3 Develop a long-term Asset Optimisation Plan for the City's land and built assets to generate a better return on the assets. 1.4 Review the City's cash investments to derive a better return. 1.5 Develop a Long-Term Financial Plan (10+ years) aligned to infrastructure renewal demand and workforce projections. 1.6 Determine cost drivers. 1.7 Recommend cost reduction proposals. 1.8 Prepare cost reduction impacts on service levels and productivity. 2. **Member Performance Optimisation Project** Terms of Reference:

	2.1 Develop a module approach to Elected Members performance optimisation (to encompass short term onboarding/optimisation and long-term professional development plan). To incorporate the following areas: • Statutory role knowledge. • Process knowledge. • Meeting procedures. • EM Code of Conduct. • Judgement and decision making. • Dignified Council conduct. **3. Knowledge Management Project** Terms of Reference: 3.1 Determine key business processes. 3.2 Documentation of business processes. 3.3 Develop a meta-process for managing processes. 3.4 Develop a knowledge management system to retain access of corporate knowledge. **4. Customer Service, Stakeholder, Advocacy Project, Communications and Engagement** Terms of Reference: 4.1 Review existing Customer Service Charter. 4.2 Review and develop Customer Service standards. 4.3 Develop a customer service model for the City based on analysis of the customer value proposition. 4.4 Develop an Advocacy Strategy focusing on positioning the City of Nedlands and Government, Government agencies and the Sector. 4.5 Develop a Stakeholder Management Plan. 4.6 Develop Communication and Engagement Strategy. **5. Staff Attraction and Retention Project** Terms of Reference: 5.1 Review an update the City of Nedlands Working from Home Policy. 5.2 Determine factors, positive and negative, influences attraction and retention of staff. 5.3 Develop strategies to positively influence staff attraction and retention. 5.4 Determine the role of management and implement approaches to improve staff retention. **6. City Infrastructure Project** Terms of Reference: 6.1 Prepare a “State of City Infrastructure Condition” Report.

	6.2 Identify priority infrastructure works based on 6.1. 6.3 Review community infrastructure and the level of provision for the population size and demographics of the City. 6.4 Develop a 5-10-year Asset Management Plan. **7. City Vision, Values and Cultural Transformation Projects** Terms of Reference: 7.1 Develop a new vision for the City 7.2 Develop new corporate values and values-based behaviours. 7.3 Implement an OCI/OEI survey to establish the cultural profile of the organisation. 7.4 Subject to 7.3, prepare strategies to address key variables that influence organisational culture.
Project Priorities	The following chart sets out the priorities for the 7 projects. The project diagram is below:  The priorities in the red boxes require immediate action and implantation of output within 1-3 months: 1. City Finances and Cost Management Project. 2. Elected Member Performance Optimisation Project. 3. Knowledge Management Project. The priorities in the orange boxes require action and implementation of output in 3-9 months: 4. Customer Service, Stakeholder Advocacy Project. 5. Staff Attraction and Retention Project. The Priorities in the grey boxes require action and implementation over a 12–24-month timeframe:

	6. City Infrastructure Project. 7. City Vision, Values and Cultural Transformation Projects.

STRUCTURE DEFINITION & RESOURCING

The following includes the definition and resourcing of each component of the project structure.

Council
The Council consists of the Mayor, Deputy Mayor and the Elected Members of the 4 Wards.

Audit Risk and Improvement Committee (ARIC)
The Audit, Risk and Improvement Committee (ARIC) is a Council-appointed advisory body that supports the Council in overseeing financial reporting, risk management, and compliance with relevant legislation. It operates without executive or management powers and provides independent advice and recommendations to assist informed Council decision-making.

Project Board
The Project Board will consist of the following:
- CEO (Chairperson & Project Director),
- Local Government Monito
- ARIC Independent Member
- Director City Performance and Community Development
- Director City Development and Regulatory Services
- Director City Infrastructure and Environment
- Manager Executive and Project Management Servies

Project Team
Participants for The Project Teams will be invited from across the organisation for all projects and where necessary some projects will require the engagement of specialist private consultants.

Each project team will have an assigned project manager which has been listed below for each of the project focus areas:

1. **City Finances and Cost Management Project**
- Project Manager and Advisory Consultant – L Driscoll
- Project Team – Acting Director City Performance and Community Development, Management Accountant, Acting Coordinator Accounting Services, Coordinator Strategic Strategy and Performance
- Advisory Consultant – NA

2. **Member Performance Optimisation Project**
- Project Manager – Manager Governance and Risk Management
- Project Team – Process and Organisational Improvement Analyst, Senior Governance Officer, Executive Assistant to CEO and Governance Support

- Advisory Consultants:
    - Steven Tweedie (Governance Consultant)
    - WALGA (Elected Members Direct Training)
    - TBA - Critical Thinking Modules

3. Knowledge Management Project

- Project Manager – Chief Information Officer
- Project Team – Process and Organisational Improvement Analyst, SharePoint Support Engineer, IT & SharePoint Support Analyst, Change Manager
- Advisory Consultant – NA

4. Customer Service, Stakeholder Advocacy Project

- Project Manager – Manager Executive and Project Management Services
- Project Team – Coordinator Customer Service, Community Engagement and Stakeholder Relations Specialist, Multimedia and Marking Specialist, Senior Customer Service Officer
- Advisory Consultant – NA

5. Staff Attraction and Retention Project

- Project Manager – Chief People Officer
- Project Team – People and Culture Business Partner, Change Manager, Coordinator Strategic Planning, Manager Engineering and Maintenance, Coordinator Communications
- Advisory Consultant – NA

6. City Infrastructure Project

- Project Manager – Director Infrastructure and Environment
- Project Team – Manager Parks and Environment, Manager Assets, Manager Engineering and Maintenance
- Advisory Consultant – NA

7. City Vision, Values and Cultural Transformation Projects

- Project Manager – Organisational Development Business Partner
- Project Team – Acting Coordinator Environment and Conservation, Ranger, Urban Planner, Manager Health and Compliance
- Advisory Consultant – NA

City of Nedlands

Remediation and Improvement Plan

Project Close-Out Report

1. Project Details

Project Name	City Finances and Cost Management Project
Project Manager / Team Leader	Lorraine Driscoll
Executive Sponsor / Director	Arthur Kyron
Project Start Date	5 May 2026
Original Target Completion Date	30 July 2026
Actual Completion Date	Ongoing
Final Project Status	[ ] Completed [X] Partially Completed [ ] Closed Early [ ] Transitioned to Business as Usual
Final RAG Status	[X] On Track [ ] At Risk [ ] Off Track
SharePoint Project Folder	City Finances and Cost Management

2. Project Purpose

The City Finances and Cost Management Project is a priority workstream of the CEO's Improvement Plan. The project purpose is to strengthen the City of Nedlands' long-term financial sustainability by clarifying the financial pressures, cost drivers and revenue limitations affecting the organisation, and by identifying practical, evidence-based options for cost management and revenue improvement.

3. Original Objectives and Intended Outcomes

Objective	Status	Comments
Prepare a long-term rating strategy	Achieved	Completed, not endorsed: Rating Strategy 2026-2031
Develop revenue improvement and diversification strategies	Achieved	Completed, not endorsed: Revenue Diversification Opportunities
Long-Term Financial Plan (10+ years) aligned to infrastructure renewal demand and workforce projections	Achieved	High level plan has been developed. Supportive narrative provides background. Recommend comprehensive LTFP be developed as soon as Asset Management Plan and Workforce Plan have been reviewed and updated.
Determine cost drivers	Achieved	Completed
Recommend cost reduction proposals	Achieved	Completed: Cost Management Report

City of Nedlands
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Prepare cost reduction	Achieved	Not started – Recommend Service Review as catalyst

4. Summary of Work
Key deliverables (working drafts):

- **Long Term Financial Plan –** Narrative Explanation of background and information required for LTFP completion. The revised Long Term Financial Plan should be regarded as a high-level strategic financial model that provides indicative financial direction only. A detailed and fully integrated Long Term Financial Plan should be prepared as a priority once the Workforce Plan, Asset Management Plans and supporting financial information have been reviewed and updated.

- **Cost Management Report** Recommends an evidence-based Service Review Framework and establishes an easy use classification mode as opposed to an across the board percentage cuts.
- **Rating Strategy 2026-2031** Sets out the differential rating framework.
- **Revenue Diversification Opportunities** Revenue opportunities identified and prioritisation framework set and recommended.

5. Outstanding or Incomplete Items
Nil Incomplete.

6. Performance Against Project Schedule
The Project Charter set the following milestones:

- Charter Approved (April)
- Cost Driver Analysis Complete (June)
- Long-Term Rating Strategy Draft (June)
- Revenue Diversification Strategy Draft (June)
- Long-Term Financial Plan Draft (June)
- Council Consideration (July) and
- Final Remediation Recommendations (July).

7. Final Risks and Issues
List any risks or issues that remain open at project closure.

Risk / Issue	Likelihood	Impact	Mitigation / Control	Owner
Limited internal capacity	High	High	Prioritise this work over conflicting priorities	CEO

8. Decisions and Approvals Outstanding
9. Transition to Business as Usual

Ongoing Activity / Responsibility	Business Owner	Frequency	Document
Review cost reductions in line with the recommended framework	Multiple	Once	Cost

Business owner acceptance confirmed: Yes through ELT and CEO endorsement

10. Records and Document Control

Document / Record	Complete	Not Applicable
Final project plan or action plan	[x]	[]
Final status report	[x]	[]
Deliverables and supporting documents	[x]	[]
Meeting papers and minutes	[ ]	[x]
Procedures, templates or guidance developed	[ ]	[x]
Training materials and attendance records	[ ]	[x]

11. Stakeholder Communication and Handover

Stakeholder / Group	Communication or Handover Completed	Date	Comments
CEO	Handover document	29/07/26	To incoming CEO

12. Lessons Learned
Identify the main lessons that should be applied to future City projects or improvement initiatives.
What worked well
- Clear direction

What could have been improved
- Resourcing availability
- Access to data

Recommendations for future projects
- Ensure project team established and provided support to participate in project activities

13. Project Manager / Team Leader Assessment
I recommend that this project be closed with outstanding actions transferred to business as usual

14. Portfolio Review

Review Item	Outcome
Close-out report reviewed	[X] Yes [ ] No
Project outcomes validated	[X] Yes [ ] No [ ] Partially
Outstanding actions transferred	[X] Yes [ ] No [ ] Not Applicable
Risks transferred to appropriate register	[X] Yes [ ] No [ ] Not Applicable
Benefits monitoring required	[ ] Yes [X] No
Recommended closure status	[X] Close [ ] Close with Actions [ ] Extend [ ] Escalate

Portfolio comments:
[Insert comments]

15. Approval

Role	Name	Date
Project Manager / Team Leader	Lorraine Driscoll	4 August 2026
Executive Sponsor / Director	Arthur Kyron	6 August 2026

Final Closure Statement
The project has been reviewed against its approved objectives, deliverables, risks, budget, records and ongoing operational requirements.
All outstanding actions, risks and ongoing responsibilities have either been completed or formally transferred to an identified business owner.
The project is therefore:
[X] Formally closed
[ ] Closed subject to completion of the attached outstanding actions
[ ] Not approved for closure
Closure effective date: 6 August 2026

City of Nedlands

Remediation and Improvement Plan

Project Close-Out Report

1. Project Details

Project Name	Member Performance and Optimisation Project
Project Manager / Team Leader	Jonathan Allen
Executive Sponsor / Director	Chief Executive Officer
Project Start Date	1 April 2026
Original Target Completion Date	3 month 'red project'
Actual Completion Date	6 August 2026
Final Project Status	Phase 1 completed; Phase 2 transitioned to business as usual through the Governance Maturity Roadmap
Final RAG Status	On Track
SharePoint Project Folder	Member Performance Optimisation Project

2. Project Purpose

To equip newly onboarded Elected Members with the knowledge, skills and behavioural expectations required to effectively fulfil their statutory, governance and decision-making responsibilities.

The project purpose was set in the context of both:-

- historical issues at the City with Councillor relationships and dynamics; and
- the immediate need to onboard an almost entirely new set of Councillors to the City following the full spill election in March 2026.

3. Original Objectives and Intended Outcomes

Objective / Intended Outcome	Achieved	Partially Achieved	Not Achieved	Comments
Develop a module approach to Elected Members performance optimisation to incorporate the following areas:	Yes			Phase 1 of the project is complete, with all agreed training modules secured and delivered. This was the core 'red' 3 month project.

Objective / Intended Outcome	Achieved	Partially Achieved	Not Achieved	Comments
• Statutory role knowledge. • Process knowledge. • Meeting procedures. • EM Code of Conduct. • Judgement and decision making. • Dignified Council conduct.				
Develop a long term strategy for Elected Members ongoing professional development: • During the remainder of the Elected Members terms. • To encompass onboarding of new Elected Members following further election periods.		Yes		Work has begun with Elected Members to revise their training and professional development approach and policies. This Phase 2 of the project will continue through the Governance Maturity Roadmap for the City and a move to 'business as usual' approach in developing and maintaining appropriate training pathways for Elected Members.

4. Summary of Work Completed

A comprehensive onboarding and training process was designed and delivered for Elected Members following elections in March 2026.

The design of the module delivery was focused on ensuring members (8 of which were new to the role) could be provided with the core knowledge required to fulfill their roles within the first few months of their term; operate together in a productive and co-operative matter; and apply critical thinking approach to the difficult decisions facing members within their first few months in office.

This included:

- Elected Member induction sessions run by ELT and Governance
- Delivery of an Elected Member Governance day course by consultant Steven Tweedie.
- Delivery at the City of the Understanding Financial Reports and Budgets course by a WALGA representative – with early delivery to all Elected Members ahead of them having to consider the annual budget.
- Council Meeting procedure sessions, to develop process Elected Member and procedural knowledge.
- Critical Thinking skills course, by Australian Institute of Management, run as a joint course for senior staff and Elected Members.
- Councillors Working Together (6 session course), run by Veraison.

Phase 2 of the project is to be delivered through an update of core Elected Members Policies, including a structured approach to training needs and delivery. An Elected Member forum has been held to discuss the development pathways, and the final approach and its final review and implementation is now budget dependent. As such, this element of the project will be delivered as by the Governance and Risk Management team, as party of its Governance Maturity Roadmap for the City.

5. Outstanding or Incomplete Items

As above, having delivered the 'red' project providing Elected Member onboarding, Phase 2 will be delivered as part of the Governance Maturity Roadmap – moving to a position of professional development and onboarding being 'business as usual'. This will be further developed once budgets for professional development and training are finalised.

6. Outcomes and Benefits Achieved

There has been a steep learning curve for Elected Members, heightened by the budget issues and decisions that have accompanied their first few months in office. The delivery of Phase 1 has provided Elected Members with the essential knowledge to carry out their governance and overview functions. The long term outcome of sessions to 'optimise' Elected Member performance, apply critical thinking skills and work collaboratively, will be lived out over their remainder of their term in office.

7. Performance Against Project Schedule

Phase 1 was completed and is ready for closure.

Phase 2 has been transferred into the Governance Maturity Roadmap, where it can be prioritised and monitored alongside related governance improvements.

8. Resource Position

Field	Details
Approved Resources	Phase 1 was delivered within existing organisational resources; no separate project budget is recorded in this close-out report.
Resource Impacts	Ongoing Phase 2 work will be scheduled through the Governance Maturity Roadmap and the development of the Elected Member polices. Elected Member training will need to be delivered within the approved EM budget. Particular consideration will need to be given to the onboarding of any new Councillors in the October 2027 elections.

9. Final Risks and Issues

There is no suggestion that delivery of Phase 1 should limit training aspirations for the current Elected Members over the remainder of their term. The key barrier to their future and ongoing development will be the availability of appropriate budget resource. Given the current financial constraints, the focus of the Elected Member training and development policy will need to reflect a tailored approach to best meet individual Elected Member needs – the relevant policies will continue to be developed in consultation with Elected Members.

Elected Member training and professional development is cyclical by nature. Future Elected Members should benefit from a similar pattern of training. The training over the previous months has been cost effective due to the large number of new Elected Members in the role. This will therefore need to be dealt with in the future with a combination of in-house training, tailored/refined modules, and a specific allocation within ‘election year’ budgets for onboarding training.

10. Decisions and Approvals Outstanding

The Elected Member training and professional development policies will be brought forward to Council, for Council approval, following finalisation of the budget.

11. Transition to Business as Usual
Responsibility for delivery of training programmes will move into the Governance and Risk Management Office, working in partnership with the work with the Executive and Project Management Office.

Elected Member policies, will be reviewed on a 2 yearly cycle, with specific consideration given at the annual budget review cycle to the available resourcing for that year.

16. Portfolio Review

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Review Item	Outcome
Close-out report reviewed	[X] Yes [ ] No
Project outcomes validated	[X] Yes [ ] No [ ] Partially
Outstanding actions transferred	[X] Yes [ ] No [ ] Not Applicable
Risks transferred to appropriate register	[X] Yes [ ] No [ ] Not Applicable
SharePoint records complete	[X] Yes [ ] No
Benefits monitoring required	[X] Yes [ ] No
Recommended closure status	[X] Close [ ] Close with Actions [ ] Extend [ ] Escalate

Portfolio comments:
[Insert comments]

17. Approval

Role	Name	Date
Project Manager / Team Leader	Jonathan Allen	6 August 2026
CEO	Arthur Kyron	6 August 2026

Final Closure Statement
The project has been reviewed against its purpose, Phase 1 objectives, deliverables and risks. Phase 1 is complete.

Phase 2 training and optimisation activities have been transferred to the Governance Maturity Roadmap, being brought into business as usual. Delivery will be owned by the Governance and Risk Management Office, working in partnership with the Executive and Project Management Office – and under the direction of the Chief Executive Officer.

The project is therefore:
☒ Closed with continuing actions transferred to business as usual through the Governance Maturity Roadmap
☐ Formally closed with no continuing actions
☐ Not approved for closure
Closure effective date: 6 August 2026

10 CONFIDENTIAL ITEMS

The below Reports are **CONFIDENTIAL** in accordance with Section 5.23(2), of the Local Government Act 1995 (LG Act) which provides that the ARIC may close to members of the public a meeting, or part of a meeting, if the meeting (or part meeting) deals with a matter identified in sub sections (a) – (h) of section 5.23(2). The reports listed below have been identified as confidential for the following reasons:

Item 10.1: Annual Financial Audit 24/25

- Section 5.23(4)(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;

ARIC Members are reminded that, should ARIC 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.

Officer Recommendation and Committee Decision

The Committee, 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 section 5.23(4)(e)*,* declares the meeting closed to the public at 1:38 pm.

Moved: Mayor Leonie Browner Seconded: Chris Adams

CARRIED UNANIMOUSLY 6-0

For: Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner
Against: Nil

10.1 Annual Financial Audit 24/25

Report Number	**ARIC13.06.2026**
Applicant	City of Nedlands
Disclosure of Interest	Nil
Voting Requirements	Simple Majority
Authority/Discretion	Executive
Contributing Officer	Laurence Williams - Process and Organisational Improvement Analyst
Responsible Officer	Thushara Wijesiri - Manager Financial Services
Director	Noelene Jennings - Acting Director City Performance and Community Development
Attachments	1. CONFIDENTIAL REDACTED - City of Nedlands [**12.2.1**] 2. CONFIDENTIAL REDACTED City of Nedlands [**12.2.2**] 3. CONFIDENTIAL REDACTED City of Nedlands [**12.2.3**]

Officer Recommendation

That the Audit Risk and Improvement Committee:

1. **RECEIVES the:**
    - **OAG audit opinion 2024/25**
    - **Annual Financial Report 2024/25**
    - **Audit Management Letter 2024/25**
2. **NOTES the Audit Management Letter (including audit findings and management response recommendations)**
3. **RECOMMENDS that Council take the actions set out by Management in the Audit Management Letter**

Moved: Mayor Leonie Browner   Seconded: Cr Glenn Ruscoe

Chris Adams proposed an Amended Motion.

Amendment Motion

The motion be amended as follows:

That the Audit Risk and Improvement Committee:

1. **RECEIVES the:**
    - **OAG audit opinion 2024/25**
    - **Annual Financial Report 2024/25**
    - **Audit Management Letter 2024/25**
2. **NOTES the Audit Management Letter (including audit findings and management response recommendations)**
3. **RECOMMENDS that Council take the actions set out by Management in the Audit Management Letter**

4. **REQUESTS a report be prepared for the next ARIC September meeting on the status and time frames for the 2025 / 2026 audit.**

Reason:
Conscious of tight time frames for the 2025 / 2026 audit.

Moved: Chris Adams **Seconded: Mayor Leonie Browner**

CARRIED UNANIMOUSLY 6-0

For: **Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner**
Against: **Nil**

Substantive Motion and Committee Decision

That the Audit Risk and Improvement Committee:

1. **RECEIVES the:**
   - **OAG audit opinion 2024/25**
   - **Annual Financial Report 2024/25**
   - **Audit Management Letter 2024/25**
2. **NOTES the Audit Management Letter (including audit findings and management response recommendations)**
3. **RECOMMENDS that Council take the actions set out by Management in the Audit Management Letter**
4. **REQUESTS a report be prepared for the next ARIC September meeting on the status and time frames for the 2025 / 2026 audit.**

Moved: Mayor Leonie Browner **Seconded: Cr Glenn Ruscoe**

CARRIED UNANIMOUSLY 6-0

For: **Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner**
Against: **Nil**

Officer Recommendation

The Committee RE-OPENS the meeting to members of the public at 1:48 pm.

Moved:	**Mayor Leonie Browner**	**Seconded:**	**Chris Adams**

CARRIED UNANIMOUSLY 6-0

For:	**Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner**
Against:	**Nil**

11 ANY OTHER BUSINESS

Nil

12 DATE OF NEXT MEETING

Committee Recommendation and Decision

The next meeting of the Audit, Risk and Improvement Committee Meeting is Wednesday, 9 September 2026 at 1:30PM

Moved: **Mayor Leonie Browner** **Seconded:** **Chris Adams**

CARRIED UNANIMOUSLY 6-0

For: **Chris Adams, Cr Charles Pan, Cr Glenn Ruscoe, Cr Julian Coleman, Jane Cutler and Mayor Leonie Browner**
Against: **Nil**

13 DECLARATION OF CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 1:58 pm.