



TOWN OF  
VICTORIA PARK

## Agenda Briefing Forum Agenda – 4 November 2025

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**WE'RE OPEN**  
**VIC PARK**

Please be advised that an **Agenda Briefing Forum** will be held at **6:30 PM** on **Tuesday 4 November 2025** in the **Council Chambers**, Administration Centre at 99 Shepperton Road, Victoria Park.

**Mr Carl Askew – Chief Executive Officer**  
30 October 2025

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# 1 About the Agenda Briefing Forum

The purpose of the Agenda Briefing Forum is to ask questions and seek clarity on the draft Ordinary Council Meeting agenda, in line with the Agenda Briefing, Concept Forum and Council Workshops Policy.

The meeting is open to all members of the public, except during the consideration of matters deemed confidential in line with the *Local Government Act 1995*.

Members of the public that are directly impacted by an item on the agenda may participate in the meeting through a deputation. A deputation is a presentation made by one individual or a group up to five people affected (adversely or favourably) by a matter on the agenda. Deputations may not exceed 10 minutes. A [Deputation Form](#) must be submitted to the Town no later than 24 hours prior to the meeting and is to be approved by the Chief Executive Officer.

All others may participate in the meeting during the allotted Public Participation Time. While it is not required, members of the public are encouraged to submit their questions and statements in advance by [email](#) or by completing the [Public Question/ Statement Form on the Town's website](#). Please note that questions and statements at the Agenda Briefing Forum must be related to agenda items only.

For any questions regarding the Agenda Briefing Forum or any item presented in the draft agenda, please contact the Governance team at [GovernanceVicPark@vicpark.wa.gov.au](mailto:GovernanceVicPark@vicpark.wa.gov.au).

## Disclaimer

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Any advice provided by an employee of the Town on the operation of written law, or the performance of a function by the Town, is provided in the capacity of an employee, and to the best of that person's knowledge and ability. It does not constitute, and should not be relied upon, as a legal advice or representation by the Town. Any advice on a matter of law, or anything sought to be relied upon as representation by the Town, should be requested in writing.

Noting that the Agenda Briefing Forum is only for the purpose of seeking further information on the draft Ordinary Council Meeting Agenda, and does not constitute a decision-making forum, any person or entity who has an application or submission before the Town must not rely upon officer recommendations presented in the draft agenda. Written notice of the Council's decision, and any such accompanying conditions, will be provided to the relevant person or entity following the Ordinary Council Meeting.

## **2 Opening**

## **3 Acknowledgement of country**

### **Acknowledgement of the traditional owners**

*Ngany djerapiny Wadjak – Noongar boodja-k yaakiny, nidja bilya bardook.*

I am honoured to be standing on Whadjuk - Nyungar country on the banks of the Swan River.

*Ngany kaaditj Noongar moort keny kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaadijtin, moort, wer boodja ye-ye.*

I acknowledge the traditional custodians of this land and respect past, present and emerging leaders, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

*Ngany youngka baalapiny Noongar birdiya wer moort nidja boodja.*

I thank them for the contribution made to life in the Town of Victoria Park and to this region.

## **4 Announcements from the Presiding Member**

### **4.1 Purpose of the Agenda Briefing Forum**

The purpose of this forum is to provide an opportunity for Elected Members to ask questions and obtain additional information on officer reports in the draft Ordinary Council Meeting agenda. It is not a decision-making forum, nor is it open for debate.

Members of the public that may be directly affected by an item on the agenda can make presentations, deputations, statements, and ask questions, prior to the matter being formally considered by Council at the next Ordinary Council Meeting.

### **4.2 Notice of recording and live-streaming**

All participation in the meeting will be audio recorded and live-streamed on the Town's website. The live-stream will be archived and made available on the Town's website after the meeting.

### **4.3 Conduct of meeting**

All those in attendance are expected to extend due courtesy and respect to the meeting by refraining from making any adverse or defamatory remarks regarding Council, the staff or any elected member. No one shall create a disturbance at a meeting by interrupting or interfering with the proceedings through expressing approval or dissent, by conversing, or by any other means.

All questions and statements made by members of the public are not to personalise any elected member or member of staff. Questions and statements are to be directed to the Presiding Member, who may choose to call upon an officer of the Town, or another elected member, to assist with responses.

#### **4.4 Public participation time**

There is an opportunity to ask questions and make statements at the beginning and end of the meeting.

The opportunity to ask questions and make statements at the end of the meeting is limited to those members of the public who did not participate in the first public participation time at this meeting.

Public participation time will be held for 30 minutes. Any additional time must be by agreement from the meeting and will be in five-minute increments.

#### **4.5 Questions taken on notice**

Responses to questions taken on notice that relate to an agenda item will be presented in the officer report for the Ordinary Council Meeting agenda under the heading 'Further consideration'.

## 5 Attendance

### Mayor

Ms Karen Vernon

### Banksia Ward

Cr Claire Anderson

Cr Andra Biondi

Cr Peter Melrosa

Cr Lindsay Miles

### Jarrah Ward

Cr Sky Croeser

Cr Scott Ingram

Cr Jack Gordon-Manley

Cr Daniel Minson

### Chief Executive Officer

Mr Carl Askew

### Chief Community Planner

Mr David Doy

### Chief Operations Officer

Ms Alison Luobikis

### Acting Chief Financial Officer

Mr Trent Prior

### Manager Governance and Strategy

Ms Bernadine Tucker

### Secretary

Ms Winnie Tansanguanwong

### Public liaison

Ms Tomoko Kidahashi

## 5.1 Apologies

## 5.2 Approved leave of absence



## **6 Declarations of interest**

### **6.1 Declarations of financial interest**

A person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the local government, or an employee or committee of the local government or member of the Council of the local government, in a particular way, result in a financial gain, loss, benefit or detriment for the person.

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

An employee is required to disclose their financial interest and if required to do so by the Council must disclose the extent of the interest, where they are providing advice or a report to the Council. Employees may continue to provide advice to the Council in the decision-making process if they have disclosed their interest.

### **6.2 Declarations of proximity interest**

A person has a proximity interest in a matter if the matter concerns: a) a proposed change to a planning scheme affecting land that adjoins the person's land; b) a proposed change to the zoning or use of land that adjoins the person's land; or c) a proposed development (as defined in section 5.63(5) of the *Local Government Act 1995*) of land that adjoins the persons' land.

Land adjoins a person's land if: a) the proposal land, not being a thoroughfare, has a common boundary with the person's land; b) the proposal land, or any part of it, is directly across a thoroughfare from, the person's land; or c) the proposal land is that part of a thoroughfare that has a common boundary with the person's land. A person's land is a reference to any land owned by the person or in which the person has any estate or interest.

A member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration.

Employees are required to disclose their proximity interests where they are providing advice or a report to the Council. Employees may continue to provide advice to the Council in the decision-making process if they have disclosed their interest.

### **6.3 Declarations of interest affecting impartiality**

Elected members (in accordance with Code of Conduct for Council Members, Committee Members and Candidates) and employees (in accordance with the Code of Conduct for employees) are required to declare any interest that may affect their impartiality in considering a matter. The declaration must disclose the nature of the interest. This declaration does not restrict any right to participate in or be present during the decision-making process.

- 7 Public participation time**
- 8 Presentations**
- 9 Deputations**
- 10 Method of dealing with agenda business**

## 11 Chief Executive Officer reports

### 11.1 Council Resolutions Status Report - October 2025

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Governance Officer
<b>Responsible officer</b>	Manager Governance and Strategy
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Outstanding Council Resolutions Status Report October 2025 [<b>11.1.1</b> - 43 pages]</li><li>2. Completed Council Resolutions Status Report October 2025 [<b>11.1.2</b> - 20 pages]</li></ol>

#### Summary

The Council Resolution status reports are provided for Council's information.

#### Recommendation

That Council:

1. Notes the Outstanding Council Resolutions Report as shown in attachment 1.
2. Notes the Completed Council Resolutions Report as shown in attachment 2.

#### Background

1. On 17 August 2021 Council resolved as follows:

*That Council:*

1. *Endorse the inclusion of Council Resolutions Status Reports as follows:*
  - a) *Outstanding Items – all items outstanding; and*
  - b) *Completed Items – items completed since the previous months' report to be presented to each Ordinary Council Meeting, commencing October 2021.*
2. *Endorse the format of the Council Resolutions Status Reports as shown in Attachment 1.*

#### Discussion

The Outstanding Council Resolutions Report details all outstanding items. A status update has been included by the relevant officer/s.

The Completed Council Resolutions Report details all Council resolutions that have been completed by officers from 24 September 2025 to 30 October 2025. A status update has been included by the relevant officer/s.

#### Legal and policy compliance

Not applicable.

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation.
<b>Future budget impact</b>	Not applicable.

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Not applicable.		Low	
Environmental	Not applicable.		Medium	
Health and safety	Not applicable.		Low	
Data, Information Technology and Cyber	Not applicable.		Medium	
Assets	Not applicable.		Medium	
Compliance Breach	Not applicable.		Low	
Reputation	Not applicable.		Low	
Service delivery interruption	Not applicable.		Medium	

## Engagement

Internal engagement	
Stakeholder	Comments
All service areas	Relevant officers have provided comments on the progress of implementing Council resolutions.

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	The reports provide elected members and the community with implementation/progress updates on Council resolutions.

## 11.2 2025 Policy Review

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Manager Governance and Strategy
<b>Responsible officer</b>	Chief Executive Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	1. Policy 312 Transaction Card - Tracked Changes [ <b>11.2.1</b> - 7 pages] 2. Policy 302 Investment - Tracked Changes [ <b>11.2.2</b> - 4 pages]

### Summary

A review of four (4) of the Town's policies identified that they require amendments. This report addresses the findings of the review.

#### Recommendation

That Council:

1. Amends Policy 312 – Transaction Card, as contained in attachment 1
2. Amends Policy 302 – Investment, as contained in attachment 2
3. Notes that Policy 203 – Stormwater Runoff Containment and Policy 255 – Tree Management will be presented to the December Ordinary Council Meeting.

### Background

1. Policy 312 – Transaction Card, was adopted in February 2024 and was last reviewed and amended by Council in May 2025. There was a request from the Audit and Risk Committee for this policy to be reviewed.
2. Policy 302 – Investment. This policy was adopted in November 1995 and was last reviewed and amended by Council in October 2024.

### Discussion

3. On Monday 11 August 2025, a Policy Workshop was held with Elected Members to discuss a number of policies that had been reviewed. These four policies were discussed at this workshop.
4. Policy 312 – Transaction Card

This policy was adopted in February 2024 and was last reviewed and amended by Council in May 2025. There was a request from the Audit and Risk Committee for this policy be presented to the next Policy Workshop. As such, this policy has undergone a review with the following changes recommended:

- Update to the policy objective and policy scope
- The policy definition of Cardholder has been amended
- Minor change to the Allocation of a Transaction Card section to incorporate compliance with Town policies
- Grammatical changes to Credit Card Credit Limits

- Major changes to cardholder obligations
- Insertion of a new clause that requires all transactions to be referred for review and approval
- Changes to Management Control

#### 5. Policy 302 – Investment

This policy was adopted in November 1995 and was last reviewed and amended by Council in October 2024. This policy has undergone a review with the following changes recommended:

- Minor change to Approved Investment that references including Flexi and At Call Deposits
- Updates to the Credit Framework Limits.

#### 6. Policy 203 – Stormwater Runoff Containment

This policy was adopted by Council in August 1997 and was last reviewed and amended by Council in June 2021. This policy requires further amendments to the following:

- Amendment to the policy objective
- Adding a policy definition for 'Water Sensitive Urban Design'
- Adding to the policy statement to consider Water Sensitive Urban Design

#### 7. Policy 255 – Tree Management

This policy was adopted in August 1997 and was last reviewed and amended by Council in August 2023. A request has been received by the Mayor for this policy to be presented to this Policy Workshop. A review of this policy has identified a number of changes are required. This includes:

- Inserting a policy statement that the Town is responsible for the, planting, maintenance, care and removal of trees situated within the Crown Land road reserves, parks, public spaces and assets managed by the Town.
- Amending the policy statement relating to Tree Planting and its location within the policy

#### 8. Policies 203 and 255 are undergoing further review and will be presented to the December Ordinary Council Meeting.

## Relevant documents

Not applicable.

## Legal and policy compliance

[Section 2.7\(2\)\(b\) of the Local Government Act 1995](#) – to determine the local government's policies.

## Financial implications

<b>Current budget impact</b>	Not applicable
<b>Future budget impact</b>	Not applicable

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial			Low	
Environmental			Medium	
Health and safety			Low	
Data, Information Technology and Cyber			Medium	
Assets			Medium	
Compliance Breach	Not reviewing policies may lead to non-compliance with regulation.		Low	Treat the risk by conducting regular reviews of policies.
Reputation	Not reviewing policies to ensure they are fit for purpose may impact on the Towns reputation.		Low	Treat the risk by conducting regular reviews of policies.
Service delivery interruption	Not reviewing policies may impact service delivery.		Medium	Treat the risk by conducting regular reviews of policies.

## Engagement

Internal engagement	
Stakeholder	Comments
Elected Members	A policy workshop was held with elected members on 11 August 2025.
Relevant staff	Relevant staff have provided feedback.

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL1 – Effectively managing resources and performance.	Conducting regular reviews of policies ensures that the policies align with the strategies and resources of the Town.
CL3 - Accountability and good governance.	Conducting regular reviews of policies ensures they are up to date and are fit for purpose.

## Further consideration

## 11.3 Policy 022 - Elected Member Professional Development

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Manager Governance and Strategy
<b>Responsible officer</b>	Chief Executive Officer
<b>Voting requirement</b>	Absolute majority
<b>Attachments</b>	1. Policy 022 Elected member professional development [ <b>11.3.1</b> - 5 pages]

### Summary

In accordance with section 5.128(5)(a) of the *Local Government Act 1995*, Council must review Policy P022 Elected Member Professional Development after each ordinary election. The policy has been reviewed and minor changes are proposed.

#### Recommendation

That Council amends Policy P022 Elected Member Professional Development as contained in Attachment 1.

### Background

1. Under Section 5.128(5)(a) of the *Local Government Act 1995* (the Act), a local government must review their policies relating to professional development after each ordinary election.
2. Policy P022 Elected Member Professional Development was first approved by Council in April 2020, and was last reviewed in April 2025.

### Discussion

3. A further review of Policy P022 Elected Member Professional Development has been undertaken, with the following change proposed:
  - The \$25,000 figure be removed and costing be reflected in the Annual Budget each year, to allow for inflationary adjustments

### Relevant documents

Not applicable.

### Legal and policy compliance

[S.5.128\(5\)\(a\) of the \*Local Government Act 1995\*](#)

### Financial implications

#### Current budget impact

Not applicable



<b>Future budget impact</b>	Not applicable
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## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial		High	Low	
Environmental			Medium	
Health and safety			Low	
Data, Information Technology and Cyber			Medium	
Assets			Medium	
Compliance Breach	Failure to comply with statutory obligations.	Moderate	Low	Treat the risk by reviewing Policy P022 Elected Member Professional Development
Reputation			Low	
Service delivery interruption			Medium	

## Engagement

Not Applicable.

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	<i>Increased accountability and compliance with the Local Government Act 1995.</i>

## Further consideration

## 12 Chief Community Planner reports

### 12.1 Victoria Park Xavier Hockey Club - Business Case and Transition to Australian Hockey Centre

<b>Location</b>	Carlisle
<b>Reporting officer</b>	Place Leader (Strategic Planning)
<b>Responsible officer</b>	Chief Community Planner
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Attachment 1 - Victoria Park Xavier Hockey Club Business Case (2025) [<b>12.1.1</b> - 107 pages]</li><li>2. Attachment 2 - Victoria Park Xavier Hockey Club Business Case Appendices (2025) [<b>12.1.2</b> - 110 pages]</li><li>3. Attachment 3 - Grant Agreement (2020) [<b>12.1.3</b> - 17 pages]</li></ol>

#### Summary

This report is seeking endorsement by Council of the Town's Victoria Park Xavier Hockey Club Business Case (Business Case) (ref Attachments 1 and 2) and the recommendation to identify the Australian Hockey Centre (AHC) as the preferred location opportunity for a synthetic turf pitch for the Victoria Park Xavier Hockey Club (VPXHC), thereby satisfying the considerations outlined in Council Resolution 51/22.

On a related matter, this report notes that a \$250,000 WA State Election Commitment Grant for 'Planning and/or construction of a synthetic turf for the Victoria Park Xavier Hockey Club' (the Grant) was awarded to the Town of Victoria Park (the Town) in 2020 by the Department of Local Government, Sport and Cultural Industries (DLGSCI). The Grant has remained unspent with the DLGSCI (now the Department of Creative Industries, Tourism and Sport or CITS) awaiting completion of the Business Case and confirmation of a suitable relocation option for VPXHC to guide expenditure of funds.

Now the Business Case is complete, and the AHC is deemed the most financially viable location opportunity for VPXHC, this report is also seeking endorsement by Council to transfer management of the unspent Grant to VPXHC to enable them to proactively and strategically address transitional planning for their move.

#### Recommendation

That Council:

1. Endorses the following recommendations:
  - a. The option to relocate the full club operations of Victoria Park Xavier Hockey Club within the new 3 storey grandstand at the Australian Hockey Centre, subject to ongoing negotiations with Hockey WA to secure suitable access to synthetic turf to support all club training, developmental and competition commitments.
  - b. That the Town, in partnership with the Victoria Park Xavier Hockey Club, engages with Hockey WA as the primary leaseholder to secure the agreement for the Victoria Park Xavier Hockey Club to transition to the Australian Hockey Centre and associated synthetic turf provision as an anchor tenant on site.

- c. That the Town enters into dialogue with Hockey WA to determine the Heads of Terms in relation to the Lease Agreement between Victoria Park Xavier Hockey Club and Hockey WA.
  - d. That the financial model be reviewed on an ongoing basis to ensure the financial viability of Victoria Park Xavier Hockey Club is maintained throughout the process.
  - e. That the Town assists Victoria Park Xavier Hockey Club to develop a funding strategy to promote the long-term future of the Victoria Park Xavier Hockey Club at the Australian Hockey Centre.
  - f. That, subject to negotiations with Hockey WA not providing a suitable solution for Victoria Park Xavier Hockey Club, the Town retain the option to develop a synthetic turf and grass pitch with associated infrastructure at Charles Paterson Reserve.
2. Endorses transfer of the management of the unspent 2020 WA State Election Commitment Grant, totalling \$250,000, for 'Planning and/or construction of a synthetic turf for the Victoria Park Xavier Hockey Club' to the Victoria Park Xavier Hockey Club to enable them to proactively and strategically address transitional planning for their move to the Australian Hockey Centre.

## Background

### The Business Case:

1. VPXHC have been actively negotiating with the Town for over a decade to relocate to a new location with a synthetic turf playing surface. VPXHC has approximately 700 playing members and is currently based at Fletcher Park, Carlisle.
2. In 2019 the Town undertook a master planning process for Higgins Park and Playfield Reserve, which included an investigation into the feasibility of a synthetic turf pitch for VPXHC. This option was not supported by the Council.
3. At an Ordinary Council Meeting (OCM) on 16 December 2020, the Council resolved that a Hockey Working Group (HWG) be established comprising members of the Administration, VPXHC, Councillors, Hockey WA and community representatives to identify further location opportunities for a synthetic turf pitch.
4. In December 2021, the HWG identified three (3) potential location options which were presented to the Council for endorsement to proceed to a Business Case. These were:
  - (a) Option 1: Charles Paterson Reserve
  - (b) Option 2: McCallum and Taylor Reserve; and
  - (c) Option 3: Perth Hockey Stadium, Curtin University.
5. Council, at its OCM on 15 March 2022 endorsed preparation of a Business Case to explore the feasibility of the three (3) options. \$40,000 for professional services support was included in the 2021/22 mid-year budget review to complete this work.
6. Otium Planning Group was commissioned to prepare the Business Case. The document focused on the following priorities for relocation:
  - (a) VPXHC activities are consolidated in a specific location to maintain a sense of identity;
  - (b) VPXHC to have control over sustaining and growing membership, field scheduling, long term security of tenure, and access to facilities including affordable turf hire; and
  - (c) Income generation is sufficient to operate in a financially sustainable manner over the long-term.

### The Grant:

7. During the 2017 WA State Election, Ben Wyatt MLA, member for Victoria Park, committed \$250,000 to the VPXHC to assist in the development of a synthetic turf pitch.
8. The funding was subsequently allocated through a program for community sports facilities operated by the DLGSCI, on the basis that the synthetic turf was to be constructed on land owned or managed by the Town, and the Town would procure the construction.
9. On 23 December 2020 the Grant Agreement for "Planning and/or construction of a synthetic turf for the Victoria Park Xavier Hockey Club" was signed by then Town CEO. The Grant end date was 15 June 2024 (ref Attachment 3).
10. The Town did not take possession of the funding allocation after signing the Grant Agreement. To date the Grant has remained unspent at the DLGSCI (now known as CITS).
11. The Town has been awaiting completion of the Business Case, and confirmation of a suitable relocation option for VPXHC, to guide expenditure of funds.

## **Discussion**

12. The Business Case to guide the potential development of a synthetic hockey turf and associated facilities for the VPXHC is now complete.
13. The Business Case primary objective is to enhance VPXHC infrastructure to meet its strategic and operational needs, ensuring long-term sustainability and growth.
14. The Business Case has sought to address the following key considerations in identifying a preferred location for a hockey turf to service VPXHC:
  - a. Strategic Alignment: the opportunity to align a new home base for hockey with the potential to support the tourism, sport, leisure, and events sector. This aligns with the Town's strategic direction to enhance community health and wellbeing through quality spaces and community connection.
  - b. Environmental Commitment: the Town is committed to protecting and enhancing its environment. This includes considerations related to water use, foreshore management, limited tree removal, and other environmental impacts. The development of synthetic turf should minimise water use, and other infrastructure should incorporate environmentally sensitive design solutions.
  - c. Community Benefit: the provision of contemporary sporting infrastructure should maximise and diversify community use and benefit, with demonstrated health and social returns. This aligns with the Town's Public Health and Wellbeing Strategy and Social Infrastructure Strategy.
  - d. Financial Viability: VPXHC's proven financial viability is crucial for new infrastructure development. The club have proven they have the capability to generate sufficient income to manage and maintain hockey infrastructure. The main consideration is the development of a synthetic turf surface and adapting club finances to support its ongoing management and replacement of the surface. This requires substantial funding to be set aside on an annual basis.
  - e. Lease and Licensing: a balance needs to be struck between a long-term lease or annual license to protect both the financial viability of new infrastructure and the management of the asset. The Business Case seeks to ensure that any new facility development is appropriately tested and does not adversely impact the Town's current financial commitments and priorities.
  - f. Strategic Positioning: both Hockey WA and state government (through CITS) have indicated that they are unlikely to support the development of additional synthetic turf infrastructure

within central Metropolitan turf without proving its financial viability and ensuring it does not adversely impact on the development of the AHC.

15. The Business Case has considered the following demographic implications, in considering a preferred location for a hockey turf to service VPXHC:
- a. Current Community Profile: the Census usual resident population of the Town in 2021 was 36,889, living in 18,014 dwellings with an average household size of 2.14. The median age is 36, with a relatively even male/female split.
  - b. Youthful Population: compared to WA and Australia, the Town has a relatively low number of residents within the 0-19 age range and a high number of 20 to 39-year-olds as a percentage of the population. This indicates a high demand for sport, recreation, and cultural infrastructure that is attractive to a youthful population.
  - c. Income Levels: generally, the population has a relatively higher level of individual and household income and potential disposable income, which they are willing to expend on sport, recreation, and cultural activities. Hockey tends to attract more affluent participants across all age ranges.
  - d. Public Transport Accessibility: being close to the Central Business District, the resident community is likely to be less reliant on private cars and more likely to access services via available public transport. Readily accessible facilities within proximity to their residents are likely to be in high demand.
  - e. Diverse Population: the Town has a relatively diverse population base compared to WA generally and Australia. The percentage of residents from an Asian background is higher, creating a demand for a wider service offering with a focus on increasing community social connectivity opportunities. Hockey is likely to be in high demand for migrants from countries with a high participation base.
  - f. Projected Population Growth: the age profiling projects an increase in population from 2023 (39,022) to 2041(56,303), highlighting that population growth will be maintained in the 20 to 39 age ranges, with a gradual ageing of the population. This demographic will place a higher demand on facilities that provide for active recreation for all ages.
16. The following three (3) sites were analysed in the Business Case:
- a. Charles Paterson Reserve-G.O. Edwards Reserve: this site offers the potential for a synthetic turf and a grass pitch. However, it faces challenges such as potential impact on mature trees and proximity to residential developments.
  - b. Taylor-McCallum Reserves: this site can accommodate a synthetic turf and two grass pitches. It also offers the potential for a commercial restaurant to support financial viability. However, it faces significant environmental and planning constraints.
  - c. Australian Hockey Centre (formerly Perth Hockey Stadium) at Curtin University: this site provides access to existing hockey infrastructure and the potential for additional synthetic turf. It is the most cost-effective option but lacks flexibility and access to grass pitches. If implemented, it would result in VPXHC becoming the first synthetic turf only club in WA.
17. The Business Case also details a range of financial and operational considerations. A financial model includes assumptions based on current and projected income and expenditure. VPXHC's financial capability to sustain the synthetic turf and associated infrastructure is critical. The preferred management option involves a joint agreement between the Town and VPXHC, with VPXHC responsible for the synthetic turf and the town managing the clubhouse. The following are to be noted:

- a. The financial model projections for the Charles Paterson-GO Edward Reserves (Option 1) indicate revenue in year 1 of \$466,440, increasing to \$674,624 in year 10. Expenditure in year 1 is \$386,778, increasing to \$559,484 in year 10. The operational deficit in year 1 is \$15,353, increasing to \$18,952 in year 3 and reducing thereafter until year 8 when it starts to climb again (having regard to setting aside relevant sinking funds).
- b. For the Taylor-McCallum Reserves (Option 2), revenue in year 1 is \$482,187, climbing to \$697,402 by year 10. Expenditure in year 1 is \$398,325, increasing to \$576,189 in year 10. The operational deficit is \$11,153 in year 1, climbing to a deficit of \$14,487 in year 3. Thereafter it gradually reduces until climbing again from a low point in year 7 of \$7,450 (having regard to setting aside relevant sinking funds).
- c. The AHC (Option 3) operating model base case projections indicate revenue in year 1 of \$329,585, increasing to \$476,685 in year 10. Expenditure in year 1 is \$306,724, increasing to \$443,620 in year 10. The operational surplus in year 1 is identified as \$22,860 which increases to a surplus of \$33,065 in year 10.
- d. The above figures do not include the potential asset management obligations undertaken by the Town under the annual licence agreement. This would be subject to Council agreement for Options 1 and 2. Option 3 at the AHC would require minimal or no capital investment, with the asset management obligations offset by an agreement Hockey WA will have with VenuesWest.
- e. Based on the financial and site analysis, Option 3 is identified as providing the preferred outcome. However, this is subject to further negotiations with Hockey WA. Clarification in respect of usage of the shared clubhouse facility and access to synthetic turf infrastructure (and indoor court infrastructure) will not be known until the end of 2025.
- f. It is to be noted that the assumptions underpinning these model outputs could change after Hockey WA have concluded their negotiations with VenuesWest relating to the operational management of the AHC site and subsequent limitations placed on their negotiations with VPXHC. The financial modelling will need to be reviewed and updated at that time.
- g. A further note of caution is that the financial modelling of the options does not include the additional turf costs of moving more grass teams to train and play on turf at the AHC, and the extent to which these additional costs can be recouped entirely from player fee increases or will require subsidisation by the club, thereby impacting the operational budget. The modelling costs to move teams to synthetic turf, along with any costs passed on to players, are not yet properly understood as they are dependent on future negotiations with HWA.
- (b) Risk Assessment and Mitigation: a comprehensive risk assessment was conducted, identifying potential risks such as adverse government decisions, reputational damage, and environmental impacts. Mitigation measures include ongoing dialogue with stakeholders, public consultation, and detailed technical studies.

18. Considering the above, the Business Case provides the following recommendations:

- (a) To relocate the full club operations of VPXHC within the new three (3) storey grandstand at the AHC, subject to ongoing negotiations with Hockey WA to secure suitable access to synthetic turf to support all club training, developmental and competition commitments. This option is identified as the most financially viable, minimises risks and provides the opportunity to provide all club activities on one site. As a result, VPXHC will be the first club within WA to operate solely on synthetic turf infrastructure.
- (b) That the Administration, in partnership with the VPXHC, engages with Hockey WA as the primary leaseholder to secure the agreement for the VPXHC to transition to the AHC and associated synthetic turf provision as an anchor tenant on site. This is to ensure a fair and

equitable process is available to meet ongoing operational and club development needs of the VPXHC, and that they are 'no worse off' than their current arrangements.

- (c) That the Administration enters into dialogue with Hockey WA to determine the Heads of Terms in relation to the Lease Agreement between VPXHC and Hockey WA.
- (d) That the financial model be reviewed on an ongoing basis to ensure the financial viability of VPXHC is maintained throughout the process.
- (e) That the Administration and VPXHC jointly develop a funding strategy to secure the long-term future of the VPXHC at the AHC. This will necessitate transfer of management of the Grant to the VPXHC to enable them to manage their transitional arrangements (including the gradual transition of use from Fletcher Reserve).
- (f) That, subject to negotiations with Hockey WA not providing a suitable solution for VPXHC, the Town retain the option to develop a synthetic turf and grass pitch with associated infrastructure at Charles Paterson Reserve.

- 19. With the AHC identified as the most financially viable location, it is now appropriate to consider expenditure of the Grant.
- 20. The Grant Agreement between the DLGSCI and the Town expired on 15 June 2024.
- 21. The Grant Agreement is no longer a legally binding document, and CITS are supportive of the management of the Grant transferring to VPXHC.
- 22. At its meeting on 23 July 2025, the HWG had no objections to the Grant Agreement transferring from the Town to VPXHC.
- 23. Therefore, the Administration proposes that the Grant transfer process commences following Council's endorsement of the recommendations outlined in this report.
- 24. Subject to the Council's decision, the transfer of management of the Grant would take place in early 2026 following Ministerial approval. At this time a new Grant Agreement would be drawn up between CITS and VPXHC, with a revised timeline and terms covering VPXHC's transition to the AHC over the next 4 to 5 years. CITS have confirmed their support of the above process and timeline.

## Relevant documents

[Land Asset Optimisation Strategy](#)

[Local Planning Strategy](#)

[Social Infrastructure Strategy](#)

## Legal and policy compliance

Nil.

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation.
<b>Future budget impact</b>	Not applicable.



## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Should Charles Paterson Reserve need to be explored as a fallback position if the AHC proves unworkable, the Town will need to reprioritise finances to proceed with this option.	Moderate	Low	TREAT risk by endorsing the Business Case recommendation to move club operations of VPXHC within the new Australian Hockey Centre.  TREAT risk by prioritising this option (if required) in the Long-Term Financial Plan and undertake appropriate forward planning measures to enable the Administration's capacity to deliver.
Environmental	Not applicable		Medium	
Health and safety	Not applicable		Low	
Data, Information Technology and Cyber	Not applicable		Medium	
Assets	Not applicable		Medium	
Compliance Breach	Not applicable		Low	
Reputation	Not applicable		Low	
Service delivery interruption	Should Charles Paterson Reserve need to be explored as a fallback position if the AHC proves unworkable, the Town will need to reprioritise projects to proceed with this option.	Moderate	Medium	TREAT risk by endorsing the Business Case recommendation to move club operations of VPXHC within the new Australian Hockey Centre.  TREAT risk by prioritising this option (if required) in the Long-Term Financial Plan and undertake appropriate forward planning measures to enable the Administration's capacity to deliver.

## Engagement

Internal engagement	
Stakeholder	Comments
Strategic Projects	Strategic Projects have been continuously informed of the progress of the HWG and Business Case, especially in the context of the Macmillan Precinct redevelopment and club requirements which may emerge from options outlined in that master planning process.
Parks	The Manager Parks has been briefed on the options explored.
Community	The Manager Community is a member of the HWG and therefore understands the options that have been investigated and recommended.

### External engagement



Stakeholders	Hockey Working Group.
Period of engagement	Regular meetings from 2021 to 2025.
Level of engagement	Collaborate.
Methods of engagement	Working Group.
Key findings	Information resulting from engagement with the HWG has been used to inform the Business Case.

Additional engagement to inform Business Plan	
Stakeholders	Hockey WA, Curtin University, CITS, and the Department of Biodiversity, Conservation and Attractions.
Period of engagement	During preparation of the Business Case.
Key findings	Information resulting from engagement with the above parties has been used to inform the Business Case.

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	Actions aligned with the transfer of management of the unspent 2020 WA State Election Commitment Grant from the Town to the Victoria Park Xavier Hockey Club are undertaken within the correct framework to foster trust and transparency.

Environment	
Community Priority	Intended public value outcome or impact
EN5 - Providing facilities that are well-built and well-maintained.	The Town's Victoria Park Xavier Hockey Club Business Case provides a clear rationale for the Victoria Park Xavier Hockey Club to progress transition to a facility that will meet their needs, and the needs of the local community.

## Further consideration

## 12.2 Request to sign MRS Form 1 - Perth Entertainment and Sporting Precinct

<b>Location</b>	Burswood
<b>Reporting officer</b>	Manager Development Services
<b>Responsible officer</b>	Chief Community Planner
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Letter from OMTID regarding MRS Form 1 [<b>12.2.1</b> - 3 pages]</li><li>2. MRS Form 1 [<b>12.2.2</b> - 2 pages]</li></ol>

### Summary

A portion of the Victoria Park Drive and Camfield Drive road reserves form part of the project known as the Perth Entertainment and Sporting Precinct (PESP). The relevant portions of road reserve are owned by the State but the Town has responsibility for their care, control and management. The Minister for Lands has delegated to local government CEO's the power to sign development application forms as the landowner where land is a road for which the local government has care, control and management. The Town's CEO has been requested by the PESP project team to sign the development application form for the use of the relevant portions of road reserve. A signed development application form allows for a development application to be lodged and then assessed. The Town's CEO, while authorised to sign the development application form on behalf of the Town, has elected not to do so and the matter is referred to Council for consideration.

### Recommendation

That Council -

1. Authorise the Chief Executive Officer to sign the development application form at Attachment 2 relating to the development of those portions of the Victoria Park Drive and Camfield Drive road reserves forming part of the Perth Entertainment and Sporting Precinct, subject to the following endorsement -

*Signed only as an Acknowledgement that a development application is being made in respect of a proposal that includes Crown land, Crown reserves under management for the purpose, or road and to permit this application to be assessed under the appropriate provision of the Planning and Development Act 2005 (including any planning scheme). The signature does not represent approval or consent for planning purposes. Further, in the event that the development approval is granted for the proposal, the above signature should not be taken as an acknowledgment of or consent to the commencement or carrying out of the proposed development or to any modification of the tenure or reservation classification of the Crown land component.*

2. Request the Office of Major Transport Infrastructure Delivery to provide information to the Town to consider as part of the development application in relation to construction, maintenance and management responsibilities including funding, for the portions of the Victoria Park Drive and Camfield Drive road reserves forming part of the Perth Entertainment and Sporting Precinct.

## Background

1. On 12 January 2025 Premier Roger Cook announced an election commitment to build a \$217.5 million motorsport street circuit and entertainment precinct at Burswood Park if re-elected at the WA election in March.

2. At the Ordinary Council Meeting on 18 February 2025, the Council resolved as follows :

*"That Council:*

1. *Does not support the construction of a motorsport street circuit (motorplex) at Burswood Park because:*
    - (a) it will have negative impacts on the natural environment, including the Swan River and wetlands, the loss of public open space, tree canopy and wildlife habitat, and carbon emissions;*
    - (b) it will have significant negative impacts on the surrounding residential communities, including noise, odour and light pollution, traffic congestion and loss of amenity;*
    - (c) it is not included in the Burswood Park Board's 20 Year Vision for the future entertainment precinct at Burswood Park, prepared with community consultation;*
    - (d) there has been no community consultation with the residents of the Town who will be impacted, or with the Town itself;*
    - (e) there has been no disclosure of a feasibility study, environmental impact assessment, business case demonstrating a need for a motorplex in this location, or project costings;*
  2. *Endorses the Burswood Park Board's 20 Year Vision for the future of Burswood Park released in 2024, which does not include a motorplex;*
  3. *Requests the Mayor and Chief Executive Officer to engage in advocacy after the WA state election with the Premier of Western Australia, relevant Government Ministers and the Member for Victoria Park as to:*
    - a. why the Town does not support construction of a motorplex at Burswood Park;*
    - b. the need for appropriate consultation by the WA Government with the Town of Victoria Park and its community prior to making any decision to proceed with construction of a motorplex at Burswood Park.*
  4. *Requests the Chief Executive Officer to report to the Ordinary Council Meeting in May 2025 about the progress of any advocacy pursuant to point 3 above."*
3. Public information released in May – June 2025 depicts the location and proposed concept as follows –



**Image 1**

4. At the Ordinary Council Meeting on 17 June 2025, the Council received a report outlining the progress of advocacy efforts opposing the motorsport street circuit at Burswood Park, with Council resolving to note the advocacy actions taken.
5. At the Ordinary Council Meeting on 19 August 2025, the Council resolved to endorse the Town's Advocacy Priorities for 2025/26, inclusive of "Perth Entertainment and Sporting Precinct – Motor Racing Circuit opposition."
6. On 9 October the Town lodged a submission with the Environmental Protection Authority requesting that they undertake a Public Environmental Review of the PESP, citing concerns about significant environmental and social impacts of the PESP.

## **Applicant's submission**

7. The Town's Officers have been engaging with the PESP project team over a number of months. At a meeting in late August 2025, the PESP project team outlined the proposed approval pathway for the project and identified that as the development is proposed on portions of Victoria Park Drive and Camfield Drive road reserves, for which the Town has management responsibility, then it will be necessary for the Town to sign the development application form as the owner for development on the relevant portions of the Victoria Park Drive and Camfield Drive road reserves. The Town's CEO, while



authorised to sign the development application form on behalf of the Town, has elected not to do so and the matter is referred to Council for consideration.

8. The relevant portions of the Victoria Park Drive and Camfield Drive road reserves forming part of the PESP and for which development approval and the Town's signature is requested are hatched blue in images 2 and 3 below (herein referred to as 'the subject portions of Town managed land') -



Image 2





**Image 3**

9. Correspondence received from the Office of Major Transport Infrastructure Delivery (OMTID) on 13 October 2025 seeks the Town's consent to sign an MRS Form 1 for the PESP development on the subject portions of Town managed land. A copy of this correspondence is provided at Attachment 1.
10. Relevantly in relation to development of the subject portions of Town managed land the correspondence states :

*"The PESP project includes the proposed construction of an amphitheatre, multi-use building, FIA approved multi-use track, landscaping and transport improvements. The majority of these works will be accommodated within land currently under the control and management of State agencies: Lot 2001 VenuesWest (Stadium and Roger Mackay Drive) and Lot 2002 Burswood Park Board (parkland), and a private landowner: Lot 551 Burswood Nominees Pty Ltd (Crown Towers Hotel site).*

*It is intended that the PESP will host a three-day motorsport event, as a significant annual event on the PESP event calendar. This event would utilise both the proposed new track and the existing public road network: Victoria Park Drive (ID 3407163) and Camfield Drive (Lot 2006) which are under the control and management of the Town of Victoria Park in accordance with the Land Administration Act 1997.*

*While some modifications to the public roads will be required, the public roads will generally remain unchanged and will retain their current function as public roads except during the annual Supercars event. The potential impact to the public road infrastructure includes:*

- *Victoria Park Drive*
  - *The annual Supercars event will make use of the existing western lanes of Victoria Park Drive, with no further changes of significance proposed to the geometry of Victoria Park Drive and minor amendments to drainage services located within Victoria Park Drive; and,*
  - *modification to the existing intersection with the private Roger Mackay Drive to accommodate the proposed realignment of Roger Mackay Drive. The intersection is to be widened.*
- *Camfield Drive*
  - *partially realigned and widened in certain locations to accommodate track requirements and to allow for additional PTA bus stacking areas for use during Stadium events;*
  - *a new intersection with the realigned Roger Mackay Drive and associated roundabout;*
  - *amendments to the existing roundabout with the redundant Roger Mackay Drive to retain the existing u-turn functionality, provide access (controlled) to the PESP Precinct, and accommodate the Supercars event; and,*
  - *the realignment of some existing services and drainage infrastructure associated with the proposed road works.*

*In addition, some permanent and temporary modifications will be required to road furniture, kerbing and road islands, signage, light poles, traffic signal poles and landscaping. Liaison with the Town will continue in progressing the details of the works proposed within the road reserves."*

11. In relation to the signing of the DA form, the correspondence notes the Town having the authority to sign the development application form as the landowner and the Minister for Lands Instrument of Delegation to Local Governments (2016), and comments that -
- *"the signing of an MRS Form 1 by the Town in no way infers any support by the Town for any future PESP works, with the WAPC remaining as the decision maker for any future Development Application."*
  - *In the event that the Town resolves to not support the signing of an MRS Form 1 to support the future submission of a Development Application for works within Victoria Park Drive and Camfield Drive, liaison with the Department of Planning, Lands and Heritage would be required to explore alternative pathways."*

## **Legal and policy compliance**

12. The PESP project boundary is the area within the black bordered line shown in the plan below. The PESP is proposed over a number of parcels of land, with varied ownership, management bodies and applicable legislative frameworks, identified and summarised below –





**Image 4**

13. In relation to development on the land within the PESP project boundary coloured green in Image 4 –

- The Metropolitan Region Scheme (MRS) applies;



- The land is reserved as 'Regional Open Space' under the MRS;
  - Development approval under the Town's Local Planning Scheme No. 2 (LPS 2) is not required;
  - Development approval is required under the MRS from the WAPC.
14. In relation to development on the land within the PESP project boundary coloured blue described as 'Resort Site' and the land coloured white described as 'Site' in Image 4 –
- The *Casino (Burswood Island) Agreement Act 1985* applies.
  - Under section 7 of the *Casino (Burswood Island) Agreement Act 1985*, neither the MRS or the Town's LPS 2 applies and therefore development approval is not required.
  - The majority of the PESP development works are proposed on this land.
15. Accordingly a development application(s) will be submitted for the development works on the land coloured green within the PESP project boundary. A development application is not required to be submitted for the development works on the land coloured blue and white within the PESP project boundary as it falls under the provisions of the *Casino (Burswood Island) Agreement Act 1985* and a separate approval process applies.
16. In respect to the land coloured green and for which development approval is required under the MRS from the WAPC, Clause 35(3)(b) of the MRS states that an application that does not require development approval under a local planning scheme but requires development approval under the MRS "*must be ... signed by the owner of the land on which the development is proposed.*"
17. The subject portions of Town managed land is owned by the State, however under Section 55(2) of the *Land Administration Act 1997* –
- "(2) Subject to the Main Roads Act 1930 and the Public Works Act 1902, the local government within the district of which a road is situated has the care, control and management of the road."*
18. An Instrument of Authorisation issued by the Minister of Lands in 2016 authorises the CEO of local governments the power to sign application forms for development approval as the owner in respect of Crown land that is a road for which the local government has the care control and management under section 55(2) of the *Land Administration Act 1997*, subject to conditions.
19. One of the relevant conditions is that :
- "Any signature is subject to the following endorsement :*
- Signed only as an Acknowledgement that a development application is being made in respect of a proposal that includes Crown land, Crown reserves under management for the purpose, or road and to permit this application to be assessed under the appropriate provision of the Planning and Development Act 2005 (including any planning scheme). The signature does not represent approval or consent for planning purposes. Further, in the event that the development approval is granted for the proposal, the above signature should not be taken as an acknowledgment of or consent to the commencement or carrying out of the proposed development or to any modification of the tenure or reservation classification of the Crown land component. "*
20. Through Delegation 1.3.1 of the Town's Register of Delegations and Sub-Delegations and clause 11(v) the Town's Execution of Documents Policy the Town's CEO is authorised to sign development application forms for development on land owned or managed by the Town.

## Assessment

21. The PESP Project Team is requesting the Town sign the development application form acting as the landowner of the subject portions of Town managed land, in order to enable a development application to be lodged for the development on these portions of land.
  22. It is noted that these portions of land form a relatively small part of the overall development. The majority of the development is either on land not requiring development approval or on land that does require development approval but where the Town does not have ownership or management (and therefore does not require the Town to sign an application form).
  23. The Town's agreement to signing the development application form for the subject portions of Town managed land will enable the submission of the development application, and for the merits of the development to be assessed through a development application process.
  24. Whilst noting the Council's endorsed position of not supporting the motor sports component of the development, consistent with the condition of the Minister for Lands Instrument of Authorisation, the signing of the DA form by the Town is **not** to be construed as approval or support for the development, and there will be separate opportunity for the Town to provide comments on the merits of the development once the development application is submitted and assessed through the community consultation process.
  25. If the Town were to not sign the development application form, then it is expected that the applicant may alternatively seek for the Minister for Lands (or delegate) to sign the application form. If the Town were to refuse to sign the application form then this is only likely to delay the process, as it would be expected that a landowner signature can be obtained via other pathways.
  26. In situations where the Town is requested to sign a development application form as the owner or manager of land, typically the following matters would be considered in deciding whether to sign the application form –
    - Whether the proposal is permitted under the applicable planning scheme;
    - Whether the proposal is consistent with a lease agreement;
    - Whether the proposal would restrict or limit future plans or intentions the Town may have for the land/buildings;
    - Impacts upon the assets or infrastructure that the Town owns or manages.
  27. The proposed road and infrastructure modifications and land use proposed as part of the PESP does raise questions around costs and maintenance responsibilities for the Town as the manager of the subject portions of Town managed land.
  28. In relation to the cost of undertaking the road and infrastructure modifications ('the works') it has been confirmed that the State will be responsible for the cost of all works associated with the PESP.
  29. In relation to maintenance responsibilities –
    - For the works, it would be expected that the Town will thereafter maintain in the normal fashion.
    - For items of maintenance, damage etc that result from the events, including the motor sport event, there will need to be further discussions and agreement between the Town and the State. This can be further considered through the development application process, and potentially a condition of approval in a similar way to that which occurred with the WAPC's approval of the Metronet Elevated Rail and Stations development application.
  30. While the Council's opposition to the racetrack component of the PESP is understood, it recommended that Council authorise the CEO to sign the application form on the basis that:
-

- the signature is only requested for the subject portions of Town managed land which represent a very small part of the PESP.
- the application form is endorsed to state (amongst other things) that the signature does not represent approval or consent for planning purposes.
- if not signed by the Town, it is highly likely it will be signed by the Minister for Lands (or delegate).
- OMTID have confirmed that the State will be responsible for the cost of all works.
- maintenance and management responsibilities and costs can be further considered during the development application process.

## Financial implications

<b>Current budget impact</b>	No impact associated with the request to sign the development application form
<b>Future budget impact</b>	No impact associated with the request to sign the development application form

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	N/A			
Environmental	N/A			
Health and safety	N/A			
Data, Information Technology and Cyber	N/A			
Assets	Maintenance and costs implications for the Town		Medium	Treat by requesting that further details be provided as part of the development application.
Compliance Breach	N/A			
Reputation	Signing of the development application form may be construed as the Town supporting the proposal contrary to its endorsed position of opposing the race track component of the PESP.		Low	Treat by an endorsement on the application form that the signature is provided for the purposes of submission of a development application and does not represent approval or consent for planning purposes
Service delivery interruption	N/A			

## Engagement

Internal engagement	
Stakeholder	Comments
Engineering	Questions surrounding maintenance requirements and any adjustment to asset life due to the use case of these assets. It is important that maintenance requirements are known and funding mechanisms are identified for these asset in the anticipation that expectations would be of a higher asset management standard than current.
Property and Leasing	Section 55 of the <i>Land Administration Act 1997</i> deals with Property in and management etc. of roads and includes the following:- <i>55 (1) Subject to this section and to section 57, the absolute property in land comprising a road is by this subsection revested in the Crown.</i> <i>55 (2) Subject to the Main Roads Act 1930 and the Public Works Act 1902, the local government within the district of which a road is situated has the care, control and management of the road.</i>

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	Decisions that are consistent with good governance.

## Further consideration

## 12.3 Endorsement of Library Services Strategy

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Coordinator Library Services
<b>Responsible officer</b>	Manager Community
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>Attachment 1 Library Services Draft 2025 - For Final Endorsement [<b>12.3.1</b> - 26 pages]</li><li>Attachment 2 Public Consultation Evaluation Summary [<b>12.3.2</b> - 6 pages]</li></ol>

### Summary

The *Library Services Strategy 2025-2030* has been finalised following a 21-day public comment period and extensive engagement with library users, internal stakeholders, community members, services, and non-users. Council is requested to endorse the final *Library Services Strategy 2025-2030* as outlined in Attachment 1.

### Recommendation

That Council endorses the *Library Services Strategy 2025-2030*, as per Attachment 1.

### Background

1. The new *Library Services Strategy 2025-2030* (the Strategy) supersedes the Town's 2021 –2025 *Literacy and Lifelong Learning Strategy*, expanding its focus to support broader, more inclusive library services.
2. The Strategy outlines the Town's commitment to supporting current library users and attracting new membership so that the Town's residents and users feel connected, informed, and empowered to thrive in the community.
3. Development of the Strategy was informed by industry research and best practice frameworks at international, national, and state levels, as well as extensive consultation with library staff, elected members, advisory groups and the community through focus groups, surveys, and feedback.
4. The Strategy identifies three key focus areas aligned to community library priorities:
  - a. Inclusion
  - b. Connection
  - c. Learning
5. Following Council approval in June 2025, the Town conducted a 21-day public consultation on the Strategy. Feedback was received from 27 respondents via Your Thoughts (17), social media (8), and written submissions (2). One suggestion, to reference the United Nations Sustainable Development Goals in relation to lifelong learning, was considered and included. While other feedback provided valuable insights, no further changes were deemed required. Suggestions regarding library space constraints have been noted for future advocacy and are already being addressed in the Town's Social Infrastructure Program. Some practical suggestions made during the consultation (outlined in the engagement table below) will be considered as part of the development of the Strategy's implementation program.

## Discussion

6. The public consultation broadly supported the strategic direction and approach of the Strategy. A few suggestions were not incorporated because they were either beyond the Strategy's scope or were better suited to be embedded in internal workplans.
7. Below is a summary of feedback and the Town's responses:

Feedback Received	Action Taken / Rationale
Increased opportunities for workshops and interactive demonstrations.	Noted and embedded into individual implementation plans for library officers to continue to diversify their program offerings.
Request for increased language classes across all ages.	Noted and embedded into individual implementation plans for library officers to evaluate and implement a variety of language programs and improved language collections.
Increase available space for study and meetings.	Noted and alternatives to increasing accessible space will be considered and evaluated. This feedback is likely to be best addressed via the Social Infrastructure Program.
Opportunity to diversify Local History.	Noted and embedded into individual implementation plans for library officers and increased collaboration with Reconciliation Officer.
Importance of emotional safety by representing a variety of library users.	Noted and embedded into individual implementation plans for library officers.
Opposition to visible recognition of minority groups.	Noted, but as this was one voice over many who identified the need for increased inclusive practices and does not align with our Town's values, the library will continue to be a welcoming space for all.
Increased opportunities for neurodivergent users to access library services.	Noted and embedded into individual implementation plans for library officers with tailored outreach, programming, and engagement with community.
Suggestion for better wayfinding and browsability.	Noted and aligns with current strategic direction to generify parts of the collection to improve circulation and findability.
Increased opportunities for community connection and belonging.	These issues are particularly significant for library users facing cost-of-living pressures, with increased need for access to technology, connection, learning and entertainment resources, and a sense of belonging.

## Relevant documents

Not applicable.

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation.
<b>Future budget impact</b>	The program of work from the Strategy will be updated on an annual basis (via the annual and long-term budget process) dependent on Council priorities, staff recommendations, available budget and available resources (staff and volunteer).

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	The cost of implementing the Strategy will be unaffordable, resulting in budget impacts on Council.	Low	Low	TREAT risk: Implementation plans will be created on an annual basis dependent upon endorsed budget, resource capacity, and Town priorities.
Environmental	Not applicable.	N/A	N/A	
Health and safety	Not applicable.	N/A	N/A	
Data, Information Technology and Cyber	Not applicable.	N/A	N/A	
Assets	Lack of a strategy could result in poor asset planning and underutilisation of library infrastructure.	Medium	Medium	TREAT risk by aligning asset planning with long-term strategic goals.
Compliance Breach	Not endorsing a final Strategy may delay strategic library commitments	Medium	Low	TREAT risk by endorsing a well-consulted Strategy
Reputation	Failure to endorse may damage trust in Council's decision-making	Medium	Low	TREAT risk through endorsement of Strategy and transparent reporting
Service delivery interruption	Delay in endorsement could disrupt library services and programming continuity	Low	Medium	TREAT risk by aligning endorsement with planning and budget timelines

## Engagement

Internal engagement	
Relevant Officers	Participated in early consultation
Service Area Leadership Team (SALT)	Reviewed and supported the Draft Plan.
Senior Management Team (SMT)	Reviewed and supported the Draft Plan.
Internal teams responsible for deliverables	Reviewed, provided input, and supported the Draft Plan.

External engagement	
Stakeholders	Library members, community members, advisory group members, focus group members, non-users
Period of engagement	October 2024 - August 2025
Level of engagement	Consult and Involve
Methods of engagement	Focus groups, conversational consultation, survey, written feedback, informal feedback shared with library staff
Advertising	Social media engagement Newsletter engagement Outreach via shopping centres In house advertising
Submission summary	See 'Attachment 1 - Library Services Strategy 2025-2030
Key findings	See 'Attachment 2 - Library Services Strategy 2025 Background Document

## Strategic alignment

Social	
Community Priority	Intended public value outcome or impact
S4 - Improving access to arts, history, culture and education.	Access to community-focused library services that strengthen the community's connection to its local history and culture, while creating equitable opportunities for belonging, learning, and access to information.



Civic Leadership	
Community Priority	Intended public value outcome or impact
CL2 - Communication and engagement with the community.	Ensuring community engagement and influence in library services.

## Further consideration

## 12.4 Endorsement of Arts and Culture Strategy

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Art Development Officer
<b>Responsible officer</b>	Manager Community
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Draft Arts and Culture Strategy 2026-2030 [<b>12.4.1</b> - 22 pages]</li><li>2. Arts and Culture Strategy Public Comment Engagement Report [<b>12.4.2</b> - 14 pages]</li></ol>

### Summary

The Arts and Culture Strategy 2026-2030 (the Strategy) has been finalised with the integration of the input received during the advertised public comment period and is ready for Council's final endorsement.

#### Recommendation

That Council endorses the *Arts and Culture Strategy 2026-2030*, as per Attachment 1.

### Background

1. The Strategy builds on the outcomes and learnings of the Town's Arts and Culture Plan 2020-2025, and incorporates key elements from the now-superseded Town's Public Art Strategy 2018-2023.
2. The Strategy was developed through a combination of research, better practice review, and early stakeholder engagement. This included consultation with local artists and members of the creative community, internal staff, advisory groups, and targeted creative stakeholders within the Town.
3. The Strategy aligns to the national Revive Culture Policy and Western Australia's new Creative WA strategy, presenting a unified cultural vision that places creativity at the heart of inclusive, vibrant and sustainable communities.
4. It has been developed to position the Town of Victoria Park as a pro-active and innovative leader in local government arts and cultural development.
5. The Strategy includes three key outcome areas:
  - a. Our community has increased capacity to be creative
  - b. Our community has an increased sense of identity and belonging
  - c. Our community has increased opportunities to engage with the arts.
6. The draft Strategy was presented to the Council for approval to proceed to broader public consultation in August 2025 and was advertised for public comment from the 12 August to 14 September 2025.

### Discussion

7. The final phase of consultation for the Strategy featured a survey which was conducted from 13 August to 14 September. The survey was promoted via social media channels, direct email to subscribers of the Vic Park Creatives newsletter, and to previous community engagement participants. A total of 23 survey responses were received, along with three email submissions and one comment on social media. The

social media comment was followed up by officers through a phone call to ensure the feedback was captured.

8. A summary of the feedback is provided in *Attachment 2 – Arts and Culture Strategy Public Comment Engagement Report*.
9. The Strategy represents the culmination of stakeholder and community engagement and outlines future actions to enhance the Town's arts and cultural offerings.
10. All community feedback has been carefully considered in the preparation of the Strategy presented for endorsement. No formal changes have been made to the Strategy, as the comments and suggestions received can be covered off by the actions outlined in the Strategy through programming, targeted grant initiatives, and intentional town-led projects. The Feedback will be used as the foundation for the design and implementation of deliverables for the Strategy.

## Relevant documents

[Art and Culture Plan 2020 – 2025](#)

[Public Art Strategy 2018-2023](#)

## Legal and policy compliance

Not applicable.

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation.
<b>Future budget impact</b>	The actions in the Strategy will inform future budget requests through the standard annual budget process. Actions will be adapted on an annual basis to address current priorities, endorsed budget amounts, and available resources.

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Administration of Town funds that do not meet the scope and intention of the Arts and Culture Strategy.	High	Low	Treat risk by budgeting for actions on an annual basis according to the implementation plan and staff resourcing.
Environmental	Not applicable.			
Health and safety	Not applicable			
Data, Information Technology and Cyber	Not applicable			

Assets	Not applicable			
Compliance Breach	Not applicable			
Reputation	The Town cannot deliver on the actions outlined in the Arts and Culture Strategy, impacting community trust in the Council's decision-making	Minor	Low	TREAT risk through endorsement of the Strategy and transparent reporting
Service delivery interruption	Delay in endorsement could disrupt art and culture programming continuity	Low	Medium	TREAT risk by aligning endorsement with planning and budget timelines

## Engagement

Internal engagement	
Staff	Distributed the plan to relevant officers and teams with deliverable responsibilities for comment.
Communications	Consultation was conducted to promote the draft Strategy to support community engagement and feedback.
Elected Members	Elected members were provided with the Draft Arts and Culture plan through the EM Portal for comment prior to it being advertised for public comment.

External engagement	
Stakeholders	Residents, artists, community groups, and local creative stakeholders.
Period of engagement	13 August to 12 September 2025
Level of engagement	Consult
Methods of engagement	Public comment period included: Online survey, telephone call and email.
Advertising	Direct email, social media advertising, targeted advertising across the Town's digital platforms, as well as the Town's Vic Park Creatives newsletter and Your Thoughts Page.
Submission summary	See Attachment 2 – Art and Culture Strategy Public Comment Period Engagement Report

Key findings	See Attachment 2 – Art and Culture Strategy Public Comment Period Engagement Report
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## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL2 - Communication and engagement with the community.	The delivery of the Strategy strengthens the Town's community, supporting meaningful and authentic engagement with artists, local creative stakeholders, community groups and residents.
CL3 - Accountability and good governance.	The delivery of the Strategy will improve governance and accountability for the Town's art and culture initiatives, ensuring they are monitored and evaluated against the Town's strategic goals.

Social	
Community Priority	Intended public value outcome or impact
S4 - Improving access to arts, history, culture, and education.	Actions from the Strategy will improve access and increase the reach of art and culture initiatives to all community members.

## Further consideration

## 12.5 Endorsement to Advertise the Draft Community Group and Club Development Plan

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Coordinator Events Arts and Funding
<b>Responsible officer</b>	Manager Community
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	1. Draft Community Group and Club Development Plan 2026-2030 Oct 25 [12.5.1 - 23 pages]

### Summary

The Draft Town of Victoria Park Community Group and Club Development Plan 2026 – 2030 (the Plan) is ready to be advertised for public comment. Council is requested to endorse the release of the Plan for public comment for a period of 21 days to ensure that community and stakeholder feedback is obtained prior to finalisation.

### Recommendation

That Council

1. Endorses the advertising of the Draft Community Group and Club Development Plan 2026-2030 as per Attachment 1 for a 21-day public comment period.
2. Requests the Chief Executive Officer to report the outcomes of the public comment period and present an updated Community Group and Club Development Plan 2026 - 2030 to Council for consideration and approval at a future Ordinary Council Meeting.

### Background

1. The purpose of the Plan is to provide the Town with a best practice, evidence-based framework and coordinated approach to community group and club development in the Town.
2. The Plan provides clear guidance for an ongoing program of work that relates to the following key priority areas in the Public Health and Wellbeing Strategy:
  - a. Pillar 1: Health and Active – A Town that empowers and enables its community to achieve optimal mental, physical, and social wellbeing.
  - b. Pillar 2: Empowered and Connected - A Town that enables social connection and embraces equity, diversity, and inclusion in the community.
3. The Plan has been created to enable the Town to better support the Town's local community groups and clubs, with the aim of enhancing their effectiveness, sustainability, and impact over the next five years.
4. Moreover, the Plan will ensure the Town is eligible for key funding opportunities, such as the State Government's Every Club Grants Scheme.

Discussion

- 5. This is the Town’s first Community Group and Club Development Plan. It has been developed in collaboration with locally based organisation, Sense the Next Step, to guide the Town’s approach to building community capacity and connectedness in its community groups and clubs over the next five years.
- 6. The Plan is based on information gathered in consultation with community groups, sporting clubs, community representatives and volunteers, Town advisory and working groups and staff, ensuring it reflects the priorities and needs of our local community.
- 7. The Plan identifies three key outcomes areas for the Town. They include:
  - a. *Increased capacity for community groups and clubs to deliver programs and activities:* Investing in the people who power community life, including volunteers, coaches, leaders, and members. Supporting their growth through training and resources, recognition, and leadership development to building capable, confident, and future-ready organisations.
  - b. *Increased participation and membership of local community groups and clubs through volunteerism and partnerships:* Building strong, sustainable volunteerism and partnerships to amplify impact, unlock resources, and support collaboration to enhance groups and clubs' objectives.
  - c. *Increased inclusion and diversity in community groups and clubs:* Creating and supporting inclusive, accessible, and community-led programs and places that respond to and support local needs, focus on building community pride and belonging, supporting wellbeing, and fostering development and lifelong participation across all ages, abilities and backgrounds.
- 8. Public release of the Plan will allow the Town to validate its strategic direction with the broader community, including local community groups and clubs' representatives and members, and residents.
- 9. Feedback has already been sought on the Plan from internal stakeholders, including relevant officers/teams with deliverable responsibilities, the Service Area Leadership Team (SALT) and Senior Management Team (SMT). The feedback received has been incorporated into the Plan.
- 10. Due to Council Elections, Elected Member feedback on the Plan will be sought alongside the public comment period.
- 11. Feedback collected will be analysed and incorporated into the final Community Group and Club Development Plan 2026 - 2030, to be presented to Council for adoption in early 2026.

Relevant documents

Not applicable.

Legal and policy compliance

Not applicable.

Financial implications

Current budget impact	<p>Sufficient funds exist to finalise the Plan to address this recommendation.</p> <p>Sufficient funds for the implementation of the Plan’s actions do not exist within the annual budget. No funds are currently available. Funding will be requested through the mid-year budget review.</p>
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### Future budget impact

Funding for the implementation of the Plan's actions will be required in future budgets. An annual budget of \$30,000 will be requested to support the delivery of actions across the 5 years.

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Not applicable			
Environmental	Not applicable			
Health and safety	Not applicable			
Data, Information Technology and Cyber	Not applicable			
Assets	Not applicable			
Compliance Breach	Lack of community engagement would contradict the Town priorities and values of inclusive community planning.	Medium	Low	TREAT risk by conducting broad and accessible consultation.
Reputation	Releasing the Plan without community input could damage trust in the Town's engagement.	Medium	Low	TREAT risk by seeking public comment before final adoption.
Service delivery interruption	Not applicable			

## Engagement

Internal engagement	
Relevant Officers / Teams	Participated in early consultation via staff workshop and provided feedback and supported the Draft Plan via emails and meetings.
Service Area Leadership Team (SALT)	Reviewed and supported the Draft Plan.
Senior Management Team (SMT)	Reviewed and supported the Draft Plan.



External engagement	
Stakeholders	Community groups, sporting clubs, volunteer-run organisations, interest groups.
Period of engagement	May – July 2025
Level of engagement	Consult and Involve
Methods of engagement	Survey Workshops One-on-one meetings with community group/club representatives Direct emails to community group and club representatives
Advertising	Social media Community newsletters Direct emails to community group and club representatives Online “Your Thoughts” platform, including online survey
Submission summary	See attached Attachment 1 - Draft Community Group and Club Development Plan – Appendix 2 Key Findings and Achievements
Key findings	See attached Attachment 1 - Draft Community Group and Club Development Plan – Appendix 2 Key Findings and Achievements

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL2 - Communication and engagement with the community.	The delivery of the Plan strengthens the Town’s commitment to open, ongoing, and inclusive engagement with community groups and clubs. Endorsing the public comment period for the Plan demonstrates the Council’s commitment to transparent and inclusive community engagement.
CL3 - Accountability and good governance.	The delivery of the Plan improves governance, accountability, and advocacy of the Town’s operational functions and outcomes for local community groups and clubs.

Social	
Community Priority	Intended public value outcome or impact
S3 - Facilitating an inclusive community that celebrates diversity.	The delivery of the Plan supports the delivery of opportunities in local community groups and clubs for people to connect, participate and contribute to and with each other.
S4 - Improving access to arts, history, culture and education.	The delivery of the Plan facilitates opportunities for the community to develop their skills, build awareness and access to programs for health and wellbeing, and supports a sense of belonging and pride in place.

## Further consideration

## 13 Chief Operations Officer reports

### 13.1 Aqualife Cafe - Request by tenant for early surrender of lease

<b>Location</b>	East Victoria Park
<b>Reporting officer</b>	Manager Property Development and Leasing
<b>Responsible officer</b>	Chief Operations Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. CONFIDENTIAL REDACTED - Formal Letter to TOVP CEO - Seeking early surrender of lease [<b>13.1.1</b> - 2 pages]</li><li>2. CONFIDENTIAL REDACTED - Attachment to Formal Letter to TOVP CEO [<b>13.1.2</b> - 6 pages]</li></ol>

### Summary

The purpose of this report is for Council to consider the request by Winspire Ventures Pty Ltd for early surrender of their lease of the Cafe at Aqualife, 42 Somerset Street, East Victoria Park.

#### Recommendation

That Council:-

1. Authorises the Chief Executive Officer to accept an early surrender of lease by Winspire Ventures Pty Ltd, trading as LivEnjoy Café, located at Aqualife Cafe, 42 Somerset Street, East Victoria Park, with the lessee's responsibility to pay rent and outgoings ceasing as of 1 November 2025;
2. Authorises the Chief Executive Officer to settle the terms of the early surrender referred to in 1. above and to sign or execute as a deed any required documentation.

### Background

1. At the OCM on 18 June 2024, Council resolved as follows by resolution (133/2024):

*That Council*

1. *Authorises the Chief Executive Officer to negotiate with Anjana Arumugham and Daniel Pham (Partnership or Company name and ABN TBC) for a lease for the Aqualife Café located at 42 Somerset Street, East Victoria Park, consistent with key terms as follows:*
  - a. *Land: Portion of Lot 311 on Deposited Plan 63589 (42 Somerset Street, East Victoria Park)*
  - b. *Lessee: Anjana Arumugham & Daniel Pham*
  - c. *Term: 3 years*
  - d. *Further term: 2 Years*
  - e. *Tenant break right on or about the end of years 2 and 4.*
  - f. *Rent: \$13,000 per annum plus any GST at commencement.*
    - i. *Year 1 – 100% abated rent (Nil rent).*
    - ii. *Year 2 – 50% abated rent (\$6,500) (indexed to CPI).*

- iii. *Year 3 – full rent (indexed to CPI).*
    - iv. *Year 4 – full rent (indexed to CPI).*
    - v. *Year 5 – full rent (indexed to CPI).*
  - g. *Outgoings: The Tenant is responsible for all outgoings from commencement date.*
  - h. *Maintenance: The Tenant is responsible for non-structural and preventative maintenance.*
  - i. *Permitted Use: Café (no alcoholic beverages).*
  - j. *Operating hours: Flexible hours to cater to community and peak times (subject to Aqualife operational hours/access).*
  - k. *Insurance: The Tenant is responsible for \$20M Public Liability Insurance and workers compensation cover. The Landlord is responsible for Building Insurance.*
  - l. *Signage: With prior written consent from the Landlord.*
  - m. *Special Conditions:*
    - i. *No operating subsidy during the Term or Further Term.*
    - ii. *Redevelopment Clause.*
    - iii. *The food service is for the attendees and patrons of the Centre and outside food services are not allowed except at the absolute discretion of the Chief Executive Officer.*
    - iv. *Town to remove vending machines and cease sale of confectionary within the Aqualife Centre.*
  - n. *Terms to be set by the Towns lawyers and to incorporate any variations or amendments to key terms as may be considered reasonable and necessary by the Chief Executive Officer.*
2. *Authorises the Chief Executive Officer to advertise the proposed disposal of the Aqualife Café by way of lease by public notice pursuant to section 3.58 of the Local Government Act 1995.*
  3. *Authorises the Chief Executive Officer to execute all documents necessary to give effect to the lease referred to in 1. above, provided that no submissions are received pursuant to 2 above.*
2. Winspire Ventures Pty Ltd (The Lessee), trading as LivEnjoy Café, commenced a 3-year lease with the Town on 1 November 2024.
  3. The lease agreement included a break right clause for the Lessee to terminate after 2 years, if the Lessee provides three months' prior notice.
  4. The break right clause was requested by the Lessee during negotiations for the lease. The decision to approve the request had regard to a history of unsuccessful operators and extended vacancies of the cafe.
  5. The Lessee advises they entered the lease in good faith, having undertaken reasonable due diligence and with the genuine belief that conditions had improved since the café last traded. They advise that they have worked diligently to establish the café, but despite these efforts, have experienced significant and sustained operating losses.
  6. The Town has attempted to assist the Lessee in the following ways:
    - a. Swapped out the worn and dated mismatched furniture for newer matching furniture to improve the look of the café making it more inviting for customers

- b. Met with the Cafe owners to discuss suitable ways in which they can self-promote the business, which included advertising the cafe on social media to increase public awareness that the cafe is in operation.
- 7. The Lessee has explained that general day-to-day sales do not cover the minimum staff wages, which resulted in the Lessee progressively reducing operating days from six days per week down to just two days to minimise further losses.
- 8. On Friday, 22 August 2025, the Lessee advised the Aqualife Facilities Operations Manager they had made the decision to stop weekday trading altogether and would only intend to open on the weekend from 7:30am – 2:00pm, or if there were any events.

## Discussion

- 9. On 29 August 2025, the Town received a letter from the Lessee, as seen in *Confidential Attachment 1*, requesting the CEO to consider accepting the early surrender of lease to prevent further losses.
- 10. The letter issued from the Lessee to the Town also contained detailed information regarding the year-to-date sales, which is seen in *Confidential Attachment 2*, and serves as a supporting document to the letter.
- 11. The Lessee advised that they have taken the following steps to promote the business:
  - a. Establishing and listing the café on Google Maps and Google Business, complete with photos, menu items, and opening hours to ensure online visibility.
  - b. Displaying and promoting the coffee beans supplied by Blacklist Roastery, a well-known WA local roaster based in Welshpool, including showcasing the branded packaging on our counters and adding signage to highlight the quality of beans used.
  - c. The business purchased and installed an 85-inch TV screen, mounted at the front of the café facing the pools, to showcase our food, drinks, and menus in an effort to attract customers (removed after two months due to pool moisture damage).
  - d. Running opening promotions and discounts at launch, as well as combo deals with significant discounts to encourage purchases and trial of multiple items.
  - e. Introducing healthy menu options specifically designed to appeal to gym-goers and health-conscious patrons.
  - f. Providing special catering with discounts during swimming events and competitions, accommodating organisers' requests for how food and drinks should be supplied.
  - g. Signage for the café which is visible from the front entry of the centre to increase visibility and attract passing patrons, including the creche/gym/fitness class participants.
  - h. Producing and distributing flyers and promotional pamphlets around the centre.
  - i. Creating countertop displays to highlight daily specials and bundled offers.
  - j. Providing sample tastings from time to time to encourage new customers to try our food and drinks.
  - k. Actively engaging with patrons on-site — speaking with gym users, swimmers, and families to thank them, encourage visits, and build repeat customers.
  - l. Gaining support from the Town's communications team with posts on social media and having the café shared on the Carlisle community page and by a local swimming club via their online channels.

12. On 16 September 2025, the Lessee advised that they are no longer in operation due to the financial pressures.
13. The lease agreement with the Town cannot obligate the Lessee to maintain its business trading hours of operation. This is supported by the Commercial Tenancy (Retail Shops) Agreements Act 1985, noting that Section 12C. (1) states:  
  
*"A provision in a retail shop lease which requires a tenant to open the retail shop the subject of the lease at specified hours or specified times is void."*
14. Given that the lease cannot obligate the Lessee to maintain its business trading hours of operation, surrendering the lease is a pragmatic and realistic approach for the Lessee.
15. The Lessee is due to start paying rent from 1 November 2025, which if charged by the Town will cause further financial hardship.
16. The Lessee provides further supporting measures in *Confidential Attachment 1*, emphasizing the challenges of operating a financially stable business within the premises.
17. To encourage the cafe's operation, the lease agreement included a provision which prohibited the Town from having vending machines in operation, and from selling confectionaries within the Aqualife Centre. If the Town accepts the request by the Lessee for an early surrender of the lease, this will permit the Town to install vending machines and sell various confectionary items to support the users of the Aqualife facility.
18. It is recommended that the Council approve the early surrender request, including provision within the surrender terms for the Lessee to cease paying outgoings and rent with effect from 1 November 2025. Such a course of action would be broadly consistent with similar circumstances when a previous cafe tenant (HISP Pty Ltd) was permitted by Council Resolution 371/2020 dated 21 April 2020, to surrender its lease effective as of 31 March 2020, including waiving the rent and outgoings from 1 March to 31 March 2020.

## Relevant documents

Not applicable.

## Legal and policy compliance

[Commercial Tenancy \(Retail Shops\) Agreements Act 1985](#)

[Policy 310 - Leasing and Licencing](#)

## Financial implications

<b>Current budget impact</b>	If endorsed the current budget impact for the FY25-26 (Nov25-Jun26) would be that projected lease rental income of \$4,766.67 +CPI for the year commencing 1 November 2025, will not be realised and outgoings charges of approximately \$6,000 will cease to be on charged. There are likely to be legal costs (approximately \$500-1000) in preparing the surrender of lease documentation. The current budget can meet these legal costs.
<b>Future budget impact</b>	The Town will forgo four months' rent income of approximately \$4,600 from Jul26-Oct26 and outgoings of approximately \$3,000 in the future budget for the FY26-27 before the first break right on 31 October 2026 comes into effect.

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Loss of immediate future rental income to the Town if lease is surrendered early.	High	Low	Accept the risk and approve the early surrender request so the site can be assessed for alternative options.
Environmental	Not applicable			
Health and safety	Not applicable			
Data, Information Technology and Cyber	Not applicable			
Assets	If the cafe area becomes vacant, the Town will assume responsibility for its maintenance and upkeep.	High	Medium	Accept the risk by approving the early surrender request. Having the premises vacant will give the Town the opportunity to investigate alternative options for the space.
Compliance Breach	Not applicable			
Reputation	Declining the early surrender request could risk reputational harm to the Town, particularly if it results in additional financial hardship for the Lessee.	Low	Low	TREAT risk by accepting the Lessee early surrender request to prevent the Town being held responsible for causing the Lessees' financial hardship.
Service delivery interruption	Community members visiting the Aqualife complex are unable to purchase food and beverages from the site during the lease term.	Medium	Medium	TREAT risk by accepting the early surrender request of the lease which will allow Aqualife to start selling prepackaged food and beverages to community members to meet their needs.

## Engagement

Internal engagement	
Stakeholder	Comments
Place Planning	Place Planning have confirmed agreement to what is proposed and have no further comments to add.

Leisure Facilities	We support the early termination of the lease agreement for the Aqualife Café. The current business model has proven to be misaligned with the expectations of both patrons and staff with varying operating hours. The ongoing disruptions to the cafe's operating hours have impacted the viability of the arrangement, and continuing under the existing lease offers limited benefit to the facility and the community.
Communications and Engagement	We support the early termination of the lease agreement. We would like to note that despite the promotional steps outlined in this report (e.g. <i>Gaining support from the Town's communications team with posts on social media, and having the café shared on the Carlisle community page and by a local swimming club via their online channels.</i> ), our primary recommendations to the business owners were not followed – we suggested creating Facebook and Instagram accounts as a matter of priority. On reading the rest of the report, though, it looks as though it would only have been a minor help.

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	Permitting the Lessee to surrender their lease early supports the Town's commitment to good governance by helping a small business operator to alleviate potential financial hardship.

## Further consideration

## 13.2 Charles Paterson Park - Authority to Invite Expressions of Interest for Sporting and Recreational Use

<b>Location</b>	Burswood
<b>Reporting officer</b>	Chief Operations Officer
<b>Responsible officer</b>	Manager Property Development and Leasing
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Lots within Charles Paterson Park [<b>13.2.1</b> - 1 page]</li><li>2. Public Open Space Strategy Appendices Charles Paterson [<b>13.2.2</b> - 1 page]</li></ol>

### Summary

This report seeks Council's endorsement to invite Expressions of Interest (EOI) for a ground lease over a portion of Charles Paterson Park, Burswood (Lot 40), to enable development and operation of a commercially operated sporting or recreational facility that activates the park and delivers measurable community benefit. The proposal aligns with the Town's Land Asset Optimisation Strategy, Social Infrastructure Strategy, and Public Open Space Strategy.

### Recommendation

That Council:

1. Authorises the Chief Executive Officer to invite Expressions of Interest (EOI) for a 5 + 5-year ground lease over a portion of Lot 40 Charles Paterson Park, Burswood, for the purpose of developing and operating a sporting or recreational facility that activates the park and delivers community benefit, on terms compliant with Policy 310 – Leasing and Licensing, provided that no redevelopment clause will apply during the initial five-year term; and
2. Requests the Chief Executive Officer to present a further report to Council outlining the outcomes of the EOI process for consideration prior to any future lease being entered into.

### Background

1. Charles Paterson Park comprises three parcels of land, as detailed in *Attachment 1*:
  - a. Lot 40 (Freehold land owned by the Town of Victoria Park (the Town))
    - i. Area: 8,621m<sup>2</sup>
  - b. Lot 7981 (Reserve 36688), vested in the Town for the purpose of Parks and Recreation
    - i. Area: 1,900m<sup>2</sup>
  - c. Lot 11559 (Reserve 27743) vested in the Town for the purpose of Recreation and Foreshore Protection
    - i. Area: 27,281m<sup>2</sup>
2. The proposed Expression of Interest (EOI) area applies only to the Town's freehold land (Lot 40).
3. Lots 7981 and 11559 are Crown reserves vested in the Town for the current purposes of 'Recreation and Park' and 'Recreation and Foreshore Protection', respectively. Any future use or lease of these areas would require Ministerial consent under Section 18 of the *Land Administration Act 1997*.



4. Charles Paterson Park forms part of a broader open space network connecting to the Swan River foreshore and adjacent local centres. The park located at Lot 40 currently functions as undeveloped passive open space, featuring a mix of small to medium vegetation surrounding the boundary.
5. The Social Infrastructure Strategy (2022) identifies *Action 56* – to prepare a concept plan for Charles Patterson Park to guide provision of sporting fields to service Burswood South and adjacent place planning areas, including Burswood Peninsula. The Public Open Space Strategy (2019), as outlined in *Attachment 2*, similarly recommends that the site be retained as public open space, with a masterplan to guide future upgrades and recreational use.
6. The Town's Local Planning Scheme No.2 notes the Public Open Space Reserve objectives below:
  - a. To set aside areas for public open space, particularly those established under the Planning and Development Act 2005 s. 152
  - b. To provide for a range of active and passive recreation uses such as recreation buildings and courts and associated car parking and drainage.
  - c. To provide for ancillary and complementary commercial and/or community land uses that have the potential to support, enhances or activate the recreational use and amenity of the reserve.
7. The Land Asset Optimisation Strategy supports the retention of the reserve portion for Parks and Recreation purposes as per the recommendations of the Public Open Space Strategy and the Social Infrastructure Strategy. Further noting that the property is largely undeveloped passive open space and may be important for a future sporting and/or community facilities.
8. The proposed EOI responds to growing interest from commercial sporting and recreation operators seeking to establish new facilities within the Town, including emerging sport such as padel tennis. This approach allows a structured and transparent mechanism for the Town to assess opportunities to activate underutilised open space while maintaining consistency with strategic planning frameworks, community expectations, and *Policy 310 – Leasing and Licencing*.

## Discussion

9. The Town has recently received a number of enquiries expressing interest in establishing a padel tennis facility within the Town.
10. Padel facilities typically require a rectangular footprint of approximately 10m x 20m per court, meaning that for three courts, including a small pro shop, cafe or service area, 1,200 to 2,000m<sup>2</sup> is a reasonable planning estimate. Ancillary uses such as retail equipment, spectator seating, club rooms, toilets, storage and parking must be accommodated or nearby.
11. In reviewing site options for a padel facility, Charles Paterson Park is a standout site. Lot 40 is considered the most viable parcel because it is freehold, controllable by the Town, and avoids potential complications associated with the vested reserve portions (Lot 7981 and 11559). Its open nature, proximity to infrastructure and access routes make it suitable for structured active use, provided amenity impacts (lighting, noise, vegetation buffer) are approximately managed.
12. Padel facilities are typically established through private investment and commercial operation, activating open space areas while providing a market-aligned financial return. Below is a summary of known commercial padel sub-leases within the Perth metropolitan area:
  - a. Sub Lessee: Play Padel Pty Ltd, who sublease from Reabold Tennis Club (Floreat)
    - i. Area: ~1,360m<sup>2</sup>
    - ii. Rent: Rent Free first 6 months; thereafter \$15,000 (ex GST) first year, moving to \$22,500 (ex GST) with annual CPI increases.
    - iii. Facilities: Three floodlit courts, Pro-Shop and cafe/ small retail area

- b. Sub Lessee: West Coast Padel Pty Ltd, who sublease from Dalkeith Nedland Bowling Club (Inc).
    - i. Area: ~1600m<sup>2</sup>
    - ii. Rent: Rent Free first 6 months; then \$12,000 p.a. first year, \$24,000 p.a. thereafter.
    - iii. Facilities: Three floodlit courts.
  - c. Sub Lessee: Padel West Pty Ltd, who sublease from Melville Palmyra Tennis Club
    - i. Area: Not publicly documented
    - ii. Rent: Council Minutes note the facility contributes approximately \$10,000 p.a. in additional rent to the club.
    - iii. Facilities: Two floodlit courts.
  - d. Sub Lessee: Outback Padel Pty Ltd, who sublease from Bedford Bowling Club.
    - i. Area: ~1421m<sup>2</sup>
    - ii. Rent: \$5,000 per month first year, rising to \$7,500 per month from year two; includes a term where the rent is triggered once court utilisation reaches ~75%.
    - iii. Facilities: Three padel courts, small equipment shop, children's play area.
13. All padel facilities currently operating within the Perth metropolitan area do so under sub-lease arrangements with existing tennis or bowling clubs. This model activates underutilised areas within established recreation precincts while providing the lessee and the local government with additional income and improved community amenities. These examples demonstrate both the emerging commercial viability of padel facilities and the variety of rent structures being applied across metropolitan councils.
14. In addition to padel, other sporting and recreational uses may also be proposed through the EOI process. The EOI will be open to other such proposals.
15. A public EOI process can provide a transparent approach to gauge market interest by offering a ground lease opportunity for sporting or recreational operators to invest in and activate Lot 40. The interested proponents will be required to demonstrate capacity to independently fund, develop, maintain, and manage any proposed facilities, with no capital cost to the Town.
16. It is proposed that the EOI outline a 5 + 5-year ground lease, with no redevelopment clause applying during the initial five-year term. This structure is expected to improve both the quality of investment and the rental return to the Town.
17. The EOI process will not alter the existing reserve purpose or zoning of Charles Paterson Park. Any successful proposal must remain consistent with the Public Open Space classification under Local Planning Scheme No 2.
18. The objectives of the Public Open Space reserve under the Scheme support the provision of a range of active and passive recreation uses, including facilities such as recreation buildings and courts, together with ancillary or complementary community and commercial uses that enhance or activate the recreational function and amenity of the reserve. These objectives provide an appropriate framework to guide and assess proposals received through the EOI process.
19. The recommendation aligns with the Town's *Policy 221 – Strategic Management of Land and Building Assets*, which includes:
- e. *To align and facilitate the delivery of the Land Asset Optimisation Strategy recommendations*

- f. *To ensure that decisions made in relation to the use of Town of Victoria Park land and building assets ensure maximum return to the Town by either realizing a commercial level of financial return or by fulfilling a community benefit aligned to the vision of the Town of Victoria Park; and*
- g. *To create greater revenue from current and potential land, property and facility holdings to reduce reliance on rates for income.*

20. All applications will be required to comply with Policy 310 – Leasing and Licensing, noting that commercial lease and licence guidelines include:

- h. A rental figure not less than 10% below a market rental valuation assessment by a licenced valuer;
- i. A rent review completed every 12 months in accordance with the rate of CPI, and at 5-year intervals in accordance with a valuation by a licensed valuer;
- j. The responsibility to reimburse the Town for the cost of building insurance; and
- k. The responsibility for the cost of local government rates (unless exempt).

21. Following the EOI period, a report will be provided to Council detailing submissions received, evaluation against the Town's assessment framework, and recommendations regarding for lease negotiations or next steps. Community engagement will occur prior to any final lease or decision, allowing feedback from park users, nearby residents, and other stakeholders.

## Relevant documents

[Policy 310 – Leasing and Licensing \(2025\)](#)

[Policy 221 - Strategic Management of Land and Building Assets](#)

[Land Asset Optimisation Strategy \(2022\)](#)

[Public Open Space Strategy \(2019\)](#)

[Social Infrastructure Strategy \(2022\)](#)

[Town of Victoria Park - Local Planning Scheme No.2 \(2024\)](#)

## Legal and policy compliance

Any lease arising from the proposed EOI will be required to comply in due course with [Section 3.58 of the Local Government Act 1995](#), and the EOI proponents will be required to align with [Policy 310 – Leasing and Licensing](#).

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation.
<b>Future budget impact</b>	While the EOI process itself does not create a direct financial commitment for the Town, it has the potential to attract proposals that include commercial ground rent payments to the Town. Such arrangements would contribute to ongoing income from non-rateable sources, consistent with the objectives of the Land Asset Optimisation Strategy and Policy 221 – Strategic Management of Land and Building Assets.

The level of future rental income will depend on the outcome of the EOI and any subsequent lease negotiations, but comparable padel facilities in Perth have achieved commercial returns ranging between approximately \$15,000 and \$60,000 per annum for similar site areas (1,200-2,000m<sup>2</sup>)

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Limited EOI responses may reduce competition.	High	Low	TREAT risk by ensuring clear EOI advertising and selection criteria.
Environmental	There may be a potential loss of open space amenities.	Medium	Medium	TREAT risk by requiring proposals to maintain the public open space function and landscaping.
Health and safety	Not applicable.		Low	
Data, Information Technology and Cyber	Not applicable.		Medium	
Assets	There may be a need to move current irrigation network.	Low	Medium	TREAT risk by ensuring this is highlighted within the EOI document, and that the proponent will be responsible for all costs related to moving the irrigation network.
Compliance Breach	Potential breach of lease or planning requirements.	Low	Low	TREAT risk by ensuring alignment with Policy 310, Local Planning Scheme 2 and s3.58 of the Local Government Act.
Reputation	Perception of commercialism of public open space.	Medium	Low	TREAT through transparent process and community consultation.
Service delivery interruption	Not applicable.		Medium	

## Engagement

Internal engagement	
Stakeholder	Comments
Property	Comments are within the body of the report.

Place Planning	<p>The proposed EOI intent is consistent with the Town's strategic objectives to provide for complementary commercial and/or community land uses that have the potential to enhance and activate public open space reserves for recreational use.</p> <p>Proposals should demonstrate how the Town's Public Open Space Strategy recommendations for Charles Patterson Park, including but not limited to ensuring 30% tree canopy coverage can be achieved at the park and the integration of active transport infrastructure are met.</p>
Infrastructure Operations	
Reserves and Capital Works	
Assets	Supportive of the Officer recommendations.

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL2 - Communication and engagement with the community.	The proposed EOI period with engage with the local community to understand if this location is a suitable site for sporting and recreational use.

Economic	
Community Priority	Intended public value outcome or impact
EC2 - Connecting businesses and people to our local activity centres through place planning and activation.	The proposal will increase activity through place activation and investment and help businesses to activate the public realm. An opportunity also has the ability to create an attractive public place, supporting population growth in our centres.

Environment	
Community Priority	Intended public value outcome or impact
EN4 - Increasing and improving public open spaces	By further developing this area, it presents opportunities to improve and further activate the current public open space. There is potential to develop and activate the space for both the local community and visitors while ensuring that the ecological values and visual amenity of the area will be restored and protected.

## Further consideration

### 13.3 Elizabeth Baillie Precinct Tenure Documentation - Request by Blackoak for consent (Cafe/Bakery subsublease)

<b>Location</b>	East Victoria Park
<b>Reporting officer</b>	Manager Property Development and Leasing
<b>Responsible officer</b>	Chief Operations Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"> <li>1. CONFIDENTIAL REDACTED - EMP Consent to Cafe and Bakery Subsublease Letter to To VP 150925 (003) [<b>13.3.1</b> - 6 pages]</li> <li>2. Plan of subsublease area cafe and bakery [<b>13.3.2</b> - 1 page]</li> <li>3. CONFIDENTIAL REDACTED - 2025 10 10 Deed of Consent to Hospitality Caf and Bakery Subsublease [<b>13.3.3</b> - 38 pages]</li> <li>4. CONFIDENTIAL REDACTED - Annexure to Deed of Consent Major Subsublease Hospitality 15 Hill View Terrace [<b>13.3.4</b> - 79 pages]</li> <li>5. CONFIDENTIAL REDACTED - Legal advice to Town requests for consent to cafe bakery sub-sublease [<b>13.3.5</b> - 5 pages]</li> <li>6. CONFIDENTIAL REDACTED - Notice from Blackoak of estimated Practical Completion and Commencement Permitted Use [<b>13.3.6</b> - 6 pages]</li> <li>7. CONFIDENTIAL REDACTED - deed of consent to mortgage of sublease - Westpac Town Blackoak Capital Baillie Avenue [<b>13.3.7</b> - 10 pages]</li> </ol>

### Summary

Blackoak have submitted a formal request dated 15 September 2025 under clause 12 of the agreed form of the Lease between Blackoak and the Town for the Town to grant Landlord consent to a further Major Sublease, being a sub-sublease of the café and bakery that is proposed to operate within the ground floor of 'Elizabeth Baillie House' (Café and Bakery Sub-Sublease). To present the outcome of an operational and legal review and negotiations to draft documentation that can be recommended for Council to authorise the granting of the requested consents.

### Recommendation

That Council:

1. Notes the following documentation to be consented to by way of execution on behalf of the Town by the Mayor and Chief Executive Officer, subject to prior approval by the Minister for Lands where required under Section 75 of the Land Administration Act 1997 (WA):-
  - a. Deed of Consent to Hospitality (Cafe and Bakery) Subsublease between the Town, Blackoak Capital – Elizabeth Baillie Pty Ltd and Mildred Creak Pty Ltd and Beth's Bakery Pty Ltd.
2. Authorises the Chief Executive Officer to settle the terms of the documentation referred to in 1. above and to agree any reasonable and necessary amendments;
3. Authorises the Mayor and the Chief Executive Officer to execute the documentation referred to in point 1. above as deeds and apply the common seal.
4. Authorises the Chief Executive Officer to amend any aspect of the requirements relating to practical completion under the agreement for lease dated 23 October 2023 between the Town and Blackoak Capital – Elizabeth Baillie Pty Ltd (AFL) for the purposes of confirming the Lease Commencement Date under the AFL, on the advices of the Town's lawyers and subject to any determination by the Chief Executive Officer as to reasonable and necessary:-



- (a) supporting legal documentation to seek to preserve the redevelopment objectives currently provided for under the AFL, such legal documentation to be drafted by the Town's lawyers, at the cost of Blackoak;
- (b) bank guarantee being provided by Blackoak to the estimated value of works to be completed to achieve the redevelopment objectives referred to in (a) above;
- 5. Authorises the Chief Executive Officer to sign or execute as a deed the documentation referred to in point 4. above.
- 6. Approves the execution of the deed of consent to mortgage sublease and grant security between Westpac Banking Corporation (Lender), the Town (Landlord), Blackoak Capital – Elizabeth Baillie Pty Ltd (Tenant) and Baillie Avenue Pty Ltd (Sub-Tenant), further to Council resolution 177 dated 19 August 2025.
- 7. Authorises the Mayor and the Chief Executive Officer to execute the documentation referred to in point 6. above as a deed and apply the common seal.

## Background

1. At the Special Council meeting held on 29 August 2023, Council resolved as follows by resolution 194/2023:-
 

*That Council:-*

  1. *Having received and considered the submissions in Attachment 9.1 further to the publication of a business plan in line with Section 3.59 of the Local Government Act 1995, approves the Agreement for Lease and Lease with Blackoak Capital – Elizabeth Baillie Pty Ltd in Attachments 9.2 and 9.3 for the 'Edward Millen Heritage Redevelopment'.*
  2. *Authorises the Mayor and Chief Executive Officer to execute the Agreement for Lease and Lease in Attachments 1 and 2;*
  3. *Authorises the Chief Executive Officer to administer the Agreement for Lease and Lease with Blackoak Capital – Elizabeth Baillie Pty Ltd on behalf of the Town as Landlord in relation to the Property.*
2. The Agreement for Lease (including an agreed form of Lease) (the AFL) has been executed by the Mayor and Chief Executive Officer.
3. Pursuant to the AFL, Blackoak Capital – Elizabeth Baillie Pty Ltd (Blackoak) have paid the \$2m (excl GST) contribution to the Town towards the cost of upgrade works being undertaken by the Town to the adjacent Elizabeth Baillie Park, formerly known as Edward Millen Park. This contribution is in lieu of the first 20 years of rent under the Lease;
4. Blackoak are at an advanced stage of completing the heritage restoration and redevelopment works in terms of the AFL and have advised that as at 30 September 2025:-
  - a. The majority of the redevelopment works to the hospitality and heritage buildings have been completed, with expenditure of \$14.49m (excl GST) on the design, restoration and construction of these buildings.
  - b. The majority of construction works for the new childcare centre have been completed, with expenditure of \$2.94m (excl GST) on the design and construction of the new childcare centre.

(This expenditure excludes non-works related costs, such as the \$2.0 million park contribution payment to the Town, legal fees and operations start-up costs.)

5. Practical completion of the overall development was notified to the Town on 27 October 2025 as being anticipated to be on 30 November.
6. Fitout of the cafe and bakery is expected to be completed separately in early 2026. Blackoak advise that the \$500,000 bank guarantee that Blackoak is required to leave in place for the 12 months defects liability period is expected to exceed the value of any final sub-tenant fitout works remaining at practical completion.
7. Upon a determination being made as to the completion of Blackoak's obligations under the AFL, including the heritage restoration and redevelopment works in terms of the AFL, the Minister's consent will be sought to the execution of the Lease, following which this will be executed on behalf of the Town by the Mayor and Chief Executive Officer, pursuant to resolution 194/2023 of the Special Council meeting on 29 August 2023.
8. The Lease will provide for an approximately 1.375 Hectare section of Elizabeth Baillie Park to be leased to Blackoak for an initial 20 year period, with Blackoak having five renewal rights of 10 years each (potential maximum total duration of 70 years).
9. Further to a request by Blackoak dated 18 July 2025, Council authorised by resolution 177 dated 19 August 2025 the grant of consents to three major subleases and the grant of security over one of the subleases. The three Major Subleases provide for Blackoak to allocate management and operation of the redevelopment to two sets of investors, comprising one investor for the Hospitality section (the proposed Hospitality Sublease) and a second set of investors for the Childcare section.
10. Blackoak have submitted a further formal request dated 15 September 2025 under clause 12 of the agreed form of the Lease for the Town to grant Landlord consent to a further Major Sublease, being a sub-sublease of the café and bakery that is proposed to operate within the ground floor of 'Elizabeth Bailie House' (Café and Bakery Sub-Sublease) (Attachment 1) (the Request).
11. The Request relates to the grant, further to the proposed Hospitality Sublease of the proposed Café and Bakery Sub-Sublease, which is for a 413sqm portion of the ground floor of the Rotunda building.
12. Attachment 2 shows the 413sqm area of the proposed Café and Bakery Sub-Sublease and further information, including the location of a museum space within this area as well as a locality diagram depicting the location of the proposed Café and Bakery Sub-Sublease.

## Discussion

13. The agreed form of the Lease includes an acknowledgement by the Town that Blackoak proposes to undertake a leasing enterprise on the premises, which will comprise the grant of Minor Subleases and Major Subleases.
14. The Request seeks the Town's consent to a Deed of Consent to Hospitality (Cafe and Bakery) Sub-Sublease between the Town, Blackoak Capital – Elizabeth Baillie Pty Ltd, Mildred Creak Pty Ltd and Beth's Bakery Pty Ltd (Attachment 3) (the Deed of Consent).
15. It should be noted that the Town is not itself a party to the proposed Café and Bakery Sub-Sublease. The Cafe and Bakery Sub-Sublease is an annexure to the Deed of Consent. A copy of the Café and Bakery Sub-Sublease is provided in Attachment 4.
16. The Town's Chief Financial Officer has reviewed the Request, including financial information and, based on the information provided, it appears the proprietors have financial capacity to operate.
17. The Deed of Consent provides for a range of wide standard legal clauses/intricacies typical for this type of arrangement. The Deed of Consent will allow the Town to intervene as head landlord against the subsubtenant in certain circumstances, on an exception basis. The opportunity has been taken to incorporate into the Deed of Consent some refinements to assist with the Town's future landlord

management of the precinct. By way of examples, the following features of the Deeds of Consent are highlighted:- (i) "Step in" rights which allow the Town to, in certain circumstances, directly enforce (against the subsubtenant) a range of essential terms of the subsublease; (ii) The opportunity has been taken to define the museum space to be made available free of charge within the sub-sublease area that is within the rotunda building; (iii) The subsubtenant for the hospitality section will be covenanting directly with the Town to protect and promote free access to the museum space inside rotunda building and permitting members of the public to take photos for weddings and other events within publicly accessible areas of the subsublease area at no charge; The subsubtenant is also required to operate a fair and equitable booking system, report to the Town on the use of these free community spaces and collaborate with the Town in relation to the Town's promotion of these community spaces. In the normal course of events, the Lease (i.e. The 'head' lease between the Town and Blackoak) will be the Town's usual means of administering the precinct and Blackoak in turn will be responsible to administer its subtenants, at Blackoak's cost.

18. The Request and the legal documentation has been reviewed by the Town's lawyers. An advice letter dated 28 October 2025 is attached with detailed legal advices to the Town relating to the proposed grant of the landlord consents pursuant to the Request (Attachment 5). In particular, the legal advice includes detailed advices around the requirements for the Town to act reasonably in considering the Request as well as a concluding opinion that the transaction documents "...are a reasonable set of agreements for a transaction of this type and are slightly biased in favour of the Town and certainly materially more biased in favour of the Town than the original documents proposed by the Tenant".
19. By way of a further matter relating to this project, a notice dated 27 October 2025 (with covering email) was received by the Town from Blackoak (the Notice) (Attachment 6). The Notice was received shortly prior to finalisation of this report. The Notice includes notification to the Town under clause 10.5(c) of the AFL as to the anticipated date of practical completion of Blackoak's redevelopment being 30 November 2025 and commencement of the permitted use under the Lease on 11 December 2025. At the time of writing this report, it is difficult for the Town to predict whether Blackoak's redevelopment will achieve practical completion on 30 November 2025, sufficient for this to be confirmed by the Town under the AFL around that date. Confirmation by the Town of practical completion is one of the key AFL requirements for lease commencement and thereafter, permitted use commencement which also requires satisfaction by Blackoak of the requirements of clause 14 of the AFL.
20. The construction sector has in recent years been volatile for a variety of reasons. Building contractor solvency and performance can be unpredictable. As noted in Blackoak's own covering email accompanying the Notice, one of the fitout contractors for part of the redevelopment expectedly entered liquidation on Thursday 23 October 2025, the implications of which for Blackoak's build are under assessment.
21. One eventuality might be that part(s) of the Blackoak's redevelopment have achieved practical completion by 30 November 2025, but other part(s) have not.
22. Having regard to the terms of the AFL and Special Council resolution 194/2023 dated 29 August 2023, the Town does have some discretion as to what constitutes practical completion and with that, the commencement of the Lease. This discretion is not however unlimited and there is only one ordinary Council meeting currently scheduled to occur before the 30 November 2025 which is the date in the Notice of anticipated practical completion of Blackoak's redevelopment.
23. Having regard to the advanced stage of the redevelopment, Council may wish to confer greater discretion on the Town's CEO to provide confirmation of a practical completion of the redevelopment having been sufficiently achieved to enable commencement of the Lease. Conferring a greater discretion of this nature would be a precautionary and pragmatic decision that recognises factors referred to above, including the volatile and unpredictable nature of the construction sector and may

facilitate opening of this much awaited redevelopment in time for peak season December trading. Recommendations 4. and 5. have been presented having regard to these factors.

24. Further to a request by Blackoak dated 18 July 2025, Council authorised by resolution 177 dated 19 August 2025 the grant of consents to three major subleases and the grant of security over one of the subleases. The three Major Subleases provide for Blackoak to allocate management and operation of the redevelopment to two sets of investors, comprising one investor for the Hospitality section (the proposed Hospitality Sublease) and a second set of investors for the Childcare section. Further to this, the final form of the grant of security (a consent to mortgage sublease and grant security between Westpac Banking Corporation (Lender), the Town (Landlord), Blackoak Capital – Elizabeth Baillie Pty Ltd (Tenant) and Baillie Avenue Pty Ltd (Sub-Tenant) (Attachment 7) has been executed by the relevant parties and needs to be expressly authorised by Council as it was not an attachment to either the minutes of Council resolution 177 dated 19 August 2025 or the accompanying report. The Towns lawyers have reviewed this documentation and are satisfied with its contents.

## Relevant documents

Not applicable.

## Legal and policy compliance

*Section 75 of the Land Administration Act 1997*

## Financial implications

<b>Current budget impact</b>	The Town's costs of its lawyers drafting the deed of consent and subsublease are payable by Blackoak. There may be further legal costs in advising the Town for its own purposes in relation to the Towns position under the AFL and lease. Any such costs can be funded out of current operational budgets.
<b>Future budget impact</b>	Not applicable.

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Not consenting to the proposed consent to subsublease agreements may delay or jeopardise the successful completion or operation of the Elizabeth Ballie Adaptive Heritage Redevelopment Project, with risk of legal liability arising.	High	Low	TREAT risk by obtaining and considering legal advice as to the Town's position in considering granting its consent to the subsublease agreement conditions and security within the Elizabeth Ballie precinct
Environmental	Not consenting to any terms or conditions that may have the potential to affect completion or	Low	Medium	TREAT risk by accepting the proposed terms and conditions.

	operation of the Town's heritage asset.			
Health and safety	Not applicable.	Low		
Data, Information Technology and Cyber	Not applicable.	Medium		
Assets	The potential for elevated risks related to maintaining the subleased portions of the buildings.	Low	Medium	TREAT risk by ensuring the Town only agrees to terms that are appropriate and comply with the Lease and Agreement for Lease documents.
Compliance Breach	Agreeing to terms that do not allow the Town to enforce compliance breaches as landlord.	Low	Low	TREAT the risk by ensuring the documentation to be consented to has been drafted by lawyers with consideration of how the Town can 'step in' as head landlord to enforce against Subsubtenant.
Reputation	Not consenting to the subsublease terms may result in reputational loss as such agreements are an important element to support the investment of significant private capital into the redevelopment of the Elizabeth Ballie precinct.	High	Low	TREAT risk through rigorous evaluation of the request for consent and the terms upon which consent is granted.
Service delivery interruption	Not applicable.	Medium		

## Engagement

Internal engagement	
Stakeholder	Comments
Chief Finance Officer	The Town's Chief Financial Officer has reviewed the Request, including financial information and, based on the information provided, it appears the proprietors have financial capacity to operate.

Strategic alignment

Economic	
Community Priority	Intended public value outcome or impact
EC1 - Facilitating a strong local economy.	Consenting to the proposed transaction documents will facilitate investment into the completion of the redevelopment and successful operation of new local businesses.

Further consideration

## 14 Chief Financial Officer reports

### 14.1 Financial Statements- September 2025

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Coordinator Finance
<b>Responsible officer</b>	Chief Financial Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	1. Financial Statements September 2025 [ <b>14.1.1</b> - 26 pages]

#### Summary

To present the Monthly Financial Report for the period ending 30 September 2025, as included in the attachment, to Council, noting that there are reportable material variances for the period, and that this report is preliminary with the opening balances still subject to final audit confirmation for 30 June 2025.

The capital budgets that were adopted by Council to be carried forward to the 2025-26 financial year, is still in the process of being finalised. This will result in new capital projects being carried forward, which is evident in the Monthly Financial Report for 30 September 2025, where some capital projects have actual expenditures without budgets or have exceeded budgets.

The variations reported in the Monthly Financial Report for the period ending 30 September 2025, predominantly still relate primarily to the phasing of the budgets and timing of revenues and expenditures.

#### Recommendation

That Council receives the Monthly Financial Report for the period ended 30 September 2025, as included in the attachment, pursuant to Regulation 34 and 35 of the Local Government (Financial Management) Regulations 1996.

#### Background

1. Regulation 34 and 35 of the *Local Government (Financial Management) Regulations 1996* states that each month, officers are required to prepare monthly financial reports covering prescribed information, and present these to Council for acceptance.
2. As part of the monthly financial reports, material variances are reported. Thresholds are set by Council and are as follows:

##### Revenue

Operating revenue and non-operating revenue – material variances are identified where, for the period being reported, the actual varies to the budget by an amount of (+) or (-) \$50,000 or 10% and, in these instances, an explanatory comment has been provided.

##### Expense

Operating expense, capital expense and non-operating expense – material variances are identified where, for the period being reported, the actual varies to the budget by an amount of (+) or (-) \$50,000 or 10% and in these instances, an explanatory comment has been provided.



3. For the purposes of explaining each material variance, a three-part approach has been applied. The parts are:

**Period variation**

Relates specifically to the value of the variance between the budget and actual figures for the period of the report.

**Primary reason(s)**

Explains the primary reason(s) for the period variance. Minor contributing factors are not reported.

**End-of-year budget impact**

Forecasts the likely financial impact on the end-of-year financial position. It is important to note that figures in this part are 'indicative only' at the time of reporting and may subsequently change prior to the end of the financial year.

## Discussion

4. The Monthly Financial Report for the period ending 30 September 2025 complies with the requirements of Regulation 34 and 35 (Financial activity statement report) of the Local Government (Financial Management) Regulations 1996.

It is therefore recommended that the Monthly Financial Report for the period ending 30 September 2025 be received.

## Relevant documents

Not applicable.

## Legal and policy compliance

[Regulation 34 of the \*Local Government \(Financial Management\) Regulations 1996\*](#)

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk mitigation
Financial	Misstatement or significant error in financial statements	Medium	Low	Treat risk by ensuring daily and monthly reconciliations are completed. Internal and external audits.
Financial	Fraud or illegal transaction	High	Low	Treat risk by ensuring stringent internal controls, and segregation of duties to maintain control and conduct internal and external audits.
Environmental	Not applicable.		Medium	
Health and safety	Not applicable.		Low	
Data information technology and cyber	Not applicable.		Medium	
Assets	Not applicable.		Medium	

Compliance Breach	Council not accepting financial statements will lead to non-compliance	Medium	Low	Treat risk by providing reasoning and detailed explanations to Council to enable informed decision making. Also provide the Payment summary listing prior to preparation of this report for comments.
Reputation	Not applicable.		Medium	
Service delivery interruption	Not applicable.		Medium	

## Financial implications

<b>Current budget impact</b>	Commentary around the current budget impact is outlined in the Statement of Financial Activity, forming part of the attached financial activity statement report.
<b>Future budget impact</b>	Commentary around the future budget impact is outlined in the Statement of Financial Activity, forming part of the attached financial activity statement report.

## Engagement

Internal engagement	
Service Area Leaders	All Service Area Leaders have reviewed the monthly management reports and provided commentary on any identified material variance relevant to their service area.

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL2 – Communication and engagement with the community	To make available timely and relevant information on the financial position and performance of the Town so that Council and public can make informed decisions for the future.
CL3 – Accountability and good governance.	Ensure the Town meets its legislative responsibility in accordance with Regulation 34 of the <i>Local Government (Financial Management) Regulations 1996</i> .

## Further consideration

## 14.2 Statement of Accounts- September 2025

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Coordinator Finance
<b>Responsible officer</b>	Chief Financial Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Credit Card Transactions - September 2025 [<b>14.2.1</b> - 2 pages]</li><li>2. Fuel and Store Card Transactions September 2025 [<b>14.2.2</b> - 1 page]</li><li>3. Payment Summary - Sept 2025 [<b>14.2.3</b> - 10 pages]</li></ol>

### Summary

Council is required to receive payments made from the municipal fund, payments by employees via purchasing cards each month and fuel and store card transactions under Section 13 and 13A of the Local Government (Financial Management) Regulations 1996.

1. To present the list of accounts paid by the Chief Executive Officer (CEO) under delegated authority for the period 1 to 30 September 2025.
2. To present the list of payments made by authorised employees using purchasing cards for the period 1 to 30 September 2025.

The information required for Council to receive the payments made is included in the attachment for the period 1 to 30 September 2025.

### Recommendation

That Council for the period 1 to 30 September 2025, as included in the attachment:

1. Receives the list of accounts paid (cheques and EFT payments).
2. Receives the direct lodgement of payroll payments to the personal bank accounts of employees.
3. Receives the list of payments made using credit cards.
4. Receives the list of payments made using fuel and store cards.

### Background

1. Council has delegated the Chief Executive Officer the authority to make payments from the municipal and trust funds in accordance with the Local Government (Financial Management) Regulations 1996.
2. Under Regulation 13(1) and 13A of the Local Government (Financial Management) Regulations 1996, where a local government has delegated to the Chief Executive Officer the exercise of its power to make payments from the municipal fund or authorised an employee to use a credit, debit or other purchasing card, each payment is to be noted on a list compiled for each month showing:
  - a) The payee's name
  - b) The amount of the payment
  - c) The date of the payment
  - d) Sufficient information to identify the transaction

3. That payment list should then be presented at the next ordinary meeting of the Council, following the preparation of the list, and recorded in the minutes of the meeting at which it is presented.
4. The payment list and the associated report was previously presented to the Audit and Risk Committee. Given this Committee's scope has changed to focus more on the audit function, the payment listings will be forwarded to the Elected Members ahead of time. Any questions received prior to the finalisation of the report will be included along with the responses within the Schedule of Accounts report for that month.
5. The list of accounts paid in accordance with Regulation 13 and 13A of the Local Government (Financial Management) Regulations 1996 is contained within the attachment and is summarised below.

Fund	Reference	Amounts
<b>Municipal Account</b>		
Automatic Cheques Drawn		\$ 0
Creditors – EFT Payments (incl. Fuel and Store Cards)		\$8,864,568.49
- Fuel and Store Cards (\$17,403.64)	September 2025	
Payroll		\$ 1,472,859.83
Bank Fees		\$ 20,086.65
Corporate MasterCard	September 2025	\$ 7,869.42
<b>Total</b>		<b>\$ 10,365,384.39</b>

## Discussion

6. All accounts paid have been duly incurred and authorised for payment as per approved purchasing and payment procedures.

It is therefore requested that Council receive the payments, as included in the attachments, for the period 1 to 30 September 2025.

## Relevant documents

Not applicable.

## Legal and policy compliance

[Section 6.10\(d\) of the Local Government Act 1995](#)

[Regulation 13 of the Local Government \(Financial Management\) Regulation 1996](#)

[Procurement Policy](#)

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation
<b>Future budget impact</b>	Not applicable.

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk mitigation
Financial	Misstatement or significant error in Schedule of accounts.	Medium	Low	Treat risk by ensuring daily and monthly reconciliations are completed. Internal and external audits.
Financial	Fraud or illegal transactions	High	Low	Treat risk by ensuring stringent internal controls, and segregation of duties to maintain control and conduct internal and external audits.
Environmental	Not applicable.		Medium	
Health and safety	Not applicable.		Low	
Data, information technology and cyber	Not applicable.		Medium	
Assets	Not applicable.		Medium	
Compliance breach	Not accepting schedule of accounts will lead to non-compliance.	Medium	Low	Treat risk by providing reasoning and detailed explanations to Council to enable informed decision making. Also provide the Payment summary listing prior to preparation of this report for comments.
Reputation	Not applicable.		Low	
Service delivery interruption	Not applicable.		Medium	

## Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL2 – Communication and engagement with the community	The monthly payment summary listing of all payments made by the Town during the reporting month from its municipal fund and trust fund provides transparency into the financial operations of the Town.
CL3 – Accountability and good governance.	The presentation of the payment listing to Council is a requirement of Regulation 13 & 13A of Local Government (Financial Management) Regulation 1996.

## Further consideration

## 15 Committee reports

### 15.1 Audit Update Report October 2025

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Audit, Risk and Assurance Advisor
<b>Responsible officer</b>	Chief Executive Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	1. CONFIDENTIAL REDACTED - Quarter 1 Open Audit Actions ( July - September 2025) - 20251001 [15.1.1 - 3 pages]

### Summary

The Audit, Risk and Improvement Committee recommends that Council receives the Audit Update Report for October 2025, which provides an overview of internal audit activities and current open audit actions. Key outcomes include completion of the Assessment of Operational Risk audit and identification of two Moderate findings aimed at strengthening operational risk practices.

#### Committee Recommendation

The Audit, Risk and Improvement Committee recommends that Council receives the Audit Update Report for October 2025, as contained in Attachment 15.1.1.

### Background

1. The 2023-2026 Internal Audit Program, adopted by Council on 19 June 2023, provides structured oversight of key governance, risk, and control processes across the Town.
2. The following three audit projects are scheduled for 2025/26:
  - Talent Management and Wellbeing
  - Fraud and Corruption Reporting
  - Corporate Performance Management and Monitoring
3. The final audit for 2024/25 was the Assessment of Operational Risk audit which has been completed.

### Discussion

#### Current Open Audit Actions (Quarter 1, 2025)

4. Note – Although the audit action tracking table below includes a 'Completed' column, no completions will appear for Q1. Completed actions are only displayed when comparing across reporting periods (e.g., Q2 with Q1 and so on).

Area	Open	Completed	Overdue	Behind	On Track	Extreme Risk	Moderate Risk	Low Risk
Finance	5	0	2	0	3	2	1	2
People & Culture	2	0	0	0	2	0	0	2
Totals	7	0	2	0	5	2	1	4

## Relevant Documents

Not applicable.

## Legal and Policy Compliance

[Part 7 of the Local Government Act 1995](#)

[Local Government Regulations 1996](#)

## Financial Implications

Current budget impact	Existing budget allocations will accommodate the recommended process improvements.
Future budget impact	Not applicable for this report.

## Risk Management Considerations

Risk Impact Category	Risk Event Description	Risk Rating	Risk Appetite	Risk Mitigation
Financial	Without an internal audit program, the Town may be exposed to financial errors, fraud, or corruption.	High	Low	Maintain and monitor internal audit program focusing on high-risk processes.
Environmental	Not applicable.			
Health and Safety	Not applicable.			
Data, Information Technology and Cyber	Not applicable.			
Assets	Not applicable.			



Compliance Breach	Lack of internal audits may increase risk of non-compliance with legislative requirements.	High	Low	Ensure management implements actions to address audit findings.
Reputation	Inadequate audit oversight may reduce stakeholder confidence in governance and risk management.	Moderate	Low	Ensure timely resolution of audit findings.
Service Delivery Interruption	Not applicable.			

## Engagement

Internal engagement	
Stakeholder	Comments
Business Units	Managers providing responses and supporting documentation to the Internal Auditors.
C-Suite	Informed of the final Internal Audit Outcomes.

## Strategic Alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL1 – Effectively managing resources and performance.	Internal audits support integrity and identify areas for improvement.
CL3 - Accountability and good governance.	Internal audits provide a disciplined approach to improving risk management, internal controls, and governance processes, adding value to Town operations.

## Further Consideration

## 15.2 Corporate Business Plan Quarter 1 Progress Report (July - September 2025)

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Audit, Risk and Assurance Advisor
<b>Responsible officer</b>	Chief Executive Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	1. Quarter 1 CBP Progress Report ( July - September 2025) [ <b>15.2.1</b> - 50 pages]

### Summary

This report provides an update on the implementation status of the Corporate Business Plan (CBP) actions for Quarter 1 of the 2025/26 financial year (1 July – 30 September 2025). The report supports Council's commitment to good governance, transparency, and effective resource management by providing oversight of strategic action delivery.

### Committee Recommendation

That the Audit, Risk and Improvement Committee recommends that Council accepts the Corporate Business Plan Quarter 1 Progress Report for 1 July - 30 September 2025, as attached 15.2.1.

### Background

1. At the Ordinary Council Meeting held 17 September 2024, Council resolved to receive one consolidated quarterly progress report on the actions, projects and outcomes of the Towns adopted plans and strategies.
2. The consolidated reporting approach reduces duplication, strengthens governance, and provides a single point of accountability for tracking purposes.
3. Quarterly progress reports enable Council to:
  - Assess performance against the Corporate Business Plan 2023-2027 and other linked strategies.
  - Identify risks and significant variations in project delivery or budget performance.
  - Receive the information needed to make informed decisions and take action where required.
4. This Quarter 1 report also establishes a baseline for the 2025/26 financial year, enabling subsequent quarters to demonstrate comparative progress and trend analysis.

### Discussion

5. An amended Corporate Business Plan 2023-2027 was endorsed by Council on 19 August 2025. Its sets out the Town's medium-term priorities, aligned to the Strategic Community Plan.
6. Attachment 1 provides an update on the progress made toward each goal within the CBP during Quarter 1 of the 2025/26 financial year. Progress is visually represented as a percentage, with colour coding to indicate whether actions are:
  - Behind Schedule
  - On Track

- Overdue
- Complete

## 7. Quarter 1 CBP Progress Summary – 2025/26

- The Quarter 1 results for the 2025/26 Corporate Business Plan show strong early progress, with (57) goals reported and an overall completion rate of (29%).
- Most actions are on track or ahead of schedule, reflecting effective early planning and cross-department collaboration.
- Key highlights include strengthened community engagement, advancing and environment initiatives, and notable progress in major infrastructure and activation projects.
- A small number of projects experienced minor delivery slippage, mainly due to resource constraints, staff changes and the Local Government caretaker period. These are being monitored, with mitigation actions in place to ensure Q2 delivery remains achievable.

Strategic outcome	Total Goals	Behind	On-Track	Overdue	Complete
<b>Social</b>	18	3	15	0	0
<b>Economic</b>	5	2	3	0	0
<b>Environment</b>	21	9	12	0	0
<b>Civic Leadership</b>	13	4	9	0	0
<b>Total</b>	<b>57</b>	<b>18</b>	<b>39</b>	<b>0</b>	<b>0</b>

## Relevant Documents

Not applicable.

## Legal and Policy Compliance

[Section 2.7 of the Local Government Act 1995](#)

## Financial Implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation.
<b>Future budget impact</b>	Not applicable.

## Risk Management Consideration

Risk Impact Category	Event Description	Risk Rating	Risk Appetite	Risk Mitigation
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Financial	Delays in CBP delivery may affect alignment with budgeted projects and priorities.	Moderate	Low	Ensure quarterly tracking and escalate significant slippage.
Environmental	Not applicable.			
Health and safety	Not applicable.			
Data, Information Technology and Cyber	Not applicable.			
Assets	Not applicable.			
Compliance Breach	Incomplete or inaccurate reporting may reduce compliance with legislative requirements.	Low	Low	Validate inputs with SMTs prior to report finalisation.
Reputation	Negative public perception regarding transparency.	Low	Low	Treat: Ensure accuracy in reporting and highlight significant issues.
Service delivery interruption	Not applicable.			

## Engagement

Internal engagement	
Governance and Strategy	Coordinated the preparation of this report and progress tracking.
Business Units	Provided quarterly updates on action progress, risks, and achievements.
C-Suite	Validated outcomes to ensure accuracy, accountability, and completeness.

## Strategic Alignment

Civic Leadership	
Community Priority	Intended public value outcome/ impact
CL1 – Effectively managing resources and performance.	The council receives timely and accurate updates on CBP progress to support resource planning and performance management.
CL3 - Accountability and good governance.	The Community and Council are provided with increased transparency and accountability regarding strategic actions and outcomes.

## Further Consideration

## 15.3 Final Audit Report - Assessment of Operational Risk

<b>Location</b>	Town-wide
<b>Reporting officer</b>	Audit, Risk and Assurance Advisor
<b>Responsible officer</b>	Chief Executive Officer
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	1. CONFIDENTIAL REDACTED - Town of Victoria Park - Assessment of Operational Risk - Final Internal Audit Report 2025 [15.3.1 - 17 pages]

### Summary

Australian Audit delivered the *Final Audit Report - Assessment of Operational Risk* on 4 August 2025, as part of the 2023-2026 Internal Audit Program. The audit confirmed that the Town has an operational risk framework in place and identified recommendations to enhance consistency, accountability, and oversight across the Town.

#### Recommendation

That the Audit, Risk and Improvement Committee recommends that Council:

1. Notes the *Town of Victoria Park - Assessment of Operational Risk – Final Internal Audit Report 2025* as contained in Attachment 15.3.1; and
2. Notes the two Moderate audit recommendations identified and that these will be added to the Audit Action Register.
3. Requests the CEO to bring a report to the next Audit, Risk and Improvement Committee outlining:
  - a. the process for the Town to redevelop its operational Risk register including processes for implementation, monitoring and regular review;
  - b. proposed timeline to complete the work identified in point a. above and/or the recommendations contained in Attachment 15.3.1 by 30 June 2026;
  - c. a proposed budget for any further resources required to complete those recommendations, including but not limited to staff and IT software.

### Background

1. The audit was conducted under the 2023-2026 Internal Audit Program to assess the effectiveness, maturity, and consistency of operational risk practices across the Town.
2. The review included:
  - Examination of key documents including the Risk Management Practice and Operational Risk Register.
  - Engagement with relevant staff across business units to understand operational risk processes.
  - Assessment of roles and responsibilities for operational risk management.
  - Evaluation of risk monitoring and reporting mechanisms, including reporting to Audit, Risk and Improvement Committee.
3. The final report was delivered on 4 August 2025.

## Discussion

- 4. The audit confirmed that the Town has an operational risk management framework in place, supported by policy and practice.
- 5. The audit identified two Moderate findings to strengthen operational risk practices.
- 6. Management has reviewed and accepted all audit recommendations.
- 7. Agreed actions will be implemented to strengthen operational risk practices across the Town.
- 8. Progress will be monitored and reported to the Audit, Risk and Improvement Committee on a quarterly basis.

## Relevant Documents

Attachment 15.3.1 - Final Audit Report - Assessment of Operational Risks.

## Legal and Policy Compliance

Not applicable.

## Financial Implications

Current budget impact	Existing budget allocations can accommodate the recommended process improvements.
Future budget impact	Not applicable.

## Risk Management Considerations

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Not applicable.			
Environmental	Not applicable.			
Health and Safety	Not applicable.			
Data, Information Technology and Cyber	Not applicable.			
Assets	Not applicable.			
Compliance Breach	Failure to strengthen operational risk practices could reduce oversight of organisational risks.	High	Low	Implement audit recommendations and monitor progress.
Reputation	Not addressing recommendations could undermine stakeholder confidence in governance and risk management.	High	Low	Ensure regular oversight and reporting to ARIC.

Service Delivery Interruption	Not applicable.
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## Engagement

Internal Engagement	Comments
Business Units	Key staff and managers were consulted during the audit process.
Information Management	Supplied requested records and commentary.
C-Suite	Informed of final audit outcomes.

## Strategic Alignment

Civic Leadership	
Community Priority	Intended Outcome/ Impact
CL1 – Effectively managing resources and performance	Internal audits support integrity and identify areas for improvement.
CL3 - Accountability and good governance	Audits provide a disciplined approach to improving risk management, internal controls, and governance processes, adding value to Town operations.

## Further Consideration



## 15.4 2024/25 Interim Audit

<b>Location</b>	Town-Wide
<b>Reporting officer</b>	Manager Finance
<b>Responsible officer</b>	Chief Financial Officer
<b>Voting requirement</b>	Simple Majority
<b>Attachments</b>	1. CONFIDENTIAL REDACTED - 2024 25 Interim Management Letter [15.4.1 - 6 pages]

### Summary

The purpose of an interim audit is to assess the effectiveness of internal financial controls within a government entity, identifying weaknesses in time to allow for remedial action before year-end financial statements are prepared.

The 2024/25 Interim Audit was undertaken by RSM Australia on behalf of the OAG (Office of Auditor General) in May 2025, whereby 3 findings were identified for Council's attention together with responses from Management.

### Recommendation

That the Audit Risk and Improvement Committee recommends that Council receives the findings and recommendations from the independent interim auditor's report for 2024/25 and endorses management responses and actions to the auditor's findings.

### Background

Each year, an Interim Audit is undertaken by the OAG to identify areas of improvement associated with the Town's internal controls, systems and procedures. This was undertaken by RSM Australia on behalf of the OAG, for the financial year ending 30 June 2025.

The findings received from RSM were assessed by Management and appropriate actions undertaken as required. The findings of the Interim Audit together with responses from Management are presented in this Report, for the Committee's consideration and recommendation to Council.

In May 2025, Council was informed via a memo from RSM, of the External Audit Plan for the year ending 30 June 2025. This plan outlined the following three key areas of focus and considerations in relation to the audit for the Town of Victoria Park.

1. Management override of controls
2. Revenue recognition – Grants, subsidies and contributions
3. Infrastructure and Property, Plant and Equipment

## Discussion

The Interim Audit is primarily concerned with a review of controls/practices/procedures and Management's compliance with those controls. The external auditor's interim audit and report is also scoped to cover a review of the accounting and internal control procedures in operation, as well as testing of transactions. The interim audit reports on an exception basis, those matters that the external auditor believes Council should be aware of and/or requiring action by Management.

The review also covered an examination of some compliance matters, which are required under the Local Government Act 1995 (as amended) and Local Government (Financial Management) Regulations 1996.

The recommendations and actions agreed to by the Management will be reviewed by the external auditor and the status of the implementation of the actions will be reported back to the Audit and Risk Committee.

## Relevant documents

Not applicable.

## Legal and policy compliance

*Local Government Act 1995*

- Section 7.1A – Audit Committee - [LOCAL GOVERNMENT ACT 1995 - SECT 7.1A](#)
- Section 7.1C – Decisions of audit committees - [LOCAL GOVERNMENT ACT 1995 - SECT 7.1C](#)
- Section 7.9 – Audit to be conducted - [LOCAL GOVERNMENT ACT 1995 - SECT 7.9](#)
- Section 7.12A – Duties of local government with respect to audits - [LOCAL GOVERNMENT ACT 1995 - SECT 7.12A](#)

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address these findings.
<b>Future budget impact</b>	Not applicable.

## Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Misstatement or significant error in annual and monthly reports.	High	Low	TREAT risk by conducting daily and monthly reconciliations and have an internal and external audit program.
Environmental	Not applicable.		Medium	
Health and safety	Not applicable.		Low	

Data, Information Technology and Cyber	Not applicable.	Medium	
Assets	Not applicable.	Medium	
Compliance Breach	Not meeting the statutory reporting deadline of 31 December, for the Annual Financial report	Low	TREAT risk by ensuring that appropriate financial controls are put in place to ensure that all financial information is captured and processed in a timely manner.
Reputation	Delays in producing the Annual Financial Report	Low	TREAT risk by continually engaging with external auditors on outstanding matters or issues identified during audits.
Service delivery interruption	Not applicable.	Medium	

## Engagement

Internal engagement	
Stakeholders	Service area leaders were consulted and engaged during the external audit to provide information and responses to auditor queries.

External engagement	
Stakeholders	OAG (Office of the Auditor General) RSM Australia (OAG appointed external auditors)
Period of engagement	<i>Interim Audit – May 2025</i>
Level of engagement	Involve
Methods of engagement	<i>On-site in-person visits and email correspondence</i>
Advertising	<i>Not applicable.</i>
Submission summary	<i>Not applicable.</i>
Key findings	<i>As per attached letter from RSM Australia</i>

# Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 – Accountability and good governance.	Ensure the Town meets its legislative responsibility in accordance with Part 7 of the Local Government Act 1995

## Further consideration

*Given that the request for more information relates to confidential Attachment 15.4.1, the section below will be published in the confidential folder accordingly.*

- 16 Motion of which previous notice has been given**
- 17 Public participation time**
- 18 Questions from members without notice on general matters**
- 19 Confidential matters**
- 20 Closure**