



TOWN OF
VICTORIA PARK



Agenda Briefing Forum Agenda – Tuesday 5 May 2026



WE'RE OPEN
VIC PARK

Please be advised that an **Agenda Briefing Forum** will be held at **6:30 PM** on **Tuesday 5 May 2026** in the **Council Chambers**, Administration Centre at 99 Shepperton Road, Victoria Park.

Mr Carl Askew – Chief Executive Officer
30 April 2026

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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.

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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 kaaditjin, moort, wer boodja ye-ye.

I acknowledge the traditional custodians of this land and respect Elders past, present and emerging, 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 and visually 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	Mayor Karen Vernon
Banksia Ward	Cr Claire Anderson Cr Scott Ingram Cr Peter Melrosa Deputy Mayor Lindsay Miles
Jarraah Ward	Cr Andra Biondi Cr Sky Croeser Cr Jack Gordon-Manley Cr Daniel Minson
Chief Executive Officer	Mr Carl Askew
Chief Operations Officer Chief Community Planner Chief Financial Officer	Ms Alison Luobikis Mr David Doy Mr Duncan Olde
Manager Governance and Risk	Mr Brett Douglas
Secretary	Ms Winnie Tansanguanwong Ms Laine Cooke
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 - April 2026

Location	Town-wide
Reporting officer	Governance Officer
Responsible officer	Manager Governance and Risk
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. Outstanding Council Resolutions Status Report April 2026 [11.1.1 - 33 pages]2. Completed Council Resolutions Status Reports April 2026 [11.1.2 - 3 pages]

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 3 April 2026 to 23 April 2026. A status update has been included by the relevant officer/s.

Legal and policy compliance

Not applicable.

Financial implications

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

Further Considerations

11.2 Response to the Elizabeth Baillie Investigation Report

Location	East Victoria Park
Reporting officer	Chief Executive Officer
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	1. Executive Response to the Elizabeth Baillie Tree Removal Investigation Report [11.2.1 - 6 pages]

Summary

This report presents the Chief Executive Officer's Executive Response to the investigation into tree removal at the Elizabeth Baillie Precinct, outlining the findings, contributing factors, and actions taken to address the identified issues. It is provided in response to the Council resolution of 17 March 2026 and to formally acknowledge the investigation outcomes and the improvement measures underway to strengthen governance, controls and project delivery practices.

Recommendation

That Council notes the Executive Response to the Investigation Report into tree removal associated with the redevelopment of the Elizabeth Baillie Precinct.

Background

1. In October 2025, it was identified that a greater number of trees had been removed as part of the Elizabeth Baillie Precinct redevelopment than had previously been communicated to Council and the community during the planning and approval stages of the project.
2. In response, an investigation was commissioned to examine the circumstances surrounding the tree removals. The investigation adopted the Incident Cause Analysis Method (ICAM), which focuses on identifying systemic contributing factors and seeking to understand the root causes and addressing these to prevent recurrence.
3. The investigation considered two distinct but concurrent work areas within the project:
 - Area 1:** Restoration and redevelopment of heritage buildings and surrounding grounds, delivered under a Development Approval process.
 - Area 2:** Redevelopment of surrounding parkland, delivered through a construction contract following Council endorsement of the park design.
4. The investigation found that tree removals within Area 1 were undertaken in accordance with the Development Approval process, with a limited number removed for relocation or due to health considerations.
5. For Area 2, the investigation identified a more complex delivery environment, where tree removal decisions were informed by multiple inputs, including demolition plans, arboricultural advice, Council reports, Requests for Information during construction, and routine tree management processes. These inputs were not consolidated within a single system linking tree removals to approved decisions.

6. The investigation concluded that the discrepancy in tree removal numbers arose from a combination of systemic factors, including:
 - a. The use of multiple information sources without a single consolidated reference point
 - b. Governance arrangements that were not sufficiently defined for decision-making during project delivery
 - c. Contract documentation that did not fully articulate expectations regarding tree management
 - d. Project governance structures not aligned to the scale and complexity of the project
 - e. Changes in roles and personnel affecting continuity of knowledge
 - f. Policy settings more suited to routine operations than complex capital works
7. Part 2 of the Council resolution of 17 March 2026 was that Council directs the Chief Executive Officer to report to Council at the May 2026 meeting with his Executive Response to the Investigation Report addressing the following:
 - a. a summary of the key findings in the CEO's opinion;
 - b. a brief summary of the executive actions the CEO has taken in response to the incident as defined in the Report and taken to address the findings in the analysis section of the Report to ensure future compliance with the Town's project management systems, processes and practices until the review of project management has occurred;
 - c. interim actions proposed to be taken by the CEO to prevent unauthorised or unplanned tree removals pending completion of the review of Policy 255 – Tree Management;
 - d. the options for the Town to engage an independent consultant to review the findings and recommendations in the report.
8. This report addresses that part of Council's resolution.

Discussion

9. The investigation determined that the outcome was not the result of deliberate wrongdoing. Instead, it identified that the Town's systems and processes were not sufficiently robust to manage a project of this scale and complexity. The Executive Response acknowledges this and focuses on strengthening governance, systems and controls.
 10. Importantly, the organisation has already implemented immediate measures to improve oversight, including the introduction of a multi-factor authorisation process requiring Executive-level approval for all tree removals. This establishes a clear and consistent approval pathway and strengthens accountability.
 11. In addition, broader reform initiatives are underway, including:
 - a. Development of a new project management framework, to be supported by a proposed budget allocation in 2026/27.
 - b. A cross-functional review of tree management processes and Policy 255.
 - c. Benchmarking against best practice across the local government sector.
 12. Ongoing management of the Elizabeth Baillie Precinct is also being strengthened through enhanced monitoring, governance structures, expert input, and stakeholder engagement to support long-term environmental outcomes.
 13. The Executive Response demonstrates that the organisation has accepted the findings of the investigation and is taking appropriate steps to address identified gaps. The focus on governance,
-

information management, contract clarity, and capability development aligns with the systemic issues identified and supports improved delivery of future projects.

- Noting the Executive Response enables Council to formally acknowledge the work undertaken to understand the issue, as well as the actions in progress to strengthen organisational systems and practices. It also reflects a commitment to transparency, accountability, and continuous improvement in response to community expectations.

Relevant documents

Not applicable.

Legal and policy compliance

Not applicable.

Financial implications

Current budget impact	Sufficient funds exist within the annual budget to address this recommendation.
Future budget impact	Matters related to the independent review and Project Management Improvement Program have been referred for consideration in the 2026-27 Budget.

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Cost of measures to improve project management framework Additional spend to remediate the trees	High	Low	
Environmental	Reduction in tree canopy	High	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	Negative media exposure impacting reputation and	Medium	Low	

	community attitudes towards the Town	
Service delivery interruption	Not applicable	Medium

Strategic alignment

Civic Leadership	
Community priority	Intended public value outcome or impact:
CL1 – Effectively managing resources and performance.	Building trust and confidence in our project delivery
CL3 – Accountability and good governance.	Delivering a robust and transparent investigation leading to learning opportunities.

11.3 May 2026 Policy Review

Location	Town-wide
Reporting officer	Coordinator Governance and Risk
Responsible officer	Manager Governance and Risk
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. Tracked Changes [11.3.1 - 60 pages]2. Clean Policies [11.3.2 - 59 pages]3. Noting [11.3.3 - 40 pages]

Summary

A review of 19 of the Town's policies identified that 8 require amendment and 11 policies need no changes. This report addresses the findings of the review.

Recommendation

That Council:

1. Amends the following policies as contained in Attachment 2:
 - a. Policy 021 – Elected Member Fees, Expenses and Allowances
 - b. Policy 114 – Community Funding
 - c. Policy 115 – Public Art
 - d. Policy 301 – Procurement
 - e. Policy 308 – Financial Hardship
 - f. Policy 351 – Parking Permits
 - g. Policy 404 – Firework Events
 - h. Policy 406 – Temporary Food Business and Itinerant Food Vendors
2. Notes that 11 policies contained in Attachment 3 have been reviewed with no changes proposed.

Background

1. Policy 021 – Elected Members Fees, Expenses and Allowances. This policy was adopted by Council in May 1999 and last reviewed in May 2024.
2. Policy 007 – Long Service Leave. This policy was adopted by Council in September 1999 and was last reviewed by Council in September 2023
3. Policy 024 – Event Attendance. This policy was adopted by Council in April 2020 and last reviewed in July 2024.
4. Policy 025 – Independent Committee Members. This policy was adopted by Council in September 2020 and last reviewed in February 2024.
5. Policy 054 – Access to Reserve Funds through Notices of Motion. This policy was adopted by Council in April 2000 and last reviewed in February 2024.
6. Policy 114 – Community Funding. This policy was adopted in December 2019 and was last reviewed by Council in May 2025

7. Policy 115 – Public Art. This policy was adopted in May 2019 and was last reviewed in August 2023.
8. Policy 221 –Strategic management of Land and Building Assets. This policy was adopted by Council in June 2020 and last reviewed in May 2022.
9. Policy 251 – Sustainable Timber – Use in Town Construction. This policy was adopted by Council in July 1997 and was last reviewed September 2023.
10. Policy 301 – Procurement. This policy was adopted in October 2024 and was last reviewed by Council in May 2025.
11. Policy 303 – Debt Collection. This policy was adopted by Council in September 1999 and last reviewed in May 2025.
12. Policy 304 - Disposal of Surplus Assets. This policy was adopted by Council in September 1999 and last reviewed in February 2024.
13. Policy 308 – Financial hardship. This policy was adopted in May 2020 and was last reviewed by Council in May 2025.
14. Policy 310 – Leasing and Licensing. This policy was adopted by Council in May 2020 and last reviewed in May 2025.
15. Policy 331 – Information Systems Security. This policy was adopted by Council in December 2021 and last reviewed in May2025.
16. Policy 332 – Record Keeping. This policy was adopted by Council in April 2023 and last reviewed in May 2025.
17. Policy 351 – Parking Permits. This policy was adopted in October 2012 and was last reviewed and amended by Council in October 2024.
18. Policy 404 – Firework Events. This policy was adopted in August 2002 and was last reviewed in February 2024.
19. Policy 406 – Temporary food businesses and itinerant food vendors. This policy was adopted in August 2019 and was last reviewed in February 2024.

Discussion

20. On Monday 30 March 2025, a Policy Workshop was held with Elected Members to discuss several policies that had been reviewed. These policies are provided below.
21. Policy 021 – Elected Members Fees, Expenses and Allowances A review has identified a minor change:
 - Payment will be made fortnightly, as per the Town payroll system
22. Policy 114 – Community Funding A review has identified some minor changes:
 - Operating Subsidy - To address feedback from the Town’s existing operating subsidy recipients relating to the drop in the funding amount that occurs across agreements. As per feedback received at the February 2026 Concept Forum, the Operating Subsidy agreement has been extended from three years to five years. The extra cost of CPI will be \$70,155.08 over a five-year period (No CPI in first year). This equates to an extra cost of \$17,538.77 per subsidy.
 - Community Group Insurance Grant - The annual net profit threshold for the Community Group Insurance Grant to be increased from \$10,000 to \$100,000. To date, no applications have been approved in this funding stream. Most organisations who have enquired or applied for the grant were deemed ineligible due to the low threshold amount. After completing a further review of existing organisations in the Town, as well as a comparison of threshold amounts across other

local government areas, the recommendation is to increase the threshold to \$100,000. This change will make the funding more accessible for the Town's community organisations.

- Community Event Grants - Propose a new Community Event Grants funding stream that replaces the existing Days of Significance targeted event delivery initiative. The funding amount will remain the same \$20,000. This will provide an accessible, inclusive, and transparent centralised approach to supporting all different types of community-led events for the whole community (individuals, groups, clubs, businesses) across the whole year. The funding will target events run by and for the local community.

23. Policy 115 – Public Art. A review has identified some minor changes:

- Removal of the reference to the internal Public Art Management Practice, and duplication of the reference to Policy 301 Procurement
- Removal of references to the Town's outdated documents, including Arts and Culture Plan, Public Art Management Plan, Mural Arts Plan, and Public Arts Strategy. Replaced with current documentation.

24. Policy 301 – Procurement. A review has identified some minor changes:

- Administrative changes to definitions and wording
- Addition of superannuation for contractors
- Wording changes for Procurement Value Thresholds
- Addition of Responsible Officers

25. Policy 308 – Financial hardship. A review has identified a minor change:

- Addition of Investment Properties

26. Policy 351 – Parking Permits. A review has identified some minor changes:

- Authorising permits for Motorhomes and Campervans
- Removal of paragraph 39.

27. Policy 404 – Firework Events. A review has identified some minor changes:

- Regulation 18 (noise exemption) removed (advice from Dept of Health)
- Application date shortened to 14 days
- Removal of number of events (to be at Town discretion)
- Removal of right of reply
- Limiting notification to Noise Sensitive Areas

28. Policy 406 – Temporary food businesses and itinerant food vendors. A further review has identified some minor changes:

- Minor amendment to Heading
- Amending policy to requirements of Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local law 2000

29. The following policies have been reviewed and are considered fit for purpose with no changes being proposed:

30. Policy 007 – Long Service Leave

31. Policy 024 – Event Attendance

32. Policy 025 – Independent Committee Members

- 33. Policy 054 – Access to Reserve Funds through Notices of Motion
- 34. Policy 221 –Strategic management of Land and Building Assets
- 35. Policy 251 – Sustainable Timber – Use in Town Construction
- 36. Policy 303 – Debt Collection
- 37. Policy 304 - Disposal of Surplus Assets
- 38. Policy 310 – Leasing and Licensing
- 39. Policy 331 – Information Systems Security
- 40. Policy 332 – Record Keeping

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

Current budget impact	Not applicable
Future budget impact	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 22 April 2024.
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

11.4 Proposed Partial Acquisition of Lot 807 From Catalina Regional Council

Location	Clarkson
Reporting officer	Manager Property Development and Leasing
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	1. Lot 807 (Area 19) [11.4.1 - 1 page] 2. Lot 807 Transfer of Land Document [11.4.2 - 4 pages]

Summary

This report seeks Council approval to accept the transfer of a 1/12 freehold interest in Lot 807, Catalina Estate, from the Catalina Regional Council (CRC) at nil consideration.

Lot 807 is currently owned by the CRC due to a historical anomaly, despite all other land within the Catalina Estate being owned proportionally by the seven member Councils. This has resulted in administrative, legal and development complications, particularly as subdivision works now involve lots straddling both CRC-owned and member-owned land.

The proposed transfer will align ownership of Lot 807 with the broader estate, simplify development and sales processes, and formalise the Town's existing economic interest in the land.

The land has an estimated market value of \$4.75 million, with the Town's share (1/12) equating to approximately \$395,833, with no acquisition cost.

Recommendation

That Council:

1. Authorise the acquisition of 1/12 share of Lot 807 (Deposited Plan 32406) from the Catalina Regional Council for nil consideration;
2. Note the current market value of the Lot 807 is \$4,750,000, with the Town's proportional interest valued at approximately \$395,833;
3. Authorise the Mayor and Chief Executive Officer to sign and affix the Common Seal to the Transfer of Land document and all associated documentation required to give effect to this transaction; and.
4. Delegate authority to the Chief Executive Officer to finalise all administrative and legals matters necessary to complete the transfer.

Background

1. The Catalina Estate is a master-planned residential development located in Clarkson/Mindarie and is jointly owned by seven local governments in the following proportions:
 - a. City of Stirling (4/12)
 - b. City of Wanneroo (2/12)
 - c. City of Joondalup (2/12)
 - d. City of Perth (1/12)
 - e. City of Vincent (1/12)
 - f. Town of Victoria Park (1/12)
 - g. Town of Cambridge (1/12)

2. The land has been developed by the Catalina Regional Council (CRC) under Power of Attorney arrangements on behalf of member Councils, with over 2,000 residential lots sold to date.
3. Lot 807 represents a small parcel within the estate that, following land transfers undertaken in 2006 as part of a negotiated planning solution with the State Government, was transferred into CRC ownership rather than joint ownership by the member Councils.
4. This is the only parcel within the Catalina Estate that is held directly by the CRC rather than the member Councils.

Discussion

5. Lot 807 is currently being subdivided as part of Stages 44-47 of the Catalina development, with several resulting lots either wholly or partially contained within Lot 807.
6. Attachment 1 notes Lot 807 (shown as area 19) in the Northeast corner of the Map.
7. The current ownership arrangement has resulted in:
 - a. Dual ownership across subdivision boundaries;
 - b. Legal and contractual complexity; and
 - c. Administrative and accounting inefficiencies
8. The CRC has obtained legal and accounting advice recommending that Lot 807 be transferred to the member Councils in their existing proportional ownership shares at nil consideration
9. This approach is considered the most efficient and appropriate resolution, as:
 - a. The member Councils already hold an indirect economic interest in the land through the CRC;
 - b. The transfer aligns ownership across the estate; and
 - c. It removes barriers to subdivision, sale and settlement processes.
10. Under the proposed transfer, the Town will hold a 1/12 share as tenant in common, consistent with its broader interest in the Catalina Estate.
11. The transfer will be effective via a single Transfer of Land document (*Attachment 2*) to be executed by all participating local governments and the CRC.
12. Due to financial reporting and development timing considerations, the CRC has requested that the transfer be completed prior to 30 June 2026.
13. The proposed transfer represents a practical and low-risk resolution to a historical anomaly and supports the efficient completion of the Catalina Estate.

Relevant documents

[Transfer of Land Act 1893](#)

[Local Government Act 1995](#)

[Local Government \(Functions and General\) Regulations 1996.](#)

Legal and policy compliance

The CRC has obtained legal advice confirming that:

- The transfer does not constitute a disposition under s3.58 of the LGA 1995.
- The transaction is not a Major Land Transaction under s3.59, as it qualifies as an exempt land transaction under Regulation 8; and
- The transfer occurs between local governments without profit motive and does not grant third-party use rights

As there is no delegated authority for the Chief Executive Officer to acquire freehold land, Council approval is required.

Financial implications

Current budget impact	Nil
Future budget impact	The Town will recognise a freehold land asset with an approximate value of \$395,833.

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Asset required at nil cost may require future management or future accounting adjustments	Low	Low	Treat risk by recognising the asset approximately and manage within existing Catalina Estate framework.
Environmental				NA
Health and safety				NA
Data, Information Technology and Cyber				NA
Assets				NA
Compliance Breach	Delay in transfer may impact subdivision, sales and settlement processes	Low	Low	Treat risk by progressing Council approval and execution prior to 30 June 2026.
Reputation	Not assisting fellow councils, could be seen as not collegiate	Low	Low	Transfer aligns ownership across Catalina Estate.
Service delivery interruption				

Engagement

Internal engagement

Property Development and Leasing

Support this recommendation

External engagement

Stakeholders

Catalina Regional Council

Strategic alignment

Nil.

Further consideration

12 Chief Community Planner reports

12.1 Endorsement to advertise the Draft Event Plan 2027 - 2031

Location	Town-wide
Reporting officer	Coordinator Events Arts and Funding
Responsible officer	Manager Community
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. Attachment 1 - Draft Event Plan 2027 - 2031 [12.1.1 - 22 pages]2. Attachment 2 Events Strategy 2022-2026 Impact Report [12.1.2 - 7 pages]3. Attachment 3 - Event Strategy 2022 - 2026 Review Stakeholder Feedback Report [12.1.3 - 30 pages]

Summary

The Draft Event Plan 2027–2031 (the Plan) is proposed to be released for public comment. Council is requested to endorse the advertising of the Plan for a 21-day public comment period, to ensure community and stakeholder feedback is considered prior to finalisation.

Recommendation

That Council:

1. Endorses the advertising of the Draft Event Plan 2027–2031, contained in Attachment 1, for a 21-day public comment period; and
2. Requests the Chief Executive Officer to report the outcomes of the public comment period and present an updated Event Plan 2027–2031 to Council for consideration and adoption.

Background

1. The Draft Event Plan 2027–2031 (the Plan) has been developed to guide the Town’s approach to delivering and supporting events over the next five years, providing a clear framework to enhance community, cultural, and economic outcomes.
2. The Plan aligns closely with the Town of Victoria Park’s Strategic Community Plan 2017–2032, ensuring consistency with the Town’s long-term vision and priorities. It will contribute to the achievement of key strategic objectives and support good governance, including:
 - a. S3 – Facilitating an inclusive community that celebrates diversity
 - b. S4 – Improving access to arts, history, culture and education
 - c. EC1 – Facilitating a strong local economy
 - d. EC2 – Attracting businesses and people to local activity centre through place planning and activation
 - e. CL1 – Effectively managing resources and performance
 - f. CL2 – Communication and engagement with community.
3. The Plan has been intentionally aligned with relevant State and National Government strategic frameworks to ensure long-term relevance, sustainability, and positive community impact.

4. The Town's Event Strategy 2022 – 2026 Impact Report is available in Attachment 2 for reference.

Discussion

5. The Town's current Event Strategy 2022–2026 concludes at the end of the current financial year. In response, Council requested a minor, internally led review of the Strategy. The Town's Events Team commenced this review in June 2025.
6. The Event Strategy has evolved into a comprehensive Events Plan that positions events as a key delivery mechanism for achieving outcomes across a range of existing Town strategies. This integrated approach supports the broader community priorities outlined in the Town's Strategic Community Plan and aligns with the following strategies:
 - a. Arts and Culture Strategy
 - b. Economic Development Strategy
 - c. Local Planning Strategy
 - d. Public Health and Wellbeing Strategy
 - e. Public Open Space Strategy
 - f. Urban Forest Strategy.
7. The revised Plan has been informed by research and feedback gathered through consultation with community members, event organisers, advisory groups, Town staff, and Elected Members. This approach ensures the Plan reflects local priorities and responds to the needs and aspirations of the community.
8. The Plan identifies four key outcomes areas for the Town:
 - g. Our community has an increased sense of identity and belonging;
 - h. Our community has an increase in cultural awareness and education;
 - i. Our community has an increase in the return of investment from tourism and visitation; and
 - j. Our community has increased opportunities to experience and showcase creative expression.
9. To achieve these outcomes, the Plan sets out actions across four focus areas that support a targeted and coordinated approach:
 - a. Programming - Deliver strong, diverse, and well curated event programming that drives visitation, participation, and economic benefit;
 - b. Partnerships - Build and strengthen partnerships through events to maximise resources, expertise and reach;
 - c. Places - Use events to activate public spaces and enhance the vibrancy and appeal of key locations in the Town; and
 - d. Access and Engagement - Ensure events are easy to discover, inclusive and engaging for diverse audiences.
10. Public release of the Plan will enable the Town to validate its strategic direction with the broader community, including residents, local businesses, and event organisers.
11. Internal feedback has already been sought as part of the development process, including input from relevant officers and teams responsible for delivery, the Service Area Leadership Team (SALT), and the Senior Management Team (SMT). This feedback has been considered and incorporated into the Plan.

12. Feedback collected through the public consultation process will be analysed and used to inform the final Event Plan 2027–2031, which will be presented to Council for consideration and adoption in mid-2026.

Relevant documents

[Event Strategy 2022 - 2026](#)

Legal and policy compliance

Section 1.3(2)(e) of the Local Government Act 1995 requires local governments to actively involve and engage with their communities in planning processes.

Financial implications

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

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 engagement contradicts the Town's values of inclusive community planning	Medium	Low	TREAT risk by conducting broad and accessible consultation.
Reputation	Releasing a strategy without community input could damage trust in the Town's engagement.	Medium	Low	TREAT risk by seeking public comment before final adoption.
Service delivery	Not applicable			

Engagement

Internal engagement

All Town Staff	Staff feedback was invited through a feedback workshop and survey.
Relevant Officers and Responsible Teams	In addition to the all-staff workshop and survey, key staff were engaged with to review, provide input and seek support for the the Plan via email and meetings.
Advisory Groups	Presentation and feedback sessions or targeted email
Service Area Leadership Team (SALT)	Reviewed and supported the Plan.
Senior Management Team (SMT)	Reviewed and supported the Plan.
Elected Members	Concept forum conducted in February 2026 to seek input on the strategic direction (Theory of Change) for the Plan. The Plan was shared for feedback via a portal post in April 2026 for feedback.

External engagement

Stakeholders	Community members, event organisers and organisations, businesses, interest groups.
Period of engagement	October – November 2026
Level of engagement	Consult and Involve
Methods of engagement	Online community survey In-person workshops One-on-one meetings / phone calls Pop-up activations
Advertising	Social media Community newsletters Direct emails Online "Your Thoughts" platform
Submission summary	See Attachment 3 - Event Strategy 2022 – 2026 Review Stakeholder Feedback Report
Key findings	See Attachment 3 - Event Strategy 2022 – 2026 Review Stakeholder Feedback Report

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL2 - Communication and engagement with the community.	Sharing the Plan for public comment ensures community priorities are captured and provides meaningful and authentic community engagement that keeps the community well-informed.
CL3 - Accountability and good governance.	By establishing and sharing the Plan for public comment, the Town improves governance, accountability and advocacy of its operational functions and outcomes for events in the Town.

Further consideration

13 Chief Operations Officer reports

13.1 TVP/25/31 - Administration Building Refurbishment - 99 Shepperton Road

Location	Victoria Park
Reporting officer	Chief Operations Officer
Responsible officer	Strategic Project Manager
Voting requirement	Absolute majority
Attachments	<p>Reason for Confidentiality</p> <p>This attachment is confidential in accordance with Section 5.23(2) of the <i>Local Government Act 1995</i>, as the business to be considered relates to the following:</p> <p>(d) Tender information disclosing proprietary technology or trade processes that are not public and would likely adversely affect the tenderer's business interests.</p> <p>1. CONFIDENTIAL REDACTED - TV P-25-31 Evaluation Report - FINAL [13.1.1 - 16 pages]</p>

Summary

This report seeks Council approval to award a contract for the Town of Victoria Park Administration Building Refurbishment. The proposed works will upgrade key customer facing and staff areas to improve accessibility, functionality, and compliance, ensuring the facilities are fit-for-purpose and aligned with the Town's strategic objectives.

Recommendation

That Council:

1. Awards the contract associated with TVP/25/31 *Administration Building Refurbishment Tender*, to Respondent C in Attachment 13.1.1, for the refurbishment of the Town's Administration Building, with the terms and conditions as outlined in the contract, as their offer has been evaluated as the most advantageous to the Town for the lump sum price of \$678,099.71 (excl. GST).
2. Approves an increase to the total project budget to \$745,000 (ex GST) ensuring adequate provision for construction risks, latent conditions, and service coordination within an operational building environment.
 - (i) To increase the capital works budget for the WO874 Administration Building – Refurbishment by \$95,000.
 - (ii) To fund the increase by transfer from the Buildings Reserve of \$95,000.

Background

1. The need for refurbishment of the Town's Administration Building has arisen from ageing infrastructure, non-compliant amenities, and limitations in accessibility and functionality for both staff and community users.

2. The existing facilities do not adequately meet contemporary accessibility standards, particularly in relation to universal access toilets, customer service interfaces, and internal circulation, impacting inclusiveness and user experience.
3. The *Administration Building Refurbishment Tender* was published through Vendor panel on Thursday, 12 February 2026 and closed on Thursday, 5 March 2026.
4. Suppliers were requested to provide a submission for the delivery of building refurbishment works, including demolition, construction, fit-out, and services coordination across two separable portions.
5. The approved municipal funding allocation for this project is \$650,000 (ex GST).
6. An evaluation of the tender submissions against the prescribed criteria was completed on Monday, 30 March 2026, with recommendation that Council accepts the submission made by Respondent C to undertake the works.

Discussion

7. The scope of works includes refurbishment of both ground and first floor areas, incorporating customer service areas, office spaces, and amenities upgrades.
8. The proposed design introduces universal access toilets, improved circulation spaces, and compliant customer service counters, ensuring equitable access for all members of the community. The works will also deliver modern, functional, and flexible workspaces for staff, supporting productivity, wellbeing, and operational efficiency.
9. Front counter upgrades will deliver DDA-compliant access and support inclusive employment outcomes, aligning with key corporate performance objectives. The design incorporates dedicated consultation spaces and a split counter to effectively support multiple service functions. Enhanced security measures, including one-way glazing and centralised controlled access, will improve staff safety, strengthen ground floor security, and maintain compliant emergency egress, creating a safe and functional environment for both staff and the community.
10. Ground floor amenities will be upgraded to provide fully compliant toilet facilities, with clear separation between public and staff use. This arrangement improves accessibility, privacy, and safety, while supporting efficient operation within an active public building. Modernised staff amenities will better meet contemporary workplace standards, enhancing usability, staff wellbeing, and retention by providing inclusive, fit for purpose facilities that support a diverse workforce.
11. First floor amenities will provide additional toilet facilities for staff and support flexible use during meetings and events. The design delivers inclusive, nondiscriminatory toilet arrangements, including the provision of a unisex ambulant toilet. Noncompliant universal toilets will be removed and appropriately relocated to the Council Chamber, where they are better suited to public use. The removal of urinals and replacement with toilet pans across the amenities allows for a flexible, multi-use layout that improves accessibility, supports diverse user needs, and enhances overall functionality.
12. Council Chamber amenities will be reconfigured to deliver a new, fit for purpose layout utilising existing services. The relocation of the first floor Universal Access Toilet to the Council Chamber provides a more appropriate and compliant arrangement to support Council meetings and public use. The amenities will be converted to self-contained unisex ambulant toilets with integrated washbasin facilities, delivering an inclusive, flexible and nondiscriminatory solution. This design enhances user privacy, improves accessibility, and ensures the facilities are suitable for diverse needs and future operational requirements.
13. All facilities have been extensively developed in consultation with internal departments to ensure they meet the needs of the current and future workforce. The design prioritises flexible, multi-use spaces capable of adapting to evolving work practices, while remaining fit for purposes for both staff and

community use. This approach balances functionality and inclusiveness with cost effective delivery by integrating works within existing building structures, minimising demolition waste, and maximising the reuse of existing services.

14. The remaining upgrades relate to the Operations Area and will align with works recently completed elsewhere in the building. The project will transform dated office layouts and floor finishes into a more open-plan environment that supports collaboration and modern work practices. The upgrades include DDA compliance improvements to enable access to almost all areas of the administration building, expansion of meeting rooms to meet operational needs, and replacement of secondhand carpets that have exceeded their useful life.
15. The assessment of the submissions was formally undertaken the Panel that included:
 - Strategic Project Manager
 - Project Support Officer
 - Manager People and Culture
 - Acting Manager Business Services
 - Building Officer (non-voting member)
16. The Town received 3 submissions. Of these submissions, none were deemed non-compliant.
17. The evaluation of the submissions against the quantitative and qualitative criteria resulted in the rankings as shown below, with the first ranking scoring the highest.
 - (i) Respondent C (rank 1)
 - (ii) Respondent A (rank 2)
 - (iii) Respondent B (rank 3)
18. Respondent C was ranked highest due to their demonstrated experience in similar refurbishment projects, strong understanding of staged construction in operational environments, and their ability to deliver compliant, accessible, and high-quality outcomes within the required timeframe. They provided the evaluation panel with the highest level of contractual confidence and detailed costings against the scope of works.
19. Full details and commentary of the tender evaluation is contained in the confidential attachment.
20. The request for additional budget of \$95,000 is based on two factors.
21. The first is that the tendered price for the contracted work exceeds the entire project budget by \$28,100. To be able to proceed with the contract award, these funds are required.
22. The second is work that was not planned to be undertaken by the primary contract, being elements such as wiring for IT systems, additional carpeting and HVAC adjustment once works are completed.
23. The additional funding is being requested from the Building Reserve. This reserve has sufficient funds, being \$2.55m as at 31 March 2026.

Compliance criteria

24. Submission complied with all mandatory requirements, including completed schedules, pricing, and lodgement within the specified timeframe.
25. Demonstrated capability to deliver both separable portions, including staging works within an operational building environment.
26. Compliance with all relevant legislation, Australian Standards, and disability access requirements.

27. Evidence of appropriate licences, insurances, and capacity to coordinate works, safety, and Town-appointed contractors

Evaluation process

<p>Mandatory Sustainable Procurement: Environmental Sustainability</p> <ul style="list-style-type: none"> i) Waste minimisation approaches for demolition materials, including separation and recycling options for tiles, cabinetry, fixtures, cardboard, and metal waste streams. ii) Methods for reducing dust, noise, and airborne contaminants in operational public spaces, and how these support environmental and public health outcomes. iii) Selection of products and materials that support sustainable construction iv) Practices for minimising resource use during construction, including responsible water use and energy-efficient tools/equipment. 	<p>Weighting 5%</p>
<p>Demonstrated Understanding</p> <ul style="list-style-type: none"> i) Demonstrating Industry Knowledge and Experience <ul style="list-style-type: none"> a. Details regarding their knowledge and experience in the industry relevant to the goods, services, and works being procured as per this Request. b. Key construction considerations including access management, sequencing, short lead times, and maintaining safe public circulation. ii) Learning from Past Project Issues <ul style="list-style-type: none"> a. Identification of common issues encountered on past projects b. Description of lessons learnt and how these will inform your approach to this project. c. Examples of mitigation measures implemented on previous projects to manage noise, dust, waterproofing, service disruptions, or stakeholder communication. 	<p>Weighting 25%</p>
<p>Organisational Capacity</p> <ul style="list-style-type: none"> i) Demonstrate that they have the organisational capability and resources to deliver the works within the required timeframes. <ul style="list-style-type: none"> a. Proposed project team structure, including key personnel (site supervisor, project manager, contract administrator) and similar project experience. b. Resource availability, including labour allocation, subcontractor arrangements, and the ability to staff the project continuously during the construction period. c. Project management methodology, including coordination with Town-appointed contractors and suppliers, supervision 	<p>Weighting 25%</p>

<p>practices, and communication protocols.</p> <p>d. Capacity to deliver in an occupied building, demonstrating ability to maintain safe public and staff access, and manage staged work zones.</p>	
<p>Methodology – Program of Works</p> <p>ii) Provide a clear, logical and achievable methodology for delivering the project.</p> <p>a. Detailed Program of Works showing the project timeline including critical task, dependencies and resource allocation, lead times for services. Clear identification of key milestones and deliverables including how works will be delivered while minimising disruption to staff and the public. Respondents should use Tuesday, 7 April 2026 as the project start date for the purpose of preparing and submitting the Work Program.</p> <p>b. Demonstrated understanding of the works and the procedure as to how you will conduct each of the specific staged works.</p> <p>c. Risk management strategies, identifying key risks such as service clashes, access limitations, noise, dust, and temporary counter requirements, with corresponding mitigation measures.</p> <p>d. Procurement and coordination, including early ordering of materials and coordination with Town-appointed service contractors to avoid delays.</p> <p>e. Safety considerations to ensure the implementation of safety measures for both construction workers, the public and staff.</p>	<p>Weighting</p> <p>35%</p>
<p>Goods: Suitability of Proposed Goods and Services</p> <p>i) Proposed materials, office furniture and fittings, finishes, benchtops, tiles, partitions, hardware, and cabinetry, demonstrating compliance with the Town’s request for seamless integration with existing aesthetics.</p> <p>ii) Product data sheets or descriptions for key elements</p> <p>iii) Warranty periods, durability profiles, and ongoing maintenance considerations for selected materials.</p> <p>iv) Evidence that all goods meet relevant Australian Standards and will perform reliably in high-use public amenities and customer service environments.</p>	<p>Weighting</p> <p>10%</p>

Legal and policy compliance

[Section 3.57 of the Local Government Act 1995](#)

[Part 4 Division 2 of the Local Government \(Functions and General\) Regulations 1996](#)

[Policy 301 - Procurement](#)

Financial implications

<p>Current budget impact</p>	<p>As the value of the contract exceeds \$500,000, the acceptance of the offer/tender and subsequent award of any such contract is to be determined by Council.</p> <p>Sufficient funds are not available within the current project budget. An allocation of \$650,000 exists; however, an additional \$28,100 is required to award the construction contract to the recommended Respondent. This amount reflects the base contract value only and does not include any allowance for cost escalation or project contingencies.</p> <p>In addition to the construction contract, there are several out-of-scope, Town-supplied items that form part of the overall project scope and are delivered under the project work order but sit outside the contracted construction works. Provision for these items is required within the project budget to ensure transparency, continuity of operations, and minimal disruption to staff during delivery. These items include:</p> <ul style="list-style-type: none"> • HVAC system balancing following completion of construction works • Electrical and communications patching to the server to support the new office layout • Supply and installation of carpet to remaining areas not completed within the 2024/25 financial year <p>These costs must be accommodated within the approved project budget in addition to the construction contract value and associated contingencies. These costs would be absorbed in the remaining \$66,900 of the budget increase.</p> <p>It is proposed that funding will be acquired through:</p> <ul style="list-style-type: none"> • To fund the increase by Buildings Reserve at \$95,000. • As at 31 March 2026, the Building Reserve has a balance of \$2.55m.
<p>Future budget impact</p>	<p>The refurbished building will require ongoing operational and maintenance funding consistent with standard building asset management practices. However, the upgrades are expected to reduce reactive maintenance costs associated with ageing infrastructure.</p>

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Cost variation during construction	High	Low	TREAT risk through fixed contract pricing and contingency allowances
Environmental	Construction waste and material disposal	Medium	Medium	TREAT risk through recycling and sustainable disposal practices

Health and safety	Risks to staff and public during staged works	High	Low	TREAT risk through contractor WHS plans and site separation
Data, Information Technology and Cyber	Disruption to ICT services during works	Medium	Medium	TREAT risk through coordination with IT and programming/staging of works
Assets	Damage to existing building elements	Medium	Medium	TREAT risk through contractor controls and supervision
Compliance Breach	Failure to meet accessibility standards (DDA)	High	Low	TREAT risk through design compliance and inspections, inclusive of Inspection Test Plans (ITP's)
Reputation	Community dissatisfaction due to disruption	Medium	Low	TREAT risk through communication and staging. Notification to key staff and community
Service delivery interruption	Disruption to customer services	High	Medium	TREAT risk through temporary service arrangements as per stage one works in 2024/25 F/Y

Engagement

Internal engagement	
Stakeholder	Comments
C-Suite	Office designs and Layouts approved based on future workforce requirements.
Procurement	Provided advice and probity oversight throughout the process
PMO and Assets	Developed scope and technical requirements
Customer Services	Provided input on accessibility and customer service needs
IT	Advised on service coordination and impacts

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL1 – Effectively managing resources and performance.	The project demonstrates responsible financial management through a competitive tender process and the inclusion of a defined Pricing Schedule and contingency to manage construction risks. This approach minimises the likelihood of cost overruns and ensures the Town can deliver the project efficiently within a controlled budget framework.

CL3 - Accountability and good governance.	The procurement process has been undertaken in accordance with legislative requirements and the Town's procurement policy, ensuring transparency, fairness, and probity. The recommendation to Council for contract award reinforces appropriate governance and oversight for high value expenditure.
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Environment	
Community Priority	Intended public value outcome or impact
EN4 - Providing facilities that are well-built and well-maintained.	The refurbishment will deliver modern, compliant, and accessible facilities that meet current standards for disability access and usability. The upgrades will create functional, inclusive spaces for both staff and the community, improve service delivery, and reduce ongoing maintenance requirements associated with ageing infrastructure.

Further consideration

14 Chief Financial Officer reports

14.1 Statement of Accounts - March 2026

Location	Town-wide
Reporting officer	Coordinator Finance
Responsible officer	Chief Financial Officer
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. Payment Summary - March 2026 [14.1.1 - 10 pages]2. Fuel and Store Card Transactions March 2025-2026 [14.1.2 - 1 page]3. Credit Card Transactions - March 2026 [14.1.3 - 2 pages]

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 31 March 2026.
2. To present the list of payments made by authorised employees using purchasing cards for the period 1 to 31 March 2026.

The information required for Council to receive the payments made is included in the attachment for the period 1 to 31 March 2026.

Recommendation

That Council for the period 1 to 31 March 2026, 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
Municipal Account		
Automatic Cheques Drawn		\$ 0
Creditors – EFT Payments (incl. Fuel and Store Cards)		\$5,983,674.39
- Fuel and Store Cards (\$19,389.42)	March 2026	
Payroll		\$ 1,542,225.26
Bank Fees		\$ 12,659.92
Corporate MasterCard	March 2026	\$ 10,372.07
Total		\$ 7,548,931.64

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 31 March 2026.

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

Current budget impact	Sufficient funds exist within the annual budget to address this recommendation
Future budget impact	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

14.2 Financial Statements - March 2026

Location	Town-wide
Reporting officer	Coordinator Finance
Responsible officer	Chief Financial Officer
Voting requirement	Simple majority
Attachments	1. Financial Statements March 2026 [14.2.1 - 25 pages]

Summary

To present to Council the Statement of Financial Activity for the period ending **31 March 2026**, detailing revenue and expenditure performance as outlined in the attached report and noting the presence of material variances for the period.

The variances identified in the Monthly Financial Report for the period **predominantly** relate to the **timing and phasing of budgets**, as well as the **timing differences in revenue recognition and expenditure** across the financial year.

Recommendation

That Council receives the financial statements for 31 March 2026, as included in the attachment, pursuant to Regulation 34 of the Local Government (Financial Management) Regulations 1996.

Background

1. Regulation 34 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. Number all paragraphs from here on, not including tables.
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 Financial Statement – 31 March 2026 complies with the requirements of Regulation 34 (Financial activity statement report) of the Local Government (Financial Management) Regulations 1996. It is therefore recommended that the Financial Statement – 31 March 2026 be accepted.

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	Mitigate by performing daily and monthly reconciliations, supported by periodic internal and external audits.
Financial	Fraud or illegal transaction	High	Low	Mitigate by maintaining strong internal controls, ensuring segregation of duties, and undertaking regular 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	Mitigate by providing clear reasoning and detailed explanations to support Council's decision making.

Reputation	Not applicable.		Low	
Service delivery interruption	Not applicable.		Medium	

Financial implications

Current budget impact	Commentary around the current budget impact is outlined in the Statement of Financial Activity, forming part of the attached financial activity statement report.
Future budget impact	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	
Strategic outcome	Intended public value outcome or impact
CL6 - Finances are managed appropriately, sustainably and transparently for the benefit of 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.
CL10 - Legislative responsibilities are resourced and managed appropriately, diligently and equitably.	Ensure the Town meets its legislative responsibility in accordance with Regulation 34 of the <i>Local Government (Financial Management) Regulations 1996</i> .

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

15 Committee reports

15.1 Terms of Reference, Audit Risk and Improvement Committee

Location	Town-wide
Reporting officer	Manager Governance and Risk
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	Nil

Summary

To note that the Terms of Reference for the Audit, Risk and Improvement Committee are in production.

Recommendation from the Audit, Risk and Improvement Committee

1. Note that the Audit Risk and Improvement Committee's Terms of Reference are still in development and it is envisaged that they will be ready for consideration by ARIC by 24 April 2026.
2. A further ARIC meeting will be held on 25 May 2026 at 5.30pm, to consider the amended Terms of Reference.

Background

1. The Terms of Reference should provide officers with guidance on the type of reports that are eligible to be submitted to the Audit, Risk and Improvement Committee.
2. The Terms of Reference should also provide Committee Members with a clear understanding of the Committee's objectives, areas of responsibility and structure.
3. The Terms of Reference were last reviewed and amended by Council on 21 November 2023.
4. The Terms of Reference will need to be finalised by 30 June 2026 to give effect to the ARIC amendments.

Discussion

5. In accordance with Part 7 of the *Local Government Act 1995*, the Town must establish an Audit, Risk and Improvement Committee.
6. The Town has established an Audit, Risk and Improvement Committee made up of four (4) Elected Members and two independent members.
7. The two independent members have been appointed as Chair and Deputy Chair of the Committee.
8. Following the local government elections of 2025, the membership of the Committee changed. As such, the Terms of Reference should be revised and endorsed with a recommendation that they be adopted by Council.
9. An amended Terms of Reference was provided to the Special Audit Risk and Improvement Committee on 16 December 2025, that considered the recommendations from the recent Risk Management Audit presented to the Audit Risk and Improvement Committee on 13 October 2025:
 - i. clarify and update the Terms of Reference for the Audit and Risk Committee and the Town's Risk Management Policy to include responsibilities for overseeing not just strategic risks but also the Town's operational risks.

- ii. ensure more regular reporting of operational risk management activities and outcomes to both C suite and the Audit and Risk Committee in order to maintain effective governance and oversight.
10. At that Committee meeting, the Committee recommended, and Council subsequently resolved, that the item be referred back to the CEO for further consideration and then brought back to the next Audit Risk and Improvement Committee so that further changes could be considered.
11. A new Manager for Governance and Risk has commenced and considers that further work is needed so that the Terms of Reference:
- i. assist the ARIC to comply with and perform its legislative obligations; and
 - ii. serve as a useful guidance document for the interactions between Council, ARIC and the Administration.
12. The Terms of Reference will be comprehensively reviewed following the feedback received from the Committee, recent legislative changes to the *Local Government Act 1995* (effective from on 1 January 2026) and the needs of the Administration. The following is a summary of the legislative changes that have come into operation:

Function area	Requirement
Audit, compliance and reviews	<ul style="list-style-type: none"> • Receive and review reports on Part 7 audits, compliance audits, and regulation 17 reviews • Make recommendations to Council on actions to be taken
Systems and procedures	<ul style="list-style-type: none"> • Review appropriateness and effectiveness of financial management, legislative compliance and risk management • Recommend improvements to Council
Implementation of actions	<ul style="list-style-type: none"> • requirement under section 7.12A(3) - Review the audit report and ensure required actions are identified and carried out • In relation to a report under section 7.12A(4)(a) - prepare a response addressing significant audit findings and outline actions taken or planned • In relation to section 8.6(1)9a) - review written advice prepared by the CEO under this section and consider any resulting actions • In relation to section 8.23(4)(a) - review written advice prepared under this section and consider recommended actions for Council.
Other functions	<ul style="list-style-type: none"> • Any other function under the regulations or another written law

13. As a result of the extent and nature of the required changes, the Terms of Reference will be rewritten to clarify the Committee’s responsibilities and limits of authority.
14. Upon finalisation, it is envisaged that:
 - i. A special ARIC meeting will need to be held on or around 25 May 2026 to consider the Terms of Reference and hopefully make the appropriate recommendation to Council;
 - ii. the revised Terms of Reference will be socialised at the Agenda Briefing Forum on 2 June 2026; and
 - iii. the Terms of Reference will be tabled for endorsement by Council at the Ordinary Council meeting on 16 June 2026.

Relevant documents

Not applicable.

Legal and policy compliance

[7.1A of the Local Government Act 1995](#)

[Local Government \(Audit\) Regulations 1996](#)

Financial implications

Current budget impact	Nil
Future budget impact	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			Low	
Reputation	Not having a Terms of Reference for the Committee may be viewed as poor governance.	Low	Low	Treat the risk by endorsing Terms of Reference for the Committee
Service delivery interruption			Medium	

Engagement

Not applicable.

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	Adoption of the Terms of Reference for the Audit Risk and Improvement Committee promotes accountability and good governance.

Further consideration

At the Special Audit, Risk and Improvement Committee meeting held on 16 December 2025, the following information was requested.

11. Consider amending wording in Term of Reference from "ensure" to "review" to reflect the Committee's role in oversight.

12. Provide a summary of recommended changes from the recent Risk Management Audit as mentioned in Report 7.1, paragraph 7 and 8.

13. Consider amending the Terms of Reference to provide clearer guidance on the types or subject areas of risk reports the Committee should receive, using broad and flexible wording (e.g. "including, but not limited to") to cover key areas such as work health and safety and other relevant strategic and operational risk topics.

15.2 Compliance Audit Return 2025

Location	Governance and Risk
Reporting officer	Manager Governance and Risk
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	1. Local Government Inspector update [15.2.1]

Summary

Update on Compliance Audit Return (CAR) 2025

Recommendation from the Audit, Risk and Improvement Committee

That Council note the Compliance Audit Return date for compliance has been extended until 30 September 2026.

Background

1. With the introduction of the Local Government Inspector, there have been several changes to the statutory requirements for which a compliance audit is needed. These changes are outlined in regulation 13 of the Local Government (Audit) Regulations 1996, published on 1 January 2026.
2. In addition, the Local Government Inspector has the ability to limit what statutory requirements are included in the CAR, under regulation 15A of the Local Government (Audit) Regulations 1996, published on 1 January 2026.

Discussion

3. The Office of the Local Government Inspector released an important notice on 6 January 2026, advising Local Governments that these requirements are being determined, with further guidance materials and information to be made available to local governments by 31 March 2026.
4. The deadline for submission of the CAR for the period 1 January to 31 January 2025 has been deferred from 30 March 2026 until 30 September 2026.
5. To date, no requirements have been determined, with inquiries showing no date as to when they will be determined
6. On completion of the CAR, the CEO must
 - a) Prepare a compliance audit return in a form approved by the Inspector; and
 - b) Give a copy of the compliance audit return to the local government's audit, risk and improvement committee.

Relevant documents

Not applicable.

Legal and policy compliance

Regulation 15 Local Government (Audit) Regulations 1996

Financial implications

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

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	Not completing the CAR will result in non-compliance with the Towns statutory reporting obligations		Low	Risk alleviated by submitting the CAR to the Inspector by 30 September 2026
Reputation			Low	
Service delivery interruption			Medium	

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	As the completion of a CAR is a statutory requirement, it is important that this review be submitted to the Inspector by 30 September 2026

Further consideration

15.3 IT Systems Audit Report

Location	Town-Wide
Reporting officer	Manager Technology & Digital Strategy
Responsible officer	Chief Financial Office
Voting requirement	Simple Majority
Attachments	<p>Reason for Confidentiality</p> <p>This attachment is confidential in accordance with Section 5.23(4) of the <i>Local Government Act 1995</i>, as the business to be considered relates to the following:</p> <p style="padding-left: 40px;">(e) Information the release of which would likely endanger the security (including cyber-security) of local government property or operations.</p> <ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Final Management Letter Attachment_-_ I S_-_ Town of Victoria Park_-_30 June 2025 j TS A 6 K Jcyki A [15.3.1 - 10 pages]

Summary

The purpose of the Information Systems Audit is to assess the effectiveness of the IT controls, governance frameworks and cybersecurity settings to ensure that system access and data access is authorised and secure.

The 2024/25 Information System Audit was undertaken by RSM Australia on behalf of the Office of the Auditor General (OAG) as part of the broader financial audit and 8 findings were identified for Council's attention. The findings and the associated response from the Town's management are documented in the attachment to this report.

Recommendation from the Audit, Risk and Improvement Committee

That the Audit & Risk Committee recommends that Council receives the findings from the independent auditor's report and endorses the management responses and actions to the auditor's findings.

1. Receives the findings from the independent auditor's report and notes the management responses and actions to the auditor's findings on IT systems;
2. Requests the CEO to add the management actions to the Audit Actions Register;
3. Requests the CEO to bring a further report on the auditor's findings to the Audit & Risk Committee by July 2026 addressing the following:
 - a. update as to the current status of each of the 8 findings;
 - b. for each finding, a detailed explanation of what improvements have been implemented by IT;
 - c. for each finding, actions taken outside IT to implement and embed the improvements and/or changes into the organization.

Background

1. Each year, as part of the annual financial audit conducted on behalf of the OAG, the Town's system access, data security and cybersecurity protocols are reviewed. This was conducted by RSM Australia for the year ending 30 June 2025.

2. The findings received from RSM were assessed by management and appropriate actions were either undertaken or planned to be addressed as required. The findings of the Information Systems Audit together with the responses from Management are presented in the attached report for the Committee's consideration and recommendation to Council.

Discussion

3. The Information Systems Audit is focussed on all aspects of system security, with particular emphasis on those aspects that directly relate to financial transactions. Access Control, Governance, Business Continuity and Cybersecurity all form part of the review and are investigated in detail and assessed for compliance against best practice outcomes.

4. The timing of the presentation of this report was affected by a number of operational issues including the timing of the delivery of the report and the decision to not present this report in conjunction with the financial audit report, as is normally the case. As a result, five out of the eight findings documented in the report have already been addressed, with the remainder included in current and/or future projects.

Relevant documents

Not applicable.

Legal and policy compliance

Not applicable.

Financial implications

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

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Potential financial loss from data corruption/data loss/information loss due to incident or attack.	Extreme	Low	TREAT risk by having back-ups, disaster recovery planning, cybersecurity frameworks.
Environmental	Not applicable.			

Health and safety	Not applicable.			
Data, Information Technology and Cyber	Loss of ICT or disruption to ICT from data corruption/data loss/information loss due to incident or attack.	Extreme	Medium	TREAT risk by having back-ups, disaster recovery planning, cybersecurity frameworks.
Assets	Not applicable.			
Compliance Breach	Not applicable.			
Reputation	Negative perception from data corruption/data loss/information loss due to incident or attack.	Extreme	Low	TREAT risk by having back-ups, disaster recovery planning, cybersecurity frameworks.
Service delivery interruption	Impact on service delivery from data corruption/data loss/information loss due to incident or attack.	Extreme	Medium	TREAT risk by having back-ups, disaster recovery planning, cybersecurity frameworks.

Engagement

Internal engagement	
Stakeholder	Comments
IT Team	Worked through findings and suggested solutions and timeframes
Finance Team	Reviewed proposed solutions and timeframes

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	Appropriate information management that is easily accessible, accurate and reliable.

Further consideration

At the Audit, Risk and Improvement meeting held on 13 April 2026, the following information was requested.

Given that the request for additional information relates to confidential Attachment 15.3.1 in accordance with Section 5.23(4)(e) of the Local Government Act 1995, the section below is to be published in the confidential folder.

15.4 Audit Update Report April 2026

Location	Town-wide
Reporting officer	Audit, Risk and Assurance Advisor
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	<p>Reason for Confidentiality</p> <p>This attachment is confidential in accordance with Section 5.23(4) of the <i>Local Government Act 1995</i>, as the business to be considered relates to the following:</p> <p style="padding-left: 40px;">(e) Information the release of which would likely endanger the security (including cyber-security) of local government property or operations.</p> <ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Quarter 3, Open Audit Actions (January - March 2026)-2026-04-07-081453 [15.4.1 - 6 pages] 2. CONFIDENTIAL REDACTED - Audit Function Dashboard 31-3-2026 [15.4.2 - 1 page] 3. Elizabeth Baillie Motion 36 2026 [15.4.3 - 1 page]

Summary

The Audit, Risk and Improvement Committee recommends that Council receives the Audit Update Report for April 2026. This report provides an overview of internal audit activities and the status of current open audit actions.

Open audit actions will be incorporated into the audit action register following ARIC and Council consideration. Ongoing monitoring supports continuous improvement in governance, risk management, and internal controls.

Recommendation from the Audit, Risk and Improvement Committee:

That Council receives the Audit Update Report for April 2026, as contained in Attachment 15.4.1

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.

Discussion

2. Audits scheduled for 2025/26:

- Talent Management and Wellbeing – by Paxon; near completion pending C-Suite feedback and consideration. Management has provided responses to preliminary matters for consideration by C-Suite. Following finalisation of the Paxon report, in collaboration with C-suite, any recommendation will be presented to ARIC together with the report.
- Fraud and Corruption Reporting – scheduled for Q4 2026

- Corporate Performance Management and Monitoring – scheduled for Q4 2026.

3. Progress on the Assessment of Operational Risk audit:

- Assessment of Operational Risk Internal Audit recommended changes to the ARIC - Terms of Reference and Risk Management Policy. This is currently under review.
 - Upon consideration of the Terms of Reference by new Governance Manager, it was considered further work is needed for the Terms of Reference so that this document not only reflects the updated legislation, but is a workable document that can be relied upon and operates functionally.
 - The Terms of Reference will also be updated in consideration of the recommendations from the Assessment of Operational Risk Internal Audit.
 - Operational risk identification processes are being embedded across business units.
4. The 2026/27-2028/29 Internal Audit Program was developed by the Audit, Risk and Assurance Advisor and finalised with the Executive Leadership Team in September 2025.
 5. Given the Town’s Regulation 17 review is upcoming, coupled with the requirements arising out of the Elizabeth Baillie Report (**EBR**) (see **attached** motion), it is proposed that the Regulation 17 review commence. The 2 reviews would encompass much of the audit program schedule and better provide a guide as to future audit focus areas.
 6. To this end, the Town’s most recent Regulation 17 review was conducted by Civic Legal in March 2023. The updated framework incorporates financial management. A Request for Quote process for the upcoming review is underway.
 7. In line with strengthened governance expectations, audit outcomes are now presented to C-Suite prior to ARIC submission to ensure executive visibility and ownership.

Open Audit Actions

8. The following table reflects the status of open audit actions, including progress against agreed timeframes and associated risk ratings. The details of these are in the attachment 15.4.1.

Area	Open	Overdue	Behind	On Track	Extreme Risk	Moderate Risk	Low Risk
Governance	2	0	1	1	0	2	0
People & Culture	1	0	0	1	0	0	1
Finance	1	0	0	0	0	0	1
Totals	4	0	1	2	0	2	2

- Two new audit actions were added following the Office of the Auditor General (OAG) audit (final report 8 December 2025).
- One action has been completed; the remaining action is progressing in line with agreed timeframes.

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 allocations will accommodate recommended process improvements.
Future budget impact	Not applicable.

Risk Management Considerations

Risk Impact Category	Risk Event Description	Risk Rating	Risk Appetite	Risk Mitigation
Financial	Poorly scoped internal audit may expose the Town misstatements, inefficiencies, fraud, or corruption. Senior Leadership Team determines timing of Regulation 17 review.	High	Low	Maintain risk-based Internal Audit Program aligned with legislative requirements. Monitor outcomes and timely implementation of actions.
Environmental	Not applicable.			
Health and Safety	Not applicable.			
Data, Information Technology and Cyber	Not applicable.			
Assets	Not applicable.			
Compliance Breach	Incomplete internal audit coverage may increase non-compliance risk, including Regulation 17.	High	Low	Ensure audit program addresses all mandatory and key risk areas and monitor implementation of audit actions.
Reputation	Ineffective audits or unresolved findings may reduce stakeholder confidence.	Moderate	Low	Support timely completion of audits, resolution of findings, and transparent

				reporting to ARIC and Council.
Service Delivery Interruption	Not applicable.			
Governance	Shift in strategy from endorsing 2026-2029 to an early kick of the Regulation 17 Review.	Low	Low	Ensure Audits align with Regulation 17, and maintain a risk-based audit planning.

Engagement

Internal engagement	
Stakeholder	Comments
Business Units	Managers provided timely responses and supporting documentation to internal auditors.
C-Suite	C-Suite to be briefed on the Talent Management & Wellbeing audit findings and recommendations prior to ARIC.

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

- At the Audit, Risk and Improvement meeting held on 13 April 2026, the following information was requested

Is there any explanation as to why there has been no meeting of the EPC?

There have been capacity limitations. A meeting of this Committee has now occurred (23/04/26) with the next meeting scheduled for 6 weeks time. This short interval is to ensure that a level of maturity is achieved prior to extending to a longer cycle in between meeting.

The Emergency Management Plan, just confirming that includes IT emergencies, so internet goes down, is that in this plan?

The Emergency Management Plan is primarily focused on workplace and WHS-related emergencies, such as evacuation and site-based incidents, which aligns with the scope of the recent internal audit. Based on this, ICT-related incidents (for example, system outages or cyber events) are not explicitly addressed within the Plan and are more typically managed through the Town's business continuity, disaster recovery, and cyber security arrangements. In this context, ransomware is generally considered a specific type of cyber-attack and would ordinarily be managed through those frameworks unless there is a direct impact on physical safety or facilities. The scope of works for the EMP audit excluded IT emergencies.

Ransomware and cyber-attack, what's the interplay between those 2?

Ransomware is a type of cyber-attack. Cyber-attacks happen all of the time. All ransomware incidents are cyber attacks, but not all cyber attacks involve ransomware.

15.5 Corporate Business Plan Quarter 3 Progress Report (January - March 2026)

Location	Town-wide
Reporting officer	Audit, Risk and Assurance Advisor
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	1. Quarter 3 CBP Report 2025 26-2026-04-07-074956 [15.5.1 - 45 pages]

Summary

This report provides an update on the implementation status of the Corporate Business Plan actions for Quarter 3 of the 2025/26 financial year (1 January – 31 March 2026). The report supports Council's commitment to good governance, transparency, and effective resource management by providing oversight of strategic action delivery.

Recommendation from the Audit, Risk and Improvement Committee:

That Council notes the Corporate Business Plan Quarter 3 Progress Report for 1 January – 31 March 2026, as attached.

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 if required.
4. This Quarter 3 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. It 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 3 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

7. Quarter 3 CBP Progress Summary – 2025/26

- Following the close of Quarter 3 reporting on 30 March 2026, access to the CBP Snapshot was restricted to SMT and Chiefs for final review and endorsement, ensuring a controlled and auditable dataset for reporting to the Agenda Settlement on Wednesday 8nd April and Audit, Risk and Improvement Committee on 13 April 2026.
- Performance in Q3 indicates steady progress, with 64% of CBP goals completed and the majority of activities on track. Strong delivery has been achieved across community programs, events and strategic initiatives, while some delays persist in infrastructure, environmental and planning areas due to resourcing constraints and external dependencies. Overall, performance remains stable with targeted focus required to manage delivery risks into Quarter 4.
- Further details of these matters are set out and available in the attached Quarter 3 Report.

Strategic outcome	Total Goals	Behind	On-Track	Overdue
Social	16	0	16	0
Economic	4	0	4	0
Environment	21	8	13	0
Civic Leadership	12	3	9	0
Total	53	11	42	0

Relevant Documents

Attachment 15.5.1

Legal and Policy Compliance

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

Financial Implications

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

Risk Management Consideration

Risk Impact Category	Event Description	Risk Rating	Risk Appetite	Risk Mitigation
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	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

15.6 Internal Audit Schedule

Location	Town-wide
Reporting officer	Manager of Governance and Risk
Responsible officer	Chief Executive Officer
Voting requirement	Simple Majority
Attachments	1. Internal Audit Program 23 26 [15.6.1 - 7 pages] 2. Internal Audit Program 26 29 [15.6.2 - 4 pages]

Summary

The draft 2026-2029 Internal Audit Program was developed by the Audit, Risk and Assurance Advisor and finalised with the Executive Leadership Team in September 2025.

A lesson from the 2023-2026 Audit Schedule is that the Audit Schedule was not evenly or appropriately balanced across the needs of the organisation and therefore several changes to the 2026/2027-2028/29 Internal Audit Program and the 2023-2026 Audit Program are being proposed.

Recommendation from the Audit, Risk and Improvement Committee:

The Audit Risk & Improvement Committee recommends that Council:

1. revises the 2023-2026 Internal Audit Plan to remove the audits for Corporate Performance Management and Monitoring and Reporting of Fraud and Corruption for the reasons outlined in the officer report;
2. adopts the revised 2026-2029 Internal Audit Plan as follows:
 - a. 2026/27 –
 - i. Payroll processing, award interpretation and compliance
 - ii. Customer service and complaints handling
 - b. 2027/28 –
 - i. Procurement (including fraud)
 - ii. Asset management
 - c. 2028/29 –
 - i. Building and planning approvals
 - ii. Rates and revenue management
 - iii. Cybersecurity

Background

1. The 2026-2029 Internal Audit Program was developed by the Audit, Risk and Assurance Advisor and finalised with the Executive Leadership Team in September 2025.

Discussion

2. A lesson from the 2023-2026 Audit Schedule is that the Audit Schedule was not evenly or appropriately balanced across the needs of the organisation.

3. In view of these lessons, it is recommended that the Town commence its Regulation 17 Review and that:

- i. Corporate Performance Management and Monitoring; and
- ii. Reporting of Fraud and Corruption,

be removed from the 2023-2026 Audit Schedule as it is envisaged much of this work will be picked up by the Regulation 17 review, or at the very least be better informed by the Regulation 17 review.

4. Additionally, for the same reasons, coupled with the work arising from **attached** Motion 36/2026 that was carried as a result of the Elizabeth Baillie Report, it is recommended that the 2026/2027-2028/29 Internal Audit Program be amended so that the following audits are no longer included:

- i. Rates and Revenue Management;
- ii. Public Infrastructure & Parks Maintenance; and
- iii. Building and Planning Approvals Compliance.

5. Lastly, please note that the Town's most recent Regulation 17 review was conducted by Civic Legal in March 2023. The updated framework incorporates financial management. A Request for Quote process for the upcoming review is underway.

Relevant documents

Town of Victoria Park OCM 17 March 2026 Motion 36 Local Government.

Legal and policy compliance

Regulation 17(1) & (3) Local Government (Audit) Regulations

Financial implications

Current budget impact	Nil.
Future budget impact	Nil.

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	<i>Not adopting an internal audit program means we can't test our financial controls and mitigate financial loss through administrative errors, fraud and corruption.</i>	High	Low	<i>TREAT risk by Adopting an internal program with a focus area on high-risk financial processes and activities.</i>
Environmental			Medium	
Health and safety			Low	
Data, Information Technology and Cyber			Medium	
Assets			Medium	
Compliance Breach	Not completing R17 will result in the non compliance with the Towns statutory reporting obligation		Low	Risk alleviated by completing R17
Reputation			Low	
Service delivery interruption			Medium	

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	As the completion of a CAR is a statutory requirement, it is important that this review be submitted to the Inspector by 30 September 2026.

Further consideration

6. Notwithstanding the Town’s recommendation to ARIC detailed above, it was the view of ARIC that the Regulation 17 Review and the Internal Audit Program served two different purposes and therefore, the Town should not change the plan on that basis.

However, ARIC resolved to recommend to Council that the Audit Program be amended as above. This took into consideration that:

- i. the Audit Schedule from the 2023/2026 was onerous and given the Regulation 17 review was upcoming, the 2026-2029 should be amended so that there are only 2 audits in the first and second year to alleviate some of that workload;
- ii. the Audit Schedule from 2023/2026 Audit should be amended to remove Corporate Performance Management and Monitoring and Reporting of Fraud and Corruption for the reasons outlined in the officer report to ARIC, which was that these would be largely caught by the Regulation 17 and therefore was not a risk that needed to be addressed by the Internal Audit Schedule.;
- iii. the Audit Schedule could be amended if it was considered that it had become too onerous.

It is the view of the Town that the scope of each Audit should be endorsed by the ARIC committee prior to the external auditor being properly engaged by the Town. This would provide reasonable oversight from ARIC and certainty for the Town.

7. Financial implications

Current budget impact	Nil.
Future budget impact	This will largely depend on Scope. Provision will be made in future budgets for this cost.

8. Engagement

Internal Engagement	
C-Suite	<p>Circulated for comment and comments incorporated into this report</p> <p>Subject to the final scoping of the audits and the extent of the work to be reviewed, there are concerns with the achievability of the program and the ability to meaningfully and sustainably implement potential outcomes and actions.</p> <p>Whilst generally comfortable with the topics in the Program, given the improvement work that is already underway, there is an opportunity for the Town</p>

to vary the sequence of delivery. Specifically, the Town is currently working on a review of its Asset Management processes and so reporting to the ARIC on Asset Management in 26/27 is achievable.

It is requested that Council consider “swapping” the timing of the Asset Management Audit with the Customer Service and Complaints Handling Audit, as this is currently the subject of the CEO KPI and reporting in July 26 and will lead to further work during 26/27 and should be completed prior to an Audit being undertaken.

It is noted that although the Council resolution in relation to Elizabeth Baillie notes the consideration to include Project Management on the internal audit schedule, discussion at ARIC indicated a comfort with this not occurring until effectively Year 4 on this schedule.

9. Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	Internal audit plan should be prepared to ensure areas of greatest risk to the Town are addressed and to ensure all statutory obligations are met. It is anticipated that proper auditing will improve operational efficiency and accountability over time and assist the Town in mitigating risks,

15.7 Review of Policy 031 - Annual Performance Review for the Chief Executive Officer

Location	Town-wide
Reporting officer	Manager People & Culture
Responsible officer	Manager Governance and Risk
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. To VP 2026 CEO Policy Review [15.7.1 - 16 pages]2. Policy 031 Annual Performance Review for the Chief Executive Officer tracked change [15.7.2 - 7 pages]3. Policy 031 Annual Performance Review for the Chief Executive Officer - Clean Copy [15.7.3 - 7 pages]

Summary

A review of the Town's policies identified that Policy 031 – Annual Performance Review for the Chief Executive Officer requires review.

Recommendation from the Chief Executive Officer Recruitment and Performance Review Committee

That the Chief Executive Officer Recruitment and Performance Review Committee recommends that Council adopt the amended Policy 031 as contained in Attachment 15.7.3 *Policy 031 – Annual Performance Review for the Chief Executive Officer* as further amended by the Committee during the meeting.

Background

1. Policy 031 - Annual Performance Review for the Chief Executive Officer was adopted by Council in August 2022 and reviewed by Council in 2024.

Discussion

2. Policy 031 - Annual Performance Review for the Chief Executive Officer is due for review. As it is specific to the Performance of Chief Executive Officer, it is being presented to the Chief Executive Officer Recruitment and Performance Review Committee for consultation and endorsement of the recommended amendments and recommendation to Council.
3. To assist with the review of this policy principal consultant, Tony Friday from Brainbox was engaged. Mr Friday completed the review of Policy 031 in February 2026.
4. Mr Friday identified that Policy 031 has a sound base and reflects many of the model standards, including use of an external facilitator, a committee structure, written agreements, and publication of KPIs. A review has provided an opportunity to tighten legislative alignment, strengthen governance principles, clarify roles, and embed contemporary best practice from the Department Local Government Social and Cultural Industries guidelines and other local government examples.
5. A review of Policy 031 has identified several amendments are required to be considered by Committee as outlined in the attached report.
6. At a high level these amendments are centred around the following:

- Legislative alignment and policy purpose
 - Inclusion of Principles
 - Clarification of roles, responsibilities and decision making
 - Review cycle, timing and frequency
 - Performance criteria, KPIs and link to strategic planning
 - Agreement of process and criteria
 - Conduct of the review, evidence and CEO input
 - External facilitator: independence, selection and scope
 - Remuneration review and separation from performance assessment
 - Performance improvement and link to termination standards
 - Training, capability and continuity
 - Transparency, confidentiality and records
 - Structural and drafting tidy-ups
7. A re-drafted policy in the Town's style guide is attached for consultation and approval (attachment 15.7.2). This policy is in draft format and will be formatted and finalised once consultation has occurred and endorsed by Committee the amended Policy 031 will be presented to Council for approval of the amendments.
8. A summary flowchart of the review process will be developed and attached as an appendix to Policy 031 on approval of the re-drafted Policy.

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

Current budget impact	Not applicable
Future budget impact	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

Elected Members	Members of the CEO Performance Review Committee have been provided with a copy of this report
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

At the Chief Executive Officer Recruitment and Performance Review meeting held on 20 April 2026, the following further amendments to the policy are below.

9. Update the policy document to include a clear, consistent numbering system across all headings, sub-headings, paragraphs, and dot points.
10. On page 1, under the heading “**Legislative and Standards Context**”:

- a. Define statutory instruments and key documents on first reference in the policy by assigning bolded, bracketed defined terms for consistent use throughout the document, including:
 - Local Government Act 1995* (**Act**)
 - Local Government (Administration) Regulations 1996* (**Regulations**)
 - Town of Victoria Park Standards for CEO Recruitment, Performance and Termination* (**CEO Standard**)
 - State Records Act 2000* (**SR Act**)

Relevant guidance issued by the Department of Local Government, Sport and Cultural Industries, noting this should be amended to reflect the correct name: **Department of Local Government, Industry Regulation and Safety (LGIRS)**.

11. On page 2, under the heading "**Principles**":
 - a. Correct formatting so the introductory statement, "*CEO performance reviews are guided by the following principles,*" appears as an opening paragraph rather than a dot point.
 - b. In the ninth dot point, delete the word "State's" from the sentence.
12. On page 2, under the heading "**Roles and Responsibilities**":
 - a. Remove duplicated role headings and reformat each role as a single unbolded substantive sentence followed by a colon
(for example:
Council
The Council:)
 - b. under Elected members sub-heading, amend the final dot point so "*Chief Executive Officer*" appears as a bolded role heading, with *The CEO*: remaining unbolded.
 - c. Under the sub-heading "*The Mayor or Committee Chair:*", amend the second bullet point to read:
"Ensures all Elected Members have a reasonable opportunity to contribute input into the Performance Review Process."
13. On page 3, under the heading "**Review Cycle and Timing**":
 - a. Reword "*checkpoint*" to "*review*".
 - b. Delete "*Quarterly*" from the third sub-heading, "*Quarterly Optional Progress Meetings*".
 - c. Under the amended sub-heading "*Optional Progress Meetings*", delete "*Quarterly*" and reword the sentence to read:
"The Committee Chair may call a meeting of the Committee at any time to discuss progress of the CEO Performance Review."
14. On page 4, remove the provision for the sub-heading "*Annual Review Schedule*".
15. On page 4, under the heading "**Performance Criteria and Measures**", define the acronyms SCP, CBP, and LTFP on first dot point.
16. On pages 5–6, under the heading "**Training and Capability**":

Reword the first dot point to read:
"That Committee members must complete recognised CEO performance review training by 30 June of the year following appointment to the Committee, with refresher training every three to five years."
17. Insert a new heading titled "**Review of the Policy**" after the heading "*Records Management*" and before "*Related Documents*", with the following wording:
Review of the Policy
This policy will be reviewed every two years following a Local Government Election, or sooner if legislative change warrants amendment.

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

19.1 Senior Management Team Culture Report

This item is considered confidential in accordance with section 5.23(2)(b) of *the Local Government Act 1995*.

Location	Town wide
Reporting officer	Manager People & Culture
Responsible officer	Chief Executive Officer
Voting requirement	Simple Majority
Attachments	<p>Reason for Confidentiality</p> <p>This report and its attachments are confidential in accordance with Section 5.23(2) of the <i>Local Government Act 1995</i>, as the business to be considered relates to the following:</p> <p>(b) A matter relating to the recruitment or employment of the Chief Executive Officer or a senior employee, including the following:</p> <ul style="list-style-type: none">(ii) termination of employment(ii) a review of performance under section 5.38. <ol style="list-style-type: none">1. CONFIDENTIAL - Group 1 - GSI Report March 2026 [19.1.1 - 5 pages]2. CONFIDENTIAL - Group 1 - GSI Report December 2025 [19.1.2 - 5 pages]3. CONFIDENTIAL - Group 1 - GSI Report October 2025 [19.1.3 - 5 pages]

Summary

To provide a quarterly update on the 2025/2026 Chief Executive Officer Key Performance Indicator KPI 5: Senior Management Team Culture.

Recommendation from the Chief Executive Recruitment and Performance Review Committee

That the Chief Executive Recruitment and Performance Review Committee recommends that Council:

1. Notes the CEO KPI 5 Senior Management Team Culture quarterly report
2. Resolves that this report and its attachments remain confidential in accordance with section 5.23 (2)(b) of the Local Government Act 1995.

20 Closure