

ALTERNATE MOTION AND COUNCIL RESOLUTION (36/2026):

Moved: Mayor Karen Vernon

Seconded: Deputy Mayor Lindsay Miles

That Council:

1. Notes the Elizabeth Baillie Tree Removal Investigation Report (**Report**) and the Table of Tree Removals at Attachments 1 and 2 to the officer report.
2. 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.
3. Directs the CEO to conduct a review of Policy 255 – Tree Management based on the policy gaps identified in the Report and present a revised Policy 255 for consideration at a Policy workshop by 30 June 2026.
4. Directs the CEO to develop and commence implementation of a Project Management Improvement Program (**Program**) by no later than December 2026 to raise the maturity, consistency, and performance of project management across the Town, including but not limited to:
 - a. conducting a maturity assessment of the Town's current project management framework, governance and processes;
 - b. development of a new Project Management Governance Framework that defines stages of a project, the core processes and project management activities, roles and responsibilities, project management tools and governance and decision-making and that is practical and adaptable to scale and complexity of projects delivered across the Town;
 - c. development of a Project Management Policy for adoption by Council;
 - d. a review of the resourcing of the Town's Project Management Office with recommendations for future resourcing;
 - e. professional development training for all employees undertaking project management activities;
 - f. incorporation of standard terms governing tree protection and tree removal management into all Town contracts involving capital construction, redevelopment and upgrade projects on Town land and appropriate remedies;
 - g. assessment of the need for suitable project management tools or software for procurement by the Town.
5. Directs the CEO to engage an external consultant by no later than 30 June 2026 to assist the Town in developing the Program, and to bring a report to Council by the June OCM if a budget allocation is required for this purpose.

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6. Directs the CEO to list for consideration in the FY2026/27 budget the cost of any additional resourcing required to give effect to this resolution.
7. Refers the Program to the Audit, Risk and Improvement Committee for:
 - a. ongoing monitoring of the progress of the development and implementation of the Program;
 - b. a review of the Program to be conducted within 2 years of implementation.
8. Directs the CEO to provide regular updates to the Audit Risk and Improvement Committee (beginning from July 2026) on the Program including identified actions and deliverables, and how the CEO will be overseeing and supporting the rollout of the Program, including identified milestones and indicators of success.
9. Requests the CEO to include project management for consideration as part of the Town's next Internal Audit Plan.
10. Requests the CEO to develop a tree planting program in collaboration with the Urban Forest Strategy Working Group to provide replacement trees at the Elizabeth Baillie Precinct as soon as possible, following delivery of the final arborist report, and with endorsement by Department of Planning Lands and Heritage.

Carried (7 - 0)

For: Mayor Karen Vernon, Deputy Mayor Lindsay Miles, Cr Scott Ingram, Cr Andra Biondi, Cr Peter Melrosa, Cr Jack Gordon-Manley and Cr Sky Croeser

Against: Nil

Reason:

There is a need to include more specific directions to ensure:

1. a structured program for project management improvement is developed and implemented containing specific and measurable deliverables with timelines for completion to facilitate a project management framework that is fit for purpose;
2. improved governance and accountability through the implementation of the Improvement program and associated deliverables being monitored and overseen by the Audit Risk and Improvement Committee;
3. the CEO can lead the necessary changes that address the findings in the Report with the appropriate resourcing on direction of Council.