

MINUTES

Audit, Risk and Improvement Committee Meeting

15 September 2026

Committee Members

Here within are the Minutes of the Audit, Risk and Improvement Committee Meeting held Tuesday 15 September 2026 in the City of South Perth Council Chamber, corner Sandgate Street and South Terrace, South Perth.



ANITA AMPRIMO
ACTING CHIEF EXECUTIVE OFFICER

18 September 2026

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Audit, Risk and Improvement Committee Meeting - Minutes

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Presiding Member declared the meeting open at 6.05pm and welcomed everyone in attendance.

2. ATTENDANCE

Elected Members

Manning Ward
Moresby Ward

Councillor André Brender-A-Brandis
Councillor Stephen Russell

Independent Members

Ms Leah Horton (Presiding Member)
Ms Shona Zulsdorf (Deputy Presiding Member)

Officers

Acting Chief Executive Officer	Ms Anita Amprimo
Acting Director Corporate Services	Ms Donna Shaw
Acting Director Development and Community Services	Ms Fiona Mullen
Acting Director Infrastructure Services	Ms Olaya Lope
Manager Governance	Mr Morgan Hindle
Governance Officer	Ms Jane Robinson
Governance Officer	Ms Sarah Gould

Gallery

There were no members of the public present.

2.1 APOLOGIES

- Mayor Greg Milner

2.2 APPROVED LEAVE OF ABSENCE

Nil.

3. DECLARATIONS OF INTEREST

- Presiding Member Leah Horton – Impartiality Interest in Item 6.4 as ‘in my role as Director Strategy and Governance at the Department of Fire and Emergency Services (DFES), we have recently engaged William Buck to undertake a forensic audit. William Buck is not DFES’ contracted internal audit firm; however, was identified to complete this assignment due to their expertise in forensic investigative work and I am disclosing it in the interests of transparency. I am comfortable participating in discussion and decision making on these agenda items.’

4. CONFIRMATION OF MINUTES

4.1 AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD: 16 June 2026

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

That the Minutes of the Audit, Risk and Improvement Committee Meeting held 16 June 2026 be taken as read and confirmed as a true and correct record.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

5. PRESENTATIONS

Nil.

6. REPORTS

6.1 TERMS OF REFERENCE - AUDIT, RISK AND IMPROVEMENT COMMITTEE

File Ref: D-26-13636

Reporting Officer(s): Donna Shaw, Acting Director Corporate Services

Summary

The Terms of Reference for the Audit, Risk and Improvement Committee are presented for consideration by the Committee and referral to Council for adoption.

Officer Recommendation

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

That the Audit, Risk and Improvement Committee recommends to Council that it adopts the Audit, Risk and Improvement Committee Terms of Reference as contained in **Attachment (b)**.

AMENDMENT

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

That the Audit, Risk and Improvement Committee Terms of Reference as contained in **Attachment (b)** be amended to remove the words 'the Mayor' under the heading 'Membership.'

Reasons for Change

It could be any three Council Members.

The amendment was put and declared CARRIED (4/0) and formed part of the substantive motion

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Amended Substantive Motion AND COMMITTEE RECOMMENDATION**Moved:** Ms Shona Zulsdorf**Seconded:** Councillor André Brender-A-Brandis

That the Audit, Risk and Improvement Committee recommends to Council that it adopts the Audit, Risk and Improvement Committee Terms of Reference as contained in **Attachment (b)**, subject to the removal of the words ‘the Mayor’ under the heading ‘Membership.’

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Background

The Audit, Risk and Improvement Committee Terms of Reference (ToR - **Attachment (a)**) were last adopted by the Audit, Risk and Improvement Committee on 10 November 2025 and endorsed by Council at its meeting held 16 December 2025.

CommentNew Appointment

The current ToR state that the ToR are required to be reviewed with the election of new members. At the 28 July 2026 Ordinary Meeting, Council resolved as follows:

“That Council in accordance with section 7.1A of the Local Government Act 1995, appoints the following Elected Members to the Audit, Risk and Improvement Committee for the period 28 July 2026 to 16 October 2027.

a. Councillor Bronwyn David.”

As such, ToR have been reviewed and updated as contained in **Attachment (b)** as further discussed below. It is recommended that the ARIC recommends to Council that it adopts the updated ToR.

Terms of Reference Modifications*Areas of Responsibility*

The areas of responsibility, which outline the functions ARIC is responsible for, has been updated to refer to the specific sections of relevant legislation.

Membership

The current ToR provide for between 3 to 8 Elected Members, in addition to the Mayor and independent members. The wording has been updated to provide for a minimum of three (3) Council Members in addition to the Mayor and independent members.

Committee Operations

The requirement for the ToR to be reviewed in line with the election of new members has been deleted and replaced with the need for Council to review the ToR at least once every two years or as required due to changes in relevant legislation.

Reporting and Minutes

The ToR have been updated to clarify that in accordance with section 7.1CA of the Act, decisions of the ARIC are to be made by simple majority.

The current ToR state that the minutes will be uploaded to the City's website and the HUB. This has been deleted as it is a requirement under the Act that minutes are published and is an administrative function.

In terms of providing recommendations of ARIC to Council, this section has been updated to provide that the recommendations should be presented to the next Ordinary Council Meeting or where this is not practicable, at the first Ordinary Council Meeting after that meeting or at a Special Council Meeting called for that purpose.

Quorum

A new section has been included that provides the details of a quorum. The quorum for a committee meeting is set by section 5.19 of the Act. A quorum shall consist of at least 50% of the number of members of the ARIC, unless a reduction is approved by the local government under section 5.15 of the *Local Government Act 1995*.

Under section 5.15 of the Act, the local government may, by absolute majority, reduce the number of offices of committee member required for a quorum at a committee meeting specified by the local government if there would not otherwise be a quorum for the meeting.

Consultation

Nil.

Policy and Legislative Implications

Local Government Act 1995

Local Government Amendment Act 2024

Local Government (Audit) Regulations 1996

Financial Implications

Nil.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
Risk rating	Low
Mitigation and actions	The Terms of Reference are in accordance with the requirements of the Local Government (Audit) Regulations 1996.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

Attachments

6.1 (a):	ARIC Terms of Reference (Current)
6.1 (b):	Draft ARIC Terms of Reference

6.2 AUDIT REGISTER - QUARTER FOUR REPORT

File Ref: D-26-13502

Reporting Officer(s): Anita Amprimo, Acting Chief Executive Officer

Summary

This report provides an update on the progress of actions included in the Audit Register since last presented to the ARIC at the meeting on 16 June 2026.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

That the Audit, Risk and Improvement Committee notes the progress recorded against each item within the Audit Register in **Confidential Attachment (a)**.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Background

The confidential Audit Register as contained in **Confidential Attachment (a)** is presented at each ARIC meeting.

The Register:

- Lists every open external and internal audit finding.
- Describes the progress of implementing audit recommendations and tracks that as a percentage of completion.

The Audit Register is formatted to ensure clarity as detailed below:

1. The Audit Register presents audit outcomes by 'Finding' numbers. Any given Finding may have more than one 'Recommendation' and associated 'Agreed Management Action.'
2. Updates in relation to each Finding are displayed in chronological order i.e. latest update appears at the bottom of each Finding.
3. Each Finding that is to be closed (i.e. 100% complete for all Agreed Management Actions) is represented by a purple 'Closed Tally' column on the right.
4. All Findings that are being recommended for closure by the ARIC are filtered to the end of the register. Only when all Agreed Management Actions related to a Finding are marked as 100% complete, will it be recommended that the Finding be closed.

All closed items will not form part of the Audit Register report for future meetings.

Comment

The Audit Register is shown in **Confidential Attachment (a)**.

The following findings will be closed as they are complete:

Finding #	Finding
166	IT Project Management
196	Systems and Monitoring
203	Management of cloud services – (Management Practice)
204	Information classification
210	Information security and operational management processes
212	Data loss prevention
234	Management of cloud services – (Management Practice – Cloud vendor assurance process)
240	Management Practice – (Information and Cyber security practices)

Updates on audit findings for the Customer Service, Social Media and Stakeholder Audit and Records Management Audit will be provided in the next reporting period.

Consultation

Nil.

Policy and Legislative Implications

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Local Government (Audit) Regulations 1996

Financial Implications

The Internal Audit function has a budget of approximately \$40,000 for the 2026/27 financial year.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
Risk rating	Low
Mitigation and actions	The City is subject to a comprehensive OAG Audit each year. The City has a Council endorsed three-year Strategic Internal Audit Plan which runs from 2024/25 to 2026/27. The City completes an annual Compliance Audit Return and undertakes Regulation 5 and 17 audits, as per legislation. The recommendations from those reports are reported on Quarterly reporting to ARIC and Council for transparency.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

Attachments

6.2 (a): Audit Register (*Confidential*)

6.3 RISK MANAGEMENT, BUSINESS CONTINUITY AND WORK HEALTH AND SAFETY - QUARTER FOUR ACTIVITY REPORT

File Ref: D-26-13496

Reporting Officer(s): Anita Amprimo, Acting Chief Executive Officer

Summary

This report outlines recent activities undertaken by the City of South Perth relating to Risk Management, Business Continuity and Workplace Health and Safety and an overview of the activities planned.

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

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

1. Notes the details of the Quarterly Activity Report as contained in the body of the report;
2. Notes the two Corporate Operational Risks being escalated as contained within the report; and
3. Endorses the Strategic Risk Register as contained in **Confidential Attachment (a)**.

During consideration of the Item, committee members requested that the meeting be closed to consider questions on the **Confidential Attachments**.

The Presiding Member moved a motion to close the meeting to the public:

COMMITTEE RECOMMENDATION

Moved: Ms Leah Horton

Seconded: Ms Shona Zulsdorf

That the meeting be closed to the public in accordance with section 5.23(4)(e) of the *Local Government Act 1995* to discuss matters pertaining to the **Confidential Attachments**.

Legislative Reference in accordance with section 5.23 (8)(b): *Local Government Act 1995* - Section 5.23(4)(e) - As information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations.

Explanation in accordance with section 5.23 (8)(e): The matter contains information regarding strategic risks and associated controls that, if publicly disclosed, may endanger the security, including cyber security, of the City's property and assets.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

The meeting was closed to the public at 6.15pm.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

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

1. Notes the details of the Quarterly Activity Report as contained in the body of the report;
2. Notes the two Corporate Operational Risks being escalated as contained within the report; and
3. Endorses the Strategic Risk Register as contained in **Confidential Attachment (a)**.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

COMMITTEE RECOMMENDATION

Moved: Ms Leah Horton

Seconded: Councillor André Brender-A-Brandis

That the meeting be reopened to the Public.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

In accordance with section 5.23(8)(f) of the *Local Government Act 1995*, the meeting was closed to the public for consideration of questions on the **Confidential Attachments** only.

The meeting was reopened to the public at 6.36pm.

Background

The Council is responsible for the strategic direction of the City. The City's Audit, Risk and Improvement Committee (ARIC) is a Committee of Council in accordance with the *Local Government Act 1995* (the Act) and is responsible for providing guidance, assistance and oversight to the Council, in relation to matters which include the City's compliance with Regulation 17 of the *Local Government (Audit) Regulations 1996* (the audit regulations).

The responsibility of the Chief Executive Officer (CEO) in relation to Regulation 17 of the audit regulations includes reviewing the appropriateness and effectiveness of the City's systems and procedures in relation to:

- Risk management;
- Internal control; and
- Legislative compliance.

This activity report will provide an update on the City's Risk Management, Business Continuity and Workplace Health and Safety activities undertaken for the previous quarter and identifies proposed activities for the upcoming quarter.

Information contained in this report will assist the ARIC in fulfilling their responsibilities as they relate to Regulation 17 of the audit regulations.

Comment

Strategic Risk Register

At the 28 April 2026 Ordinary Council Meeting, Council resolved the below recommendation from the 10 March 2026 ARIC Meeting:

"That Council:

1. *Requests that the Chief Executive Officer hold a Strategic Risk Workshop with all Councillors and ARIC members invited and delivered using the framework and definitions within the existing Risk Framework at the City of South Perth, the existing Strategic Risk Register and the existing Strategic Community Plan.*
2. *That the OAG Exit Debrief 2019, OAG Exit Debrief 2020 and the paper tabled under item 7.6 Response to Notice of Motion be tabled at the June ARIC meeting."*

The strategic risk workshop was held on 7 July 2026, and considered the City's strategic risk register, including existing and emerging risks, risk controls, and treatment actions. A copy of the draft updated register was circulated for Elected Members and the independent ARIC members for comment, following which, the register was further reviewed by the Internal Risk Management Committee and Executive Management Team.

The draft Strategic Risk Register was then further updated with additional commentary provided to expand on the detail of the actions, and to include appropriate risk mitigation measures. It is noted that the new risk proposed at workshop, being Community Safety and Wellbeing, has been removed from the draft register. The rationale for removal was that whilst the City liaises with relevant agencies in this respect, ultimately, this is a State Government (WA Police and Department of Communities) function, and is therefore not appropriately contained as a risk within the City's Strategic Risk Register.

The control effectiveness of each risk has been reviewed with all being assessed as having effective controls in place. The updated register is contained in **Confidential Attachment (a)** and track changes are contained in **Confidential Attachment (b)**.

Operational Risk Register

In accordance with the Risk Management Framework 2024, all operational risks with a residual risk rating of High or Extreme are reported to the ARIC.

At its meeting held 23 April 2026, the Internal Risk Management Committee considered a Work Health and Safety (WHS) Business Unit-level risk relating to psychological illness and injury which was assessed having a consequence rating of 3 and a likelihood rating of 4, resulting in a residual risk rating of 12 (High).

The risk was subsequently reported to ARIC at its 16 June 2026 meeting and was reassessed by the Internal Risk Management Committee at its meeting held on 5 August 2026, with the risk rating remaining unchanged at High.

A psychosocial risk assessment has been undertaken by the City, as noted by Council Decision 0326/065 following the risk's initial presentation to ARIC as contained in **Confidential Attachment (c)**.

The risk is submitted to ARIC for review in accordance with the City's Risk Management Framework.

Business Continuity Plan

The City has developed an organisation-wide Business Continuity Plan (BCP) which was noted by ARIC at its 16 June 2026 meeting. The BCP details the City's response to maintain continuity of service in the event of disruption such as natural hazards, human threat, technical hazards and industrial hazards.

The next phase of implementation involves testing and exercising the BCP to assess its effectiveness across a range of disruption scenarios, validate key response and recovery arrangements, evaluate the City's preparedness to respond to and recover from incidents, and identify opportunities for ongoing improvement.

Preparation for a Business Unit desktop exercise is anticipated to commence by December 2026.

Work Health and Safety

The list below provides the WHS activities and initiatives that were undertaken during the last quarter ending 20 June 2026, as well as additional items that have occurred since the reporting period until the date of preparation of this report to inform ARIC:

- The 2026/27 Annual WHS Targets and Objectives have been drafted and were presented to EMT for review in August 2026.
- City wide (including Council Members) psychosocial risk assessment has been undertaken, which included a review of the City's safety systems and processes, an employee survey and Elected Member engagement. Any areas for improvement will be imbedded into the Annual WHS Objectives and Targets for 2026/27.
- WHS Committee was held in June 2026.
- M630 - Managing Fitness for Work has been reviewed to include post incident breathalysing protocols during normal working hours on site.
- WHS Policy reviewed and draft sent for review.
- New procedure for use of Body Worn Camera (BWC) has been developed and implemented to support health and safety for Community Rangers.
- New WHS Advisor commenced in July 2026.
- Animal Care Facility operations risk assessment commenced.
- Chainsaw and Pole Saw training for 25 nominated employees has been completed.
- Resilience First Aid Training for two nominated employees was completed.
- Warden / Bomb Threat Training for nominated employees completed.

Psychosocial Risk Assessment

At its 16 June 2026 meeting, ARIC considered the Risk Management, Business Continuity and Work Health and Safety quarterly report. In accordance with the Risk Management Framework 2024, all operational risks with a residual risk rating of High or Extreme are reported to the ARIC.

As noted in Council Decision 0326/065 the City undertook a psychosocial risk assessment.

The City sought quotations for an organisational wide Psychosocial Risk Assessment, with one provider selected to conduct the assessment. The Assessment commenced with a review of the City's safety systems and processes, as well as an employee survey, prior to Elected Member engagement.

The Psychosocial Risk Assessment Employee Survey was available to all employees for a period of two weeks. The Risk Assessment was undertaken in accordance with the WHS Code of Practice. The Risk Assessment is submitted to ARIC for information. A copy of the outcomes of the survey are contained as **Confidential Attachment (c) and (d)**.

Consultation

Nil.

Policy and Legislative Implications

Local Government Act 1995

Local Government (Audit) Regulations 1996

Work Health and Safety Act 2020

Industrial Relations Regulations Amendment (Work Health and Safety) Regulations 2022

WHS Code of Practice

Financial Implications

All activities listed have been completed within allocated budget.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
Risk rating	Low
Mitigation and actions	Setting and quantifying risk appetite. Ensuring risk management functions are resourced. Regular risk reviews and identifying potential risks before they occur so that impacts can be minimised and opportunities realised. Embedding risk practices into City operations.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.4 Maintain a culture of continuous improvement

Attachments

- 6.3 (a): Strategic Risk Register - Clean (*Confidential*)
- 6.3 (b): Strategic Risk Register - Track Changes (*Confidential*)
- 6.3 (c): Psychosocial Report (*Confidential*)
- 6.3 (d): Psychosocial Risk Assessment Review Report (*Confidential*)

6.4 STRATEGIC INTERNAL AUDIT PLAN UPDATE

File Ref: D-26-13507

Reporting Officer(s): Anita Amprimo, Acting Chief Executive Officer

Summary

This report presents an update on the progress and proposed amendments to the City of South Perth Strategic Internal Audit Plan 2025-2027.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

That the Audit Risk and Improvement Committee recommends that Council notes the Strategic Internal Audit Plan 2025-2027 update.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Background

The objectives of Internal Audits are to:

- Provide independent consideration of risks, controls and processes.
- Promote mechanisms that encourage a culture, which is conscious of risk, control and processes; and
- Assist and support the City in its drive for process improvement.

The City's Strategic Internal Audit Plan 2025-2027, contained as **Attachment (a)** outlines the areas within the business in which to review over the 3-year period.

The purpose of this report is to provide a status update on this audit projects and advise ARIC of a new proposed audit project.

Comment

The City has liaised with the external auditors as to the audit projects.

The following table outlines the status of the audit program to date and proposed modifications:

Audit Project	Hours			Comment
	FY25	FY26	FY27	
Regulation 5 Financial Controls	120			Complete
Regulation 17 CEO Review	100			Complete

Procurement and Contract Management		100		Not completed due to a new procurement system being implemented in FY25/26 and vacancies in procurement positions. A specific procurement and contract management audit as further detailed in this report is being undertaken to test procurement and contract management functions in the interim. This audit project is proposed to be undertaken in a future financial year subject to available funding.
Records Management		80		Complete
Customer service, Social-Media & Stakeholder Engagement		80		Complete
Environmental Regulation			80	Proposed to be deferred until FY27/28 to provide for completion of the Specific Audit Project – Collier Park Golf Course Development as detailed below in FY26/27.
Fraud and Misconduct including Conflict of Interest, Gifts and Hospitality			100	At the ARIC meeting held 10 March 2026, ARIC considered a report from the City in relation to the Integrity Framework which contained a self-assessment that was released by the Public Sector Commission. Scope expanded to include integrity matters. Audit project currently progressing.
Business Continuity and Disaster Recover			40	Business Continuity Plan prepared and noted by ARIC at its 16 June 2026 meeting. Given its recent development, this audit project will be reduced in scope to a desktop audit (approximately 40 hours instead of 60) and is intended to be undertaken in a future financial year subject to available funding.

Specific Audit Project – Collier Park Golf Course Development

Given the City has recently implemented a new procurement system as detailed in the Audit Register previously presented to ARIC, and due to vacancies in this business unit, the City has proposed to defer this audit until a future financial year to enable the new procurement system to be utilised before an audit occurs.

In the interim, the City has still sought to test existing procurement and contract processes to ensure the effectiveness, consistency, and alignment of these activities with City expectations, strategic objectives, and legislative obligations via a specific project, being the Collier Park Golf Course Development project, which has been of significant public interest.

The City liaised with solicitors to create a more specific scope for this audit project, beyond the high-level audit details provided for the Procurement and Contract Management audit project contained within the Strategic Internal Audit Plan 2025-2027. A copy of the brief to the auditors is contained as **Confidential Attachment (b)**.

This audit project will test the City's procurement and contract processes for a specific project, as well as specifically provide independent assurance that the procurement and contractor appointment processes undertaken for the Collier Park Golf Course Development were conducted in accordance with Council's policies, applicable legislative requirements, principles of transparency, fairness and value for money, and that appropriate governance, probity and contract management arrangements were established to support the successful delivery of the project.

Future Strategic Internal Audit Plan

Given the current Strategic Internal Audit Plan concludes in FY27, a new Strategic Internal Audit Plan will be required. It is recommended the outstanding audit projects from the current plan be included, being:

- Environmental Regulation
- Business Continuity and Disaster Recovery
- Procurement and Contract Management

A budget allocation will be required for the preparation of this plan, to be considered in the 2027/28 Annual Budget and thereafter presented to the ARIC.

Consultation

The City has previously liaised with the independent ARIC members to confirm the intent of the expanded scope on integrity matters for the Fraud and Misconduct including Conflict of Interest, Gifts and Hospitality audit project.

Policy and Legislative Implications

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Local Government (Audit) Regulations 1996

Financial Implications

The 2026/27 Annual Budget provides \$90,000 towards consultancy services, including the internal audit program. The City had anticipated the cost of the internal audit program in the 2026/27 financial year would be approximately \$40,000.

The cost of the Collier Park Golf Course Development Audit Project is approximately \$30,826. The cost of the Fraud and Misconduct including Conflict of Interest, Gifts and Hospitality Audit Project is approximately \$22,350.

The City will manage consultancy expenditure in line with the above expected costs.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
Risk rating	Low
Mitigation and actions	Independent audits are a tool used by the City to identify risk. By implementing the recommendations or taking opportunities to improve, this reduces risk for the City and reduces chances of legislative breaches and/or reputational damage. Audit findings are listed in an Audit log and provided to the ARIC for full transparency.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.4 Maintain a culture of continuous improvement

Attachments

6.4 (a):	Strategic Internal Audit Plan 2025 - 2027
6.4 (b):	Internal Audit Project Brief - Collier Park Golf Course Development (<i>Confidential</i>)

6.5 DELEGATION DC617 GRANTING DISCOUNTS, CONCESSIONS, FEE WAIVER AND DEBT WRITE-OFF

File Ref: D-26-14291

Reporting Officer(s): Donna Shaw, Acting Director Corporate Services

Summary

This report presents amendments to Council Delegation DC617 Granting Discounts, Concessions, Fee Waiver and Debt Write-Off. Enabling the Chief Executive Officer to grant concessions, waive fees and write off eligible debts within approved limits and conditions. It supports efficient financial management while maintaining appropriate record keeping.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor Stephen Russell

That the Audit, Risk and Improvement Committee recommends to Council that it adopt amended Council Delegation DC617 Granting Discounts, Concessions, Fee Waiver and Debt Write-Off as contained in **Attachment (b)**.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Background

The 2026 annual review of delegations, undertaken in accordance with section 5.46 of the *Local Government Act 1995*, was endorsed by Council at the Ordinary Council Meeting held on 30 June 2026 and included Delegation DC617 Granting Discounts, Concessions, Fee Waiver and Debt Write-Off.

Section 5.42 of the *Local Government Act 1995* (the Act) provides that Council may delegate to the Chief Executive Officer (CEO) the exercise of any of its powers or the discharge of any of its duties under the Act, other than those referred to in section 5.43.

Section 5.44 of the Act allows the CEO to delegate or sub-delegate certain powers and duties to another employee, subject to any conditions imposed by the CEO.

The administration is seeking Council's consideration of further amendments to Delegation DC617, as outlined in this report, to provide greater clarity around the circumstances in which non-rate debts may be written off and when discounts, fee waivers and concessions may be granted.

Comment

The proposed amendments to Delegation DC617 are intended to clarify the scope of the delegated authority, strengthen governance controls and improve consistency in the administration of debt write-offs, discounts, fee waivers and concessions.

Proposed improvements include:

- Increasing and clarifying the delegated authority for debt write-offs to permit the write-off of debts up to \$5,000, providing greater administrative flexibility while maintaining appropriate financial controls.
- Introducing more detailed criteria for determining when a debt may be written off, including where the debt is irrecoverable and all reasonable recovery actions have been exhausted.
- Confirming that rates and service charges, and debts prescribed by legislation as rates or service charges, are excluded from the delegation.
- Clarifying that the write-off of penalty interest, instalment fees and payment plan fees associated with rates may only occur where authorised under the City's Financial Hardship Policy.
- Requiring debts exceeding the delegated monetary limit to be referred to Council for determination.
- Introducing a specific delegated authority for the granting of discounts, fee waivers and concessions up to \$2,000 (GST exclusive) per applicant, per matter.
- Establishing eligibility criteria for discounts, fee waivers and concessions, including demonstrated community benefit, financial hardship, limited financial capacity or exceptional circumstances.
- Excluding insurance charges, bonds, security deposits and any fees specifically excluded by Council policy from the delegation.

Consultation

Nil.

Policy and Legislative Implications*Local Government Act 1995*

Section 5.42 of the Act provides for Council to delegate to the CEO the exercise of any of its powers or the discharge of any of its duties under the Act, other than a small number of functions which may not be delegated.

Financial Implications

The purpose of this Delegation is improved consistency, transparency and accountability. While this change may generate some revenue for the City it is not the City's primary objective.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the Administration, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
Risk rating	Low
Mitigation and actions	The proposed amendments improve clarity and support consistent decision making in the administration of debt write-offs, discounts, fee waivers and concessions. Delegations are reviewed annually and any required changes are presented to Council for consideration.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

Attachments

6.5 (a):	Current - DC617 Granting Discounts, Concessions, Fee Waiver and Debt Write-Off
6.5 (b):	Draft Amendment DC617 Granting Discounts, Concessions and Debt Write-Off

6.6 POLICY REVIEW

File Ref: D-26-13527

Reporting Officer(s): Donna Shaw, Acting Director Corporate Services

Summary

The Terms of Reference of the Audit, Risk and Improvement Committee (ARIC) include responsibility for reviewing the City's policies and making a recommendation to Council for adoption.

Various policies are presented for consideration by the ARIC for review and referral to Council for adoption.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

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

1. Adopts the following revised policies with minor amendments as shown in **Attachment (a)**:

P101	Public Art & Art Collections
P102	Community Funding Program
P104	Community Awards
P106	Use of City Reserves and Facilities
P107	Access and Inclusion
P109	Child Safe Awareness
P110	Financial Support of Community Organisations and Sporting Clubs
P116	Installation Use and Management of CCTV and other Monitoring Technology
P118	Library Collection Development
P402	Alfresco Dining and Parklets
P601	Long Term Financial Plan and Annual Budget
P603	Investment of Surplus Funds
P607	Tenders and Expressions of Interest
P611	Pre-Qualified Supplier Panels
P613	Capitalisation and Valuation of Fixed Assets
P624	Media Communications
P637	Employee Separation Payment
P667	Elected Member Entitlements
P672	Agenda Briefings, Concept Forums and Workshop
P675	Legal Representation
P677	State Administrative Tribunal
P693	Retiring Elected Member Gift
P695	Risk Management
P696	Related Party Transactions

P698	Attendance at Events
2.	Adopts the following revised policies with substantive amendments as shown in Attachment (b) .
P625	Equal Opportunity
P697	Financial Hardship Assistance
P669	Elected Member Continuing Professional Development
P671	Electronic Attendance and Meetings
P702	Council Caretaker
3.	Revokes the following policy as shown in Attachment (c) .
P668	Mayoral Portraits
4.	Adopts the new policies as shown in Attachment (d) .
P120	Naming of Facilities, Building and Commemorative Plaques
P705	Privacy and Information Sharing
P706	Election Signage
CARRIED (4/0)	
For:	Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.
Against:	Nil.

Background

Section 2.7 of the *Local Government Act 1995* (Act) provides:

(1) The Council

- (a) governs the local government's affairs; and*
- (b) is responsible for the performance of the local government's functions.*

(2) Without limiting subsection (1), the Council is to —

- (b) oversee the allocation of the local government's finances and resources; and*
- (c) determine the local government's policies.*

Council is responsible for determining the strategic direction of the City. This is assisted by the adoption of Council policies reflecting this direction and guiding the City's decision-making processes.

Council policies should:

- Not duplicate legislation. If a policy conflicts with legislation, the legislation prevails.
- Be clear and concise.
- Not be overly prescriptive but rather provide guiding principles.
- Provide the City with clear direction to respond to issues and act in accordance with Council decisions and direction.
- Enable Council Members to adequately manage enquiries from external stakeholders relating to the role of Council in particular situations.

- Be separate from administrative management and operational procedures (which need to evolve to ensure continuous improvement).

The City reviews the policies on a progressive basis during the calendar year separated by Directorate. The policy review timeline for 2026 has been scheduled as follows:

<u>Directorate</u>	<u>Meeting Cycle</u>
Corporate Services Development and Community	15 September ARIC Meeting
Infrastructure Services	9 November ARIC Meeting

As part of the review process, policies were assessed and categorised as requiring no changes, minor administrative amendments, substantive amendments, or revocation.

Minor administrative amendments include updates to formatting, references, legislative citations and terminology that do not affect the policy's intent or operation. Substantive amendments are those that alter, or have the potential to alter, the policy's intent, scope, responsibilities or operational application.

Where amendments were proposed, the underlying drivers for change were identified, including legislative requirements, operational improvements, organisational changes, strategic alignment, audit or review findings, and other business needs. The potential impact of proposed changes on policy intent and effectiveness was also considered as part of the assessment.

Policies related to the Corporate Services and Development and Community Services directorates are therefore presented for consideration, as further discussed in this report.

Comment

Minor Amendments

The policies listed below and shown at **Attachment (a)** are recommended with minor amendments shown by track changes in each document, with a summary of changes provided below.

P101 Public Art and Collections

P101 was adopted in 2005 and last reviewed in October 2025. The Policy provides a framework for the effective acquisition, management, display and decommissioning of the City of South Perth's public art and art collections.

The proposed amendments are minor administrative changes that provide for the role of the City's Arts Advisory Group in supporting the implementation of the Policy and the management of the City's public art and art collections.

P102 Community Funding Program

P102 was adopted in 2013 and last reviewed in October 2024. The Policy provides a framework for the equitable distribution of funding to community groups, organisations, individuals and community partnership projects that contribute to community development, enhance community wellbeing, and support initiatives that benefit the South Perth community.

The proposed amendments are minor administrative changes intended to clarify the scope, eligibility requirements and assessment parameters of the Community Funding Program.

P104 Community Awards

P104 has been in place since 2005 and was last reviewed in October 2024. The Policy provides for community awards that recognise the outstanding achievements and contributions of individuals and community groups, helping to foster a strong sense of community.

The proposed amendments are minor operational improvements that clarify the scope of the Policy by confirming its application to the development and implementation of community award programs involving the City of South Perth.

P106 Use of City Reserves and Facilities

The City owns and manages a range of reserves, parks, ovals and facilities that are available for community use and hire. This Policy provides guidance on the appropriate use and hire of those City assets and aims to balance responsible access with the effective management of public facilities for the benefit of the community.

The Policy was adopted in 2005 and last reviewed in October 2024. The proposed amendments are minor in nature and are intended to improve operational clarity. In particular, the Policy has been reworded to clarify that its scope relates to the use and hire of the City's reserves and facilities, rather than the conduct of the individuals or groups using them.

P107 Access and Inclusion

This Policy supports the City's commitment to access and inclusion by providing a framework to guide decision making and service delivery.

The Policy was adopted in 2011 and last reviewed in December 2023. The proposed amendments are administrative in nature and do not alter the intent of the Policy. Changes include updating references to relevant legislation and local laws, and ensuring alignment with current Council policies.

P109 Child Safe Awareness

The Child Safe Awareness Policy focuses on the external-facing and public role of local governments in Western Australia in promoting child safety awareness, providing information to the community, and supporting local child safe initiatives.

The Policy was developed in response to Recommendation 6.12 of the Royal Commission into Institutional Responses to Child Sexual Abuse, which recognised the important role of local governments in community development, community safety, and activities that influence child safety outcomes. The Royal Commission identified an opportunity for local governments to integrate their direct responsibilities to children and young people within their broader community role.

The Policy was adopted in 2023. Minor amendments are now proposed as an operational improvement to clarify that the City's Child Safe Awareness Policy aligns with the National Principles for Child Safe Organisations and the Commonwealth Child Safe Framework. These amendments do not alter the intent or application of the Policy.

P110 Financial Support of Community Organisations and Sporting Clubs

The City acknowledges the valuable role that community organisations and sporting clubs play in providing a diverse range of recreational and leisure opportunities for the local community. This Policy establishes the principles for the allocation of Council borrowings to support community organisations and sporting clubs undertaking capital improvement projects.

The Policy was adopted in 2013 and was last reviewed in October 2024. Minor amendments are proposed as an operational improvement to provide updated information relating to external funding opportunities available to community organisations and sporting clubs through the Department of Creative Industries, Tourism and Sport.

The proposed amendments do not alter the intent of the Policy.

P116 Installation Use and Management of CCTV and Other Monitoring Technology

The provision of CCTV and other monitoring technology supports the City's commitment to enhancing the safety of employees, residents and visitors, and protecting community infrastructure, as outlined in the City's Strategic Community Plan, Community Safety and Crime Prevention Plan, Workforce Plan and associated plans. The Policy aims to improve safety and security outcomes and assist in reducing anti-social behaviour across the City.

The Policy was adopted in 2021 and was last reviewed in April 2024. Minor amendments are proposed as an operational improvement to clarify that the Policy provisions also apply to CCTV equipment hired or otherwise arranged by the City, where required.

The proposed amendments do not alter the intent of the Policy.

P118 Library Collection Development

P118 was adopted in 2021 and last reviewed October 2024. This policy provides a framework for the selection, acquisition, evaluation, and de-accession of library collection materials to ensure they meet the needs of the City and community.

This policy is proposed to be amended to reflect a minor administrative change resulting from an organisational change, whereby the position title '*Collection Development Librarian*' has been updated to '*Resources Librarian*'.

P402 Alfresco Dining and Parklets

Policy P402 Alfresco Dining and Parklets provides a framework for the establishment and management of appropriately located and designed alfresco dining and parklet areas within the City, ensuring they support street activation while maintaining pedestrian and vehicle safety, and protecting the character and amenity of surrounding areas.

The policy was adopted in 2003 and last reviewed in March 2024. The current review proposes minor administrative amendments to improve consistency, with no change to the policy intent.

P601 Long Term Financial Plan and Annual Budget

P601 outlines the City's Long Term Financial Plan (LTFP), which provides a strategic overview of how the City's financial resources may be allocated over a ten-year period. The LTFP links the City's organisational and financial capacity with its strategic objectives and is prepared in accordance with the Department of Local Government Guidelines. The policy also recognises the importance of stakeholder participation in the development of high-quality financial plans.

Adopted by Council in 2023, the policy is proposed to be amended to incorporate minor wording changes that do not alter the intent, application or operation of the policy.

P603 Investment of Surplus Funds

Local governments are required to maintain effective and accountable systems to safeguard the City's financial resources, including appropriate processes for the investment of funds.

P603 was adopted in 2002 and last reviewed in October 2024. The current review proposes minor administrative amendments to improve clarity and consistency, with no substantive changes to the policy intent.

P607 Tenders and Expressions of Interest

P607 provides the framework for inviting, evaluating and accepting tenders and expressions of interest. The policy supports openness, accountability and probity in the procurement of goods and services.

The policy was adopted in 2002 and last reviewed in June 2024. The current review proposes minor administrative amendments to improve clarity and consistency as an operational improvement, with no substantive changes to the policy intent.

P611 Pre-Qualified Supplier Panels

Policy P611 Pre-Qualified Supplier Panels provides a framework for establishing panels of suppliers for the ongoing procurement of similar goods and services, supporting efficient and effective procurement processes.

The policy was adopted in 2019 and last reviewed in June 2024. The current review proposes minor administrative amendments to improve clarity and consistency as an operational improvement, with no change to the policy intent.

P613 Capitalisation and Valuation of Fixed Assets

P613 establishes the framework for recording, capitalising and valuing the City's fixed assets, supporting the effective management and safeguarding of City resources.

The policy was adopted in 2005 and last reviewed in June 2024. The current review proposes minor administrative amendments to clarify the policy intent and improve consistency as an operational improvement, with no substantive changes to the policy requirements.

P624 Media Communication

P624 establishes a clear and consistent protocol for the City's media communications. It provides guidance on the roles of the Mayor, Councillors, Chief Executive Officer and employees when communicating with the media, ensures media communications are conducted professionally, and promotes compliance with relevant legislation, including the *Local Government Act 1995*, the City's Codes of Conduct, and other relevant Council policies.

Adopted in 2019 and last reviewed in October 2025, this policy is proposed to be amended to incorporate minor grammatical changes, update a referenced document name, and clarify that the Mayor may speak to the media on behalf of the City without requiring approval from the Chief Executive Officer or support from the media team.

P637 Employee Separation Payments

P637 was adopted in 2020 and last reviewed in December 2023. The Policy establishes the framework for the approval and administration of separation payments to employees, ensuring such payments are made in a transparent, consistent and accountable manner and in accordance with legislative requirements.

The proposed amendments are minor improvements that provide greater clarity regarding the processes associated with employee separation payments. The changes refine existing provisions and responsibilities to ensure a clearer understanding of the approval.

P667 Elected Member Entitlements

This policy provides clarity regarding the entitlements and support available to Council Members and establishes the method and timing of payments to Council Members in accordance with the *Local Government Act 1995*.

The policy was adopted in 2019 and last reviewed in June 2022. The current review includes minor administrative amendments only, primarily updating references from "Elected Member" to "Council Member" to ensure consistency.

P677 State Administrative Tribunal

P677 provides guidance for responding to applications lodged with the State Administrative Tribunal seeking a review of a Council decision. The policy was adopted by Council in 2010 and was last reviewed in October 2025.

This policy is proposed to be amended to reflect a minor administrative change, involving updates to wording within the policy to improve clarity and consistency.

P672 Agenda Briefings, Concept Forums and Workshop

P672 sets out the purpose, structure and procedures for the City of South Perth's non-statutory meetings, in accordance with the *City of South Perth Standing Orders Local Law 2007* and meetings not prescribed by the *Local Government Act 1995*, including Agenda Briefings, Concept Forums and Workshops.

Adopted by Council in 2012 and last reviewed in April 2025, the policy is proposed to be amended to support an operational improvement by simplifying the policy objectives and clarifying that consultants and specialist advisors may attend workshops and concept forums where appropriate.

P675 Legal Representation

Policy P675, adopted in 2003 and last reviewed in September 2022, outlines the circumstances in which the City may provide financial assistance for legal advice and/or representation to Council Members and employees who are subject to legal action arising from the performance of their official duties.

The proposed amendments are minor in nature and seek to ensure consistent terminology throughout the policy by replacing references to 'Elected Members' with 'Council Members'.

P693 Retiring Elected Member Gift

P693 provides a consistent and equitable approach to formally recognising the service of Council Members who retire after completing a full term of office. The policy was adopted in 2011 and last reviewed in September 2022.

The proposed amendments seek to provide a more concise policy objective and specify the nature and value of the recognition gift in accordance with relevant legislative requirements.

P695 Risk Management

P695 provides a strategic approach to risk management by promoting awareness across the City and ensuring sound risk management practices are integrated into current and future activities, processes and systems. It supports the consistent and effective assessment and management of risks in corporate planning, decision making and operational activities.

Adopted in 2017 and last reviewed in June 2023, the policy is proposed to be amended to incorporate minor wording changes to improve consistency with other Council policies.

P696 Related Party Transactions

Ensures the City's financial statements include the disclosures required under AASB 124 Related Party Disclosures, supporting transparency in reporting transactions, balances and commitments involving related parties.

The policy was adopted in 2017 and last reviewed in September 2022. The current review proposes minor administrative amendments, including the update and addition of definitions, to improve clarity and consistency, with no change to the policy intent.

P698 Attendance at Events

P698 addresses attendance at events, including concerts, conferences, functions and sporting events, whether attendance is free of charge, provided as part of a sponsorship agreement, or funded by the local government. The policy promotes transparency regarding event attendance by Council Members and the Chief Executive Officer.

Adopted in 2020 and last reviewed in September 2022, the policy is proposed to be amended to incorporate minor wording changes to ensure consistency with terminology used in other Council policies.

Substantive Amendments

The policies listed below and shown at **Attachment (b)** are recommended for review with substantive amendments shown by track changes in each policy, with a summary of changes provided below.

P625 Equal Opportunity

P625 was adopted in 2002 and last reviewed in June 2025. The Policy affirms the City's commitment to complying with relevant State and Federal legislation and maintaining a workplace that is free from discrimination, harassment and unlawful workplace behaviour. The Policy promotes a workplace culture based on fairness, diversity, inclusion and respect, and supports employment decisions that are based on merit.

The proposed amendments are significant and legislative in nature, reflecting the City's positive duty obligations under the *Sex Discrimination Act 1984* (Cth). The amendments strengthen the Policy by introducing clearer leadership responsibilities, promoting a safe, respectful and inclusive workplace culture, adopting a risk-based approach to preventing unlawful conduct, and enhancing reporting and support mechanisms for workers. These changes ensure the Policy remains aligned with current legislative requirements.

P697 Financial Hardship Assistance

Policy P697 Financial Hardship Assistance was adopted in April 2020 in response to the financial impacts of the COVID-19 pandemic and was last reviewed in September 2022. The proposed revision updates the policy to focus on providing hardship assistance to ratepayers experiencing genuine financial hardship in relation to rates and service charges for their principal place of residence, while establishing clearer eligibility criteria, assessment processes and payment arrangements. The revised policy also strengthens support for vulnerable ratepayers.

P669 Elected Member Continuing Professional Development

P669 was adopted in 2013 and was last reviewed in December 2025 and applies to all City of South Perth Elected Members.

The City encourages Elected Members to attend conferences, seminars, networking events, training programs and other professional development opportunities to support their ongoing development and enhance the knowledge, skills and capabilities required to effectively perform their role as an Elected Member.

The Policy establishes the framework for Elected Member participation in professional development activities and outlines the reimbursement of associated fees and expenses incurred while undertaking approved professional development.

The proposed amendments provide greater clarity in relation to:

- (a) travel arrangements where an Elected Member seeks to vary the standard or duration of travel for personal reasons;
- (b) travel-related expenses that may be claimed while attending approved professional development activities;
- (c) reimbursement of costs incurred for a carer to facilitate an Elected Member's participation in professional development;
- (d) reporting requirements, including submission timeframes and the information to be provided to the Chief Executive Officer;
- (e) restrictions on professional development activities during an Elected Member caretaker period; and
- (f) requirements relating to the cancellation of approved professional development activities by an Elected Member.

Feedback from Elected Members at the workshop was also such that the carer provisions should be expanded to include a provision which enables Elected Members who are the primary carer to be reimbursed for costs.

Further feedback was such that the provisions should be clarified such that only those Elected Members that are up for re-election are excluded from attending training/conference in the period immediately prior to an election. These provisions were included in the draft Policy.

P671 Electronic Attendance and Meetings

P671 was adopted in 2023 and establishes the parameters for requests to attend meetings electronically, including the expectations of Council and Committee members in relation to the use of equipment and the location from which they attend.

Operational improvements have been incorporated into the Policy to provide greater clarity regarding electronic attendance at Elected Member workshops and briefings. The amendments introduce a clear notification process and recommended timeframes for requesting electronic attendance, enabling the administration to coordinate, test and support videoconferencing arrangements in advance of meetings. These changes are intended to facilitate effective participation by Elected Members and minimise the risk of technical disruptions during workshops and briefings.

P702 Council Caretaker

P702 was adopted in 2023 and last reviewed in June 2025. The proposed amendments represent a substantial review and rewrite of the Policy to align with the statutory caretaker provisions contained within the *Local Government Act 1995* and associated regulations.

The revised Policy provides a more comprehensive framework governing the conduct of Council Members, Candidates and employees during a Caretaker Period, including a clearer separation between governance responsibilities, election campaign activities and administrative functions.

The Policy also supports governance and decision making controls by incorporating restrictions relating to Significant Acts and delegated authority, and provides enhanced guidance regarding communications, public consultation, events, use of City resources and candidate engagement. Collectively, these changes provide greater clarity, consistency and legislative alignment, while supporting transparency and the equitable treatment of all candidates during an election period.

Revocation

The policy listed below and shown at **Attachment (c)** is recommended for revocation by Council.

P668 Mayoral Portraits

P668 Establishes guidelines for the commissioning of Mayoral Portraits in recognition of individuals who have served as Mayor and their contribution to the City.

The City is recommending the revocation of this policy on the basis that there is no legislative requirement to provide portraits of former Mayors, nor is a Mayoral Portrait an entitlement for Council Members under the *Local Government Act 1995*. In addition, no budget allocation has been made for this purpose.

The policy also does not specify a minimum period of service before a former Mayor becomes eligible for a portrait. As the office of Mayor has a statutory four-year term, this could result in a portrait being commissioned every four years, creating an ongoing financial commitment for the City.

Further, there is insufficient space to accommodate additional portraits where the current portraits are hung.

New Policies

The proposed new policies listed below and shown at **Attachment (d)** is recommended for adoption by Council.

P120 Name of City Facilities, Buildings and Commemorative Plaques

The City's current provisions relating to the naming of facilities and buildings and commemorative plaques are contained within Policy P609 Sale and Management of Council Property. While these provisions provide a basis for recognition activities, they are not directly related to the operational management or disposal of City property. Given the significance of naming and commemorative decisions in recognising the City's history, heritage, culture and community contributions, it is appropriate that these matters are addressed through a dedicated policy.

Establishing a standalone policy recognises that these matters are of significance to the community and separate to operational property management functions, as well as recognising that this matter does not relate to the disposal of City property.

Feedback from the workshop with Elected Members was such that specific locations should be available for commemorative plaques. This can be facilitated by a provision in the Policy explaining as such, and a separate list be made available for this purpose.

P705 Privacy and Information Sharing

P705 has been drafted to ensure compliance with the *Privacy and Information Sharing Act 2024* which took effect on 1 July 2026. It sets out how the City will collect, hold, use and disclose personal information. The Policy applies to all Elected Members, employees, contractors and volunteers undertaking duties on behalf of the City and all information handled by the City.

P706 Election Signage

The City does not currently have a dedicated policy governing the display of election signage. During Federal, State and Local Government election periods, election signs are increasingly displayed across the City on both private and public land.

The introduction of an Election Signs Policy will provide a clear, consistent and transparent framework for the placement and management of election signs, ensuring the implied freedom of political communication is balanced with the need to protect public safety, preserve local amenity, and support equitable and effective compliance and enforcement practices.

It is recommended that the ARIC recommend to Council that it adopts the proposed changes to the policy framework.

Consultation

Existing policies that have undergone substantive changes and new draft policies were provided in the Councillor Bulletin on 28 August 2026. Policies with substantive changes were presented at the Council Workshop held on 14 July 2026.

Policy and Legislative Implications

Local Government Act 1995

Financial Implications

Nil.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
Risk rating	Low
Mitigation and actions	Review of all Council policies on an annual basis.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

Attachments

6.6 (a):	Minor Amendments
6.6 (b):	Substantive Amendments
6.6 (c):	Revocation
6.6 (d):	New Policies

6.7 POLICY P609 - MANAGEMENT AND SALE OF CITY PROPERTY

File Ref: D-26-13912

Reporting Officer(s): Donna Shaw, Acting Director Corporate Services

Summary

The Terms of Reference of the Audit, Risk and Improvement Committee include responsibility for reviewing the Council's policies. Policies are presented for the consideration of the Committee and referral to Council for adoption.

P609 - Management and Sale of City Property is presented separately in recognition of the significant changes proposed and the strategic implications arising from those changes.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor Stephen Russell

That the Audit, Risk and Improvement Committee recommends to Council that it adopts the revised Policy P609 - Management and Sale of City Property as shown in **Attachment (b)**.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Background

Council Policy P609 - Management and Sale of City Property (P609) was adopted in 2013 to ensure that the City has a framework related to City owned property and that property that where it is disposed of by lease or sale, disposal is undertaken in a consistent, fair and transparent manner. A copy of P609 is contained as **Attachment (a)**.

The City has identified the need for additional and refined provisions within P609 to ensure the management of City owned land and property is transparent and recognises variations between community and commercial operations. The policy also seeks to strengthen alignment with broader asset management objectives and strategic planning outcomes.

Due to the extent and significance of the substantive amendments proposed to P609, this policy has been presented separately from the other policies included in this policy review cycle. A copy of the draft amended P609 is contained as **Attachment (b)** and further discussed in this report.

Comment

Amendments to P609 are proposed to establish clear parameters for the management and sale of City land and property as detailed below.

Item	Comment
Removal of Subheading 'Naming of Facilities, Buildings and Commemorative Plaques	Provisions relating to the naming of facilities and buildings and commemorative plaques are currently contained within P609. As these provisions do not directly relate to the management, leasing, licensing or disposal of City property, it is proposed that they be removed from P609 and incorporated into a dedicated standalone policy.
Clarification of Objectives and Strategic Framework	The draft policy objectives have been revised to provide a clearer framework for the management, leasing and licensing of City land and property assets. The revised objectives strengthen alignment with the City of South Perth Strategic Community Plan 2021-2031 by ensuring property related decisions support the delivery of community, governance and financial sustainability outcomes, while promoting the responsible and effective use of City assets. A key change is the introduction of community benefit and social return as considerations in the allocation and management of City property. This recognises the value that local not-for-profit organisations, community groups and sporting clubs contribute through the delivery of services, programs and activities that benefit the community. The revised objectives also introduce a balanced approach to property management by recognising the need to achieve appropriate cost recovery and revenue generation opportunities, while continuing to support community focused outcomes where a demonstrable public benefit is provided.
Principles	To support decision making, the draft policy incorporates a set of guiding principles that ensure leasing, licensing and property management outcomes are considered holistically. These principles include social return, service excellence, commercial value, financial return, cost recovery, utilisation, equity and exclusivity, together with environmental benefits, the strategic future of the underlying land asset, applicable statutory and regulatory requirements, and any heritage or conservation value associated with the property. Collectively, these principles provide a framework for balancing community outcomes, operational requirements and the long-term interests of the City.

Standard Tenure Conditions	It is proposed to introduce consistent lease and licence terms and conditions across the City's property portfolio. The aim is to provide greater consistency, transparency and fairness in the management of City owned land and property, while ensuring clear expectations for tenants. It is intended to establish a minimum set of responsibilities and obligations that apply to all tenants, unless otherwise negotiated and agreed. It also seeks to improve compliance across the portfolio and minimise the City's exposure to financial loss, legislative breaches and property damage arising from inconsistent tenure arrangements.
Land/Ground Leases	This new section has been introduced to provide guidance for land and ground lease arrangements where the City makes land available for development and ongoing use by a tenant. The section recognises the unique nature of these leasing arrangements, which often involve significant tenant investment in infrastructure and improvements to the site. The City's standard commercial lease terms and tenure conditions do not apply to Development Leases. In recognition of the substantial capital investment typically associated with development proposals, longer lease terms may be granted where justified by the scale and nature of the investment.
Evaluation Criteria and Vacant City Property	This new section outlines the existing process for leasing vacant City property through an Expression of Interest (EOI) process. The EOI process is intended to provide transparency and ensure prospective proponents are provided with the information necessary to prepare and submit a competitive lease proposal for the City's consideration. Submissions will be assessed against predetermined criteria to support a fair, consistent and transparent evaluation process, ensuring the proposed use aligns with the City's strategic objectives and delivers appropriate community, operational and financial outcomes.
Approvals	This new section outlines approval requirements and standards to ensure the City meets its statutory and regulatory obligations in relation to the leasing, licensing and management of City property. This includes compliance with applicable legislation, such as obtaining Ministerial consent under section 18 of the <i>Land Administration Act 1997</i> where required, and ensuring appropriate approvals are obtained before entering or varying tenure arrangements.

Compliance	The section aims to ensure leased properties are managed safely, lawfully and in accordance with the terms of the lease. It outlines the compliance requirements applicable to tenants and reinforces the expectation that all lease obligations are met throughout the term of the tenure arrangement. This includes maintaining compliance with relevant legislation, approvals and regulatory requirements, such as planning and development approvals, building permits, occupancy requirements, fire safety obligations and any other approvals required for the tenant's use and occupation of the premises.
Lease Audit	The mandatory lease audit function implemented by the City in 2025 supports the effective management and oversight of City's leased properties. The lease audit process enables the City to obtain information necessary to assess tenant performance, verify compliance with lease obligations, and ensure the tenant is meeting its responsibilities under tenure arrangements. This may include the review of public liability insurance, emergency evacuation plans, statutory approvals, maintenance obligations, and other documentation required under the terms of the lease. The revised section supports improved compliance, risk management and accountability across the City's property portfolio.
Improved Asset and Building Management Framework	A new section has been introduced to improve alignment between this policy and the City's existing strategic documents, plans and policies, including the Asset Management Plan. This will support a more integrated approach to the management, maintenance and leasing of City owned property and buildings, ensuring decisions are informed by broader asset management objectives and long term planning considerations.
Concessions and Incentives	Concessions and Incentives has been introduced to recognise the community benefits delivered by certain tenants through their programs, services and activities. The section permits Council to consider the approval of concessions and incentives, where a tenant delivers significant community outcomes or contributes to the development of new facilities or substantial upgrades to existing infrastructure. Subject to assessment and approval by Council, incentives may include rent-free periods, fit-out contributions, rent rebates, or extended tenure arrangements, including lease terms of up to 10 years where appropriate. These measures are intended to support investment in community infrastructure and enhance community access to quality facilities and services.

Signage	A new lease condition has been introduced to manage signage within leased areas and ensure consistency with the City's relevant signage requirements. This condition seeks to ensure that signage is appropriately designed and located.
Maximising Use	A new section has been introduced to promote the maximisation of the City's asset portfolio through shared use and co-location arrangements. The section encourages the efficient use of facilities by supporting seasonal and complementary occupancy arrangements between user groups. For example, a sporting club may share a facility with another sporting club under a summer and winter seasonal-use arrangement, where operationally suitable and mutually beneficial.
Sale of City Property	A minor administrative amendment has been made to clarify that the sale and disposal of City property will be undertaken in accordance with the requirements of the <i>Local Government Act 1995</i> .
Tenant Classification Tables	The revised classification framework provides for transparent and equitable lease and licence arrangements. While tenant classification is recognised within the current policy framework, the following classification tables has been introduced to better recognise the differing nature, purpose and operational capacities of tenant groups: 1. Community groups 2. Not for profit (With an annual turnover greater than \$50,000) 3. Sporting clubs and recreational groups 4. Governments bodies 5. Commercial tenants Feedback from the Elected Member workshop sought further definitions for community groups compared to not-for-profits, which has been included. The revised approach acknowledges that tenant categories do not function uniformly and that their ability to generate revenue, meet commercial obligations and deliver community outcomes can vary significantly.
Sub-lease	Feedback from the Elected Member workshop sought to include provisions related to the extent of revenue that could be obtained from sub-letting a premises, in relation to the rent received by the City. The City has included a provision to this effect.

The proposed amendments to P609 establish a framework that ensures the efficient, transparent and responsible retention, development, acquisition and disposal of City land and property assets for the benefit for community. It is recommended that the ARIC recommend to Council that it adopts the revised P609.

Consultation

The draft amended P609 was discussed at a Council Workshop held on 14 July 2026 and a revised draft P609 incorporating feedback was presented at a Council Workshop held 1 September 2026.

Policy and Legislative Implications

Local Government Act 1995

Financial Implications

Nil.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation.
Risk rating	Low
Mitigation and actions	Review of all City policies on an annual basis.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

Attachments

6.7 (a):	Policy P609 - Management and Sale of City Property (Current)
6.7 (b):	Policy P609 - Proposed Changes

6.8 COMPLIANCE AUDIT RETURN

File Ref: D-26-13808

Reporting Officer(s): Donna Shaw, Acting Director Corporate Services

Summary

This report provides the City's response to the Local Government Inspector 2025 Compliance Audit Return.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor Stephen Russell

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

1. Adopts the Local Government Inspector Compliance Audit Return for the period 1 January 2025 to 31 December 2025 as contained in **Attachment (a)**;
2. Authorises the certification to be jointly completed by the Mayor and Chief Executive Officer in accordance with Regulation 15 of the Local Government (Audit) Regulations 1996; and
3. Instructs the Chief Executive Officer to provide the Compliance Audit Return and Council's Resolution to the Local Government Inspector by 30 September 2026.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Background

The City is required to undertake an annual audit of statutory compliance in accordance with Regulation 14 of the *Local Government (Audit) Regulations 1996*. The Local Government Inspector issued the Compliance Audit Return (CAR) for the period 1 January 2025 to 31 December 2025, focusing on legislative requirements identified as high risk under the *Local Government Act 1995* and associated regulations. The deadline for submission of the 2025 CAR was deferred to 30 September 2026.

Comment

The 2025 Compliance Audit Return contained the following compliance categories:

- Major Land Transactions;
- Local Laws;
- Procurement and Tendering;

- Disposal of Property;
- Delegations;
- CEO and Senior Employee Recruitment and Employment;
- Codes of Conduct and Standards;
- Disclosure of Interest and Gifts;
- Primary and Annual Returns;
- Council Member Training and Professional Development;
- Public Information and Website Compliance;
- Integrated Planning and Reporting;
- Audit Risk and Legislative Compliance Reviews;
- Elections and Electoral Gifts; and
- Financial Management.

Local Government (Functions and General) Regulations 1996

The Compliance Audit Return included a number of questions relating to Regulations 19, 24 and 24AI of the *Local Government (Functions and General) Regulations 1996*. These questions assessed whether the CEO complied with statutory notification requirements by providing written advice of outcomes to tenderers, respondents to Expressions of Interest, and applicants to join a panel of pre-qualified suppliers.

In answering these questions, the City has identified a failure to comply with Regulations 19, 24 and 24AI of the *Local Government (Functions and General) Regulations 1996*. While written notification of outcomes was generally provided to tenderers, Expression of Interest respondents, and panel applicants, the notifications did not fully meet the requirements of the Regulations. Specifically, details of the successful tenderer or successful EOI respondents were omitted in some instances, and the notifications were not issued by the CEO in all cases.

The Local Government (Functions and General) Regulations 1996 require the CEO to provide written notification to each tenderer advising the outcome of a tender process. Failure to notify unsuccessful tenderers may constitute non-compliance with Regulation 19.

Local Government Act 1995

The Compliance Audit Return included questions relating to sections 5.46 and 5.77 of the *Local Government Act 1995*. These questions assessed whether the City maintained and reviewed its register of delegations, whether records were kept when delegated powers were exercised, and whether written acknowledgements were provided upon receipt of primary and annual returns.

The City has identified a failure to comply with sections 5.46 and 5.77 of the *Local Government Act 1995*. While the City maintains a register of delegations and is aware of the delegations exercised under Delegation DC617 – *Granting Discounts, Concessions, Fee Waiver and Debt Write-Off*, the use of this delegation was not recorded in a formal register in all instances as required by the Act.

All delegations from the CEO to employees were reviewed as part of the annual review process, with the exception of Delegation DM605 – *Purchasing Approval* and Delegation DM682 – *Dealing with Enrolments for Council Elections*, which were not reviewed due to staff capacity and resource constraints at the time.

Additionally, acknowledgements of receipt for primary and annual returns were issued by Governance on behalf of the CEO and Mayor respectively.

Consultation

Nil.

Policy and Legislative Implications

In accordance with Regulation 14 of the Local Government (Audit) Regulations 1996 the completed 2025 Compliance Audit Return is to be reviewed and the results presented to Council. Following Council's adoption, the 2025 Compliance Audit Return must be submitted to the Local Government Inspector by 30 September 2026.

Financial Implications

Nil.

Key Risks and Considerations

Risk Event Outcome	Reputational Damage Deals with adverse impact upon the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. The outcome can range from a letter of complaint through to a sustained and co-ordinated representation against the City and or sustained adverse comment in the media.
Risk rating	Low
Mitigation and actions	The City has strong controls in place for the Compliance Audit Return.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.4 Maintain a culture of continuous improvement

Attachments

6.8 (a): Responses - Compliance Audit Return

6.9 COUNCIL RESOLUTION TRACKING

File Ref: D-26-13094

Reporting Officer(s): Donna Shaw, Acting Director Corporate Services

Summary

This report provides the Audit, Risk and Improvement Committee with an update on the status of Council Resolutions.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf

Seconded: Councillor André Brender-A-Brandis

That the Audit, Risk and Improvement Committee notes the contents of this report.

CARRIED (4/0)

For: Councillors André Brender-A-Brandis and Stephen Russell, Ms Leah Horton and Ms Shona Zulsdorf.

Against: Nil.

Background

A Status Report on Council Resolutions is maintained and available on the City's website for the period 2021 to 2026.

A report is provided to each Audit, Risk and Improvement Committee (ARIC) meeting detailing Council resolutions and their status.

The Council Resolutions Register is managed as follows:

- After a Council Meeting, each resolution is entered on the Register.
- Each resolution is assigned to the relevant Manager/Director.
- The resolution is marked as in progress or completed.
- Items that have been completed are shown in green.
- Items that are not completed or are in progress are shown in red.

Comment

At the ARIC meeting held 16 June 2026, the ARIC was presented with a report on Council Resolutions made in 2026 and their status.

Since the last report to the ARIC, the City held three Ordinary Council Meetings and four Special Council Meetings.

The Resolutions from the Ordinary Council Meeting held 25 August 2026 and Special Council Meeting held 14 August 2026 are not included in this report due to the proximity to the creation of this Agenda.

The table below details the number of Council Resolutions that were made at each meeting and their status:

Meeting Date	Number of Resolutions	Status
26 May 2026	12	9 completed 3 in progress
16 June 2026 (Special)	1	1 completed
18 June 2026 (Special)	1	1 completed
30 June 2026	19	18 completed 1 in progress
28 July 2026	22	20 completed 2 in progress
10 August 2026 (Special)	1	1 completed

This Register is presented as **Attachment (a)**.

At the last ARIC meeting held 16 June 2026, the Committee were presented with 2026 resolutions for the period February to April 2026. All resolutions that were noted as in progress are contained as **Attachment (b)**.

2025 Resolutions

At the last ARIC meeting held 16 June 2026, five resolutions were noted as in progress. One resolution is now completed, with four in progress. These resolutions are presented at **Attachment (c)**.

Consultation

Resolutions are marked as in progress or complete by the responsible officer.

The Register is reviewed regularly by the Executive Management Team.

Policy and Legislative Implications

Local Government Act 1995

Financial Implications

Nil.

Key Risks and Considerations

Risk Event Outcome	Legislative Breach Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation. Reputational Damage Deals with adverse impact upon the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. The outcome can range from a letter of complaint through to a sustained and co-ordinated representation against the City and or sustained adverse comment in the media.
Risk rating	Low
Mitigation and actions	Council Resolutions are maintained in a register and there is visibility and accountability of the Register through the ARIC, Council and on the website. They are reviewed regularly by the Executive Management Team.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

Attachments

6.9 (a):	May 2026 to 10 August 2026 Council Resolutions Register
6.9 (b):	February to April 2026 Pending Status Report
6.9 (c):	2025 Council Resolutions Register - In Progress

7. MEETING CLOSED TO THE PUBLIC

The meeting was closed to the public at 6.15pm and reopened at 6.36pm to consider the Confidential Attachment at Item 6.3.

8. CLOSURE

The Presiding Member declared the meeting closed at 6.58pm.

These Minutes were confirmed at the next Audit, Risk and Improvement Committee Meeting yet to be determined.

Signed: _____
Presiding Member at the meeting at which the Minutes were confirmed.