City of Stirling
City of Choice

Annual Report

2024/25

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Where to get a copy

The City of Stirling's Annual Report can be downloaded via the City's website (www.stirling.wa.gov.au/annualreport) and is accessible in audio-visual format named 'The Year in Review' on the City's YouTube channel (www.youtube.com/cityofstirlingwa).

In line with the City's ongoing commitment to sustainability, a limited number of hard copies of the Annual Report are produced. These can be viewed by the public at the Administration Centre and the six Stirling Libraries. Alternatively, a copy of the report can be requested by calling the City's Customer Contact Centre on (08) 9205 8555.

The Annual Report can be translated into alternative languages by calling the Translating and Interpreting Service (TIS) on 13 14 50.

Από πού να πάρετε αντίγραφο

Μπορείτε να κατεβάσετε την Ετήσια Έκθεση του Δήμου City of Stirling μέσω της ιστοσελίδας του Δήμου (www.stirling.wa.gov.au/annualreport) και είναι προσβάσιμη σε οπτικοακουστική μορφή με το όνομα «The Year in Review» (Ανασκόπηση του Έτους) στο κανάλι YouTube του Δήμου (www.youtube.com/user/cityofstirlingwa).

Σύμφωνα με τη συνεχή δέσμευση του Δήμου για βιωσιμότητα, εκδίδεται ένας περιορισμένος αριθμός εκτυπωμένων αντιτύπων της Ετήσιας Έκθεσης. Αυτά μπορεί το κοινό να τα κοιτάξει στο Διοικητικό Κέντρο και στις έξι Βιβλιοθήκες του Stirling. Εναλλακτικά, μπορείτε να ζητήσετε αντίτυπο της έκθεσης καλώντας το Κέντρο Επικοινωνίας Πελατών του Δήμου στον αριθμό (08) 9205 8555.

Η Ετήσια Έκθεση μπορεί να μεταφραστεί σε εναλλακτικές γλώσσες καλώντας την Υπηρεσία Μετάφρασης και Διερμηνείας (TIS) στον αριθμό 13 14 50.

Dove ottenerne una copia

La Relazione Finanziaria Annuale stilata dal Comune di Sirling può essere scaricata dal sito del Comune stesso (www.stirling.wa.gov.au/annualreport) ed è accessibile in formato audiovisivo con il titolo di "The Year in Review" (Revisione annuale) sul canale YouTube del Comune (www.youtube.com/user/cityofstirlingwa).

In linea con il continuo impegno del Comune verso la sostenibilità, si è stampato soltanto un limitato numero di copie cartacee della suddetta Relazione Finanziaria Annuale. Le copie cartacee possono essere visionate dal pubblico presso il Centro Amministrativo e presso le sei sedi delle biblioteche comunali di Stirling. Alternativamente, se ne può richiedere una copia telefonando al City's Customer Contact Centre al numero (08) 9205 8555.

Si può ottenere una traduzione della Relazione Finanziaria Annuale in lingue diverse dall'inglese rivolgendosi al servizio di traduzione e interpretariato Translating and Interpreting Service (TIS) al numero 13 14 50.

何处可获取年度报告

Stirling 市的年度报告可以从本市网站下载 (www.stirling.wa.gov.au/annualreport), 其音频-视频格式名为《一年的回顾（The Year in Review）》可在YouTube本市频道观看 (www.youtube.com/user/cityofstirlingwa)。

按照本市对环境可持续性一贯的承诺，年度报告仅印刷有限数量的纸质版。公众可到本市行政中心以及六所Stirling图书馆查看。也可拨打(08) 9205 8555致电市客户联系中心索取该报告。

如欲将年度报告翻译成其他语言，请拨打13 14 50致电翻译与传译服务（Translating and Interpreting Service 简称TIS）。

何處可獲取年度報告

Stirling 市的年度報告可以從本市網站下載 (www.stirling.wa.gov.au/annualreport), 其音頻-視頻格式名為《一年的回顧（The Year in Review）》可在YouTube本市頻道觀看(www.youtube.com/user/cityofstirlingwa)。

按照本市對環境可持續性一貫的承諾，年度報告僅印刷有限數量的紙質版。公眾可到市行政中心以及六所Stirling圖書館查看。也可撥打(08) 9205 8555致電市客戶聯絡中心索取該報告。

如欲將年度報告翻譯成其他語言，請撥打13 14 50致電翻譯與傳譯服務（Translating and Interpreting Service 簡稱TIS）。

Каде да побарате копија

Годишниот Извештај на град Стирлинг можете да го симнете преку веб страницата на градот (www.stirling.wa.gov.au/annualreport), а е пристапен и во аудио-визуелна форма наречена „Преглед на годината“ на YouTube каналот на градот (www.youtube.com/user/cityofstirlingwa). Во согласност со конзистентната приврзаност на градот кон одржливост, бројот на испечатени примероци од Годишниот Извештај е ограничен. Јавноста може да ги разгледа истите во Административниот центар и во шесте библиотеки на Стирлинг. Алтернативно, копија од извештајот можете да побарате преку повик до градскиот центар за контакт со клиенти на (08) 9205 8555.

Годишниот извештај може да се преведе на други јазици со повик до Службата за Преведување и Толкување (TIS) на 13 14 50.

Có thể lấy một bản ở đâu

Bản Báo Cáo Thường Niên của Thành Phố Stirling có thể được tải xuống từ trang mạng của Thành phố (www.stirling.wa.gov.au/annualreport) và phiên bản dạng thính thị tựa đề "The Year in Review' có trên đài YouTube của thành phố (www.youtube.com/user/cityofstirlingwa).

Một số ít bản cứng của Báo Cáo Thường Niên đã được in đúng với cam kết bền vững của Thành phố. Công chúng có thể xem bản cứng tại Trung tâm Hành chính và tại sáu thư viện trong thành phố Stirling. Ngoài ra, quý vị có thể yêu cầu được gửi một bản bằng cách gọi Trung tâm Quan hệ Khách hàng của Thành phố qua số (08) 9205 8555.

Bản Báo Cáo Thường Niên có thể được dịch sang các ngôn ngữ khác, hãy gọi Dịch vụ Phiên dịch và Thông dịch (Translating and Interpreting Service – TIS) qua số 13 14 50.

شرازگ نیا هب یسرتسد

تسا هب وبسایت شرازگ سالیامن هشرادرب استرلینگ زا طیرق هشرادرب (www.stirling.wa.gov.au/annualreport) رد نآ هب تروصب یعمس هخسن نیچمه دولناد لابق تسا. (www.youtube.com/user/cityofstirlingwa) هشرادرب هب یوتیوی لانا ک تحت نوانع "The Year in Review" قابل هدش.

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من أين الحصول على نسخة

يمكن تحميل التقرير السنوي لمدينة ستيرلينج (City of Stirling) من موقع الكتروني على الإنترنت (www.stirling.wa.gov.au/annualreport)، كما أن التقرير متاح على شريط فيديو بعنوان "The Year in Review" (www.youtube.com/user/cityofstirlingwa) على قناة مدينة ستيرلينج على اليوتيوب. وتماشيًا مع التزام المدينة بالاستدامة، يتوافر عدد محدود من النسخ الورقية، حيث يمكن للجمهور تصفحها في مركز الإدارة وكذلك في المكتبات الستة التي تتبع المدينة. كما يمكن أيضًا طلب نسخة ورقية من التقرير من خلال الاتصال بمركز تواصل العملاء على هاتف (08) 9205 8555.

يمكن ترجمة التقرير السنوي إلى اللغات المختلفة عن طريق الاتصال بخدمة الترجمة التحريرية والشفهية (TIS) على رقم 13 14 50.

Acknowledgement of Country

Ngalak kaadatj Nyoongar nedingar wer birdiya, baalap barn boodja-k wer kaaratj boodja-k koora koora wer yeyi. Ngalak kaadatj baalabang malayin wer nakolak baalap yang ngalany-al City of Stirling dandjoo Nyoongar moort- al kolbang koorliny.

City of Stirling kaadatj Nyoongar moort Nyoongar boodja-k Wadjak boodja-k, Mooro boodja-k.

The City of Stirling acknowledges the Wadjak People of the Nyoongar Nation as the traditional custodians of Mooro Country.

We pay our respects to Aboriginal and Torres Strait Islander Elders past and present for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

The City is committed to forging stronger relationships and a deeper respect for Aboriginal and Torres Strait Islander Australians. By acknowledging and respecting the diversity and history of our Aboriginal and Torres Strait Islander community, we will continue to realise our vision for reconciliation.

Artist credit: '*How We Treat Each Other*' by Lawry Halden and Rubeun Yorkshire (Nyoongar, Yamatji and Wangktha), Balga Plaza

Introduction

The City of Stirling Annual Report for the 2024/25 financial year presents the City's financial and operational performance against the key objectives, strategies and priorities outlined in its Strategic Community Plan and Corporate Business Plan.

The *Local Government Act 1995* requires local governments to prepare an annual report for each financial year. If the auditor's report is not available in time for the report to be accepted by 31 December, it must be accepted no later than two months after the auditor's report becomes available to the City. The City of Stirling goes beyond statutory requirements by producing a report that is comprehensive and engaging, demonstrating a wide range of activities.

The Annual Report is seen by the City as an essential tool to inform all stakeholders of its performance and plans.

The City's Strategic Community Plan, *Sustainable Stirling 2022-2032*, and its supporting Corporate Business Plan 2024-2028, form the vision for the development of the City of Stirling. These two publications detail our community's aspirations and the approaches in place to achieve them. The Annual Report 2024/25 informs the reader of how the City is delivering on its vision to be a place where people choose to live, work, visit and invest.

Divided into five main sections, this Annual Report comprises the following:

- An overview of the City, including reports from His Worship the Mayor and the Chief Executive Officer (CEO)
- Information on the City's council and governance
- Organisational structure
- Our performance
- Detailed financial statements.

The City is striving to build a sustainable future for its community and to support this it has commenced a journey to align itself to the United Nations Sustainable Development Goals. Information relating to these goals can be found on page 14.

Non-financial results presented within this report have been tested on a sample basis by the internal auditor.

The Annual Report 2024/25 has been prepared in accordance with the *Local Government Act 1995* and the Department of Local Government, Industry Regulation and Safety Integrated Planning and Reporting Framework and guidelines.

If you would like to provide feedback on the Annual Report, please contact the City's Customer Contact Centre on (08) 9205 8555 or via www.stirling.wa.gov.au/enquiries

Our City

The City of Stirling (the City) is located just 8 km north of Perth's central business district and covers around 100 km². With 30 suburbs stretching from Scarborough in the west to Inglewood in the east, and from Hamersley in the north to Herdsman in the south, it's a lively, multicultural community and a bustling economic hub.

Situated on Mooro Country, the City has been home to the Wadjak Nyoongar people for over 40,000 years. Mooro Country spans a vast area, from the Indian Ocean to beyond the City's eastern limits, and from the Swan River near Perth's CBD to the northern metropolitan border of Perth. A coastal wetlands trail connects a series of lakes from the Swan River heading north. This trail holds deep significance to the Nyoongar community, who see it as 'one water, many lakes'. Along this trail, you'll find several Aboriginal heritage sites, including sacred spots at Lake Gwelup, Star Swamp and Herdsman Lake.

The City is the largest local government by population in Western Australia, with more than 243,000 residents. Migrants have played an essential role in the City's history, with early settlers from China and Europe boosting early agricultural growth. By the early 1900s, bustling market gardens sprouted up in Osborne Park, Balcatta and Gwelup. Nowadays, the City of Stirling is a melting pot of cultures, with nearly one third of residents speaking a language other than English and about 37 per cent born overseas.

The Local Government Act 1960 transformed road boards into shires, introducing uniform legislation for cities, towns and shires. By 1961, the Perth Road Board had become the Shire of Perth, serving around 84,000 people. A decade later, it was renamed the City of Stirling, with a population of 160,000.

The City of Stirling features a vibrant industrial area, historical suburbs and cool, eclectic café strips. A beautiful 7 km stretch of coastal dunes and beaches is a favourite among locals and tourists alike, with top surf spots like Scarborough and Trigg adding to our charm as a coastal destination.

With well-established business and retail centres, the City of Stirling is the second-largest employment district in Western Australia, after the Perth central business district. Almost 25,000 businesses operate within the City (an increase of five per cent from the previous year), including key industries of construction; manufacturing; rental, hiring and real estate; health care and social assistance; and retail trade. The total value of goods and services generated by the City of Stirling economy in 2024 was $19.6 billion.

City of Stirling – 2024/25 Snapshot

The City of Stirling is located 8km north of the Perth central business district (CBD).
We are the largest local government by population in Western Australia.

Estimated population
249,872*

91%
overall community satisfaction score

97%***
satisfaction rate from event goers

57.7% **born in Australia****

1,802
new citizens were naturalised at 17 citizenship ceremonies

6 leisure centres
3 with swimming pools

6 libraries

Total area
104.7km²

7km of coastline

1,780ha
of reserves, parks and natural bushland areas

29%
of residents speak a language other than English at home**

1.1%
identify as Aboriginal or Torres Strait Islander**

24 recreation facilities
with **42,108** bookings of hireable spaces in 2024/25

45,538t
general waste collected from red-lid bins

33%
of employees live in the City

30 suburbs

65.4%
educated to Year 12 or equivalent**

16,491t
recyclables collected from yellow-lid bins

19,525t
garden organics collected from **green-lid bins**

21.8% aged under 20**

24,898 businesses
supporting **88,056 jobs** with a gross regional product of **$19.6 billion**

22.3%
aged over 60**

300
registered volunteers

1,092km of roads

38**
median resident age

404
events held in 2024/25

103,782
total properties

1,129km of pathways

23,692
trees and plants given to residents

16,776
ratepayers received their rates notice via email

77 artworks in the City's public art collection

251 artworks in the City's visual art collection

Sources
* Australian Bureau of Statistics
** 2021 Census
*** Culture Counts survey

Message from the Mayor and CEO

Welcome to our Annual Report 2024/25, a detailed breakdown of our performance as Western Australia's largest local government.

It has been a big year for our City, headlined by major projects and underpinned by authentic engagement at the local level with our growing community.

In September 2024, we completed the redevelopment of Stirling Leisure – Inglewood, welcoming members to the largest public outdoor lap pool in the southern hemisphere. In a WA-first, the redevelopment introduced the Lynxight aquatic safety system powered by artificial intelligence, cutting-edge technology that will be rolled out to our other aquatic facilities in the next 12 months.

Two months later, we celebrated the success of another major project, the redevelopment of Stirling Leisure – Hamersley Public Golf Course. The star attraction of the redevelopment was a fully automated, entertainment-focused driving range with ball-tracking technology, digital simulation gaming options and food and drink service throughout. It also included a new bar and restaurant, a new pro shop and one of the City's biggest ever public art projects.

Those were our two biggest capital projects of the year, but there were a range of other exciting initiatives delivered across the City. We completed the Lake Gwelup Story Trail, a permanent walking trail that shares the area's rich history, culture and biodiversity. The trail was delivered in partnership with the Rotary Club of Karrinyup, the Nyoongar community, local cultural associations and wildlife groups. Stirling Libraries – Hamersley Book Nook was a WA-first, an innovative 24/7 outdoor service that brought the traditional library into the click-and-collect era. We also took a lead on online marketplace safety, launching a 12-month trial of a safer exchange site on Beaufort Street in Mount Lawley.

Mirrabooka became the new home of Perth Glory, with the City and the WA Government teaming up to give the Glory an integrated base for its players and administration. Meanwhile, at the nearby Mirrabooka Town Square, works started to transform the square into a more welcoming and colourful space at the heart of the community.

As always, sustainability remained a priority for the City, with more than 59,000 plants, shrubs and trees planted in our streets and reserves and more than 23,000 distributed to residents. In 2008, we set ourselves a goal of planting one million trees and shrubs by 2025 – I want to congratulate our team on reaching that milestone well ahead of schedule.

Another key focus in 2024/25 was community engagement, as we completed our Local Convos initiative by joining local residents on 30 walks in 30 days across all 30 of our suburbs. This initiative helped us develop five local priorities for each suburb which we have used to inform our planning and budget processes for 2025/26.

Our Councillors and employees are passionate about building stronger connections across our community so we can shape our service delivery and priorities around what matters most to locals. Thank you for being one of the 250,000 locals that make our City special.

Mark Irwin
Mayor

It is my pleasure to present the City's Annual Report 2024/25 which shares our progress towards the vision and objectives laid out in our Strategic Community Plan.

We pride ourselves on producing an annual report which gives our stakeholders comprehensive insight into our operational and financial performance. This approach recently earned us Best in Sector honours for the third year in a row at the 2025 Australasian Reporting Awards, along with our 11th straight Gold Award.

There are more than 1,500 employees at our City committed to delivering our shared vision of a sustainable City with a local focus. We are proud to service a diverse population spread across seven wards and 30 suburbs, from the coastal hotspot of Scarborough in the west to the cultural melting pot of Mirrabooka in the east.

We completed $90 million of capital works in 2024/25, delivering major redevelopments, improving transport infrastructure, upgrading parks and reserves and more. We also refurbished facilities such as sports clubs, the new Stirling State Emergency Services headquarters in Osborne Park and the African Community Hub in Nollamara.

However, in addition to the delivery of our services, program and projects, the past year has also been marked by significant planning for the future. Council signed off on draft Local Planning Scheme No.4 – the document that will reduce the complexity of our local planning framework and guide the development of our City in the years to come. We received our independent Trackless Tram business case, which supported the City's vision of linking the Perth CBD and Stirling City Centre to Scarborough Beach by trackless tram. We also started geotechnical investigations at the vacant Hertha North Reserve next to the Mitchell Freeway, a key development site at the heart of the Stirling City Centre.

Our City is already home to the second-largest concentration of jobs outside the Perth CBD, with more than 88,000 local jobs and almost 25,000 local businesses. In 2024, gross regional product for the City of Stirling was approximately $19.6 billion. To support the local economy, we developed our first Investment Attraction Framework to help us attract funding, deliver major project and strengthen the City's reputation as a place to live, work and invest.

For me, 2024/25 was bookended by two trips to Canberra to accept awards on behalf of the City at the National Awards for Local Government. In July 2024, I accepted an award from Prime Minister Anthony Albanese for our pioneering Trackless Tram Trial. In June 2025, I returned to Canberra to accept three separate awards for our Walking Together Local Convos community engagement initiative, our leadership of the Naala Djookan Healing Centre and our redevelopment of Stirling Leisure – Hamersley Public Golf Course.

These national awards are a credit to Team Stirling - from the Mayor and Councillors to our talented and dedicated employees. I want to thank all members of Team Stirling for their efforts over the last 12 months as we have worked together towards common goals. With a strong financial foundation and deep connections to our community, we look forward to continuing to work hard for our residents and ratepayers in 2025/26.

Stevan Rodic
CEO

Our vision, mission and values

Our vision

A sustainable City with a local focus

Our mission

To serve our community by delivering efficient, responsive and sustainable services

Our values

Approachable
Responsive
Transparent
Innovative

Our leadership approach

Our plans

The *Local Government Act 1995* requires each local government in Western Australia to 'plan for the future'. For the City, this includes:

- Strategic Community Plan
- Corporate Business Plan
- Annual service plans, project plans and annual budget.

Our commitment to sustainability

The City of Stirling is committed to continuously enhancing its Integrated Planning and Reporting Framework to deliver more sustainable outcomes for its community. We recognise the importance of balancing immediate priorities with long-term aspirations. This dual focus is reflected in our planning documents: the 10-year Strategic Community Plan and the four-year Corporate Business Plan.

Sustainability requires a comprehensive approach that considers the broader social, economic and environmental impacts of decisions and actions. In recent years, the sustainability framework has evolved to include a fourth dimension, known as governance or ethical responsibility. This component encompasses the principles, values, and standards that guide organisational conduct and performance. Together, these four dimensions form the quadruple bottom line.

Guided by this framework, the City of Stirling has embedded the quadruple bottom line into the foundation of its Strategic Community Plan, with these four pillars effectively becoming the key result areas of the plan. To elevate our environmental focus, we've further divided the 'environment' pillar into two distinct areas: built environment and natural environment.

By planning and reporting within this integrated framework, we ensure balance, transparency and accountability – clearly communicating our priorities and demonstrating the sustainable outcomes achieved throughout the life of the Strategic Community Plan.

Diagram 1: Sustainable City approach

United Nations Sustainable Development Goals

In 2015, Australia joined 192 nations in committing to the United Nations Sustainable Development Goals (SDGs) – a set of 17 global objectives aimed at tackling the social, economic, and environmental dimensions of sustainable development by 2030. These goals offer a shared blueprint for building a better, more equitable world for present and future generations.

The City of Stirling has long demonstrated its commitment to sustainability reporting. In alignment with Australia's national commitment, our reporting framework is cognisant of the United Nations SDGs, helping us measure and understand our impact as a local government within the broader global effort.

Through our five key result areas, and the services, projects, programs, and initiatives we deliver, we are actively working to build a sustainable Stirling – one that contributes meaningfully to the global sustainability agenda while meeting the needs of our local community.

Source: The United Nations Sustainable Development Goals

Our service commitment

The City of Stirling is committed to being a dynamic organisation that delivers effective services and maintains a strong customer focus. Through this commitment, the City will achieve its vision of being the 'City of Choice'. Our Customer Service Charter outlines the overarching standard of service that customers can expect to receive throughout all interactions with the City's employees.

During all interactions, we are committed to:

- Be professional and respectful
- Be helpful, courteous and inclusive
- Be consistent, efficient and responsive
- Be open, honest and accountable
- Listen to and understand the importance of your enquiry
- Communicate effectively and keep you informed of progress
- Provide accurate, meaningful information and advice
- Identify ourselves verbally or by wearing a name badge.

We are also committed to:

- Ensuring information, resources and services are accessible and inclusive
- Using customer feedback and data to improve our services
- Respecting and protecting the privacy and confidentiality of your personal information
- Ensuring our employees work together effectively to resolve your enquiry, avoiding referrals to other departments within the City
- Engaging our community and seeking feedback on projects, plans and proposals that affect them
- Providing explanations for our decisions and how community feedback influenced these decisions.

Sustainable Stirling 2022-2032 at a glance

Sustainable Stirling 2022-2032 incorporates feedback from the community and outlines our vision, mission and direction for the next 10 years. This is further described by five key result areas, which give direction to our commitment to achieve this vision.

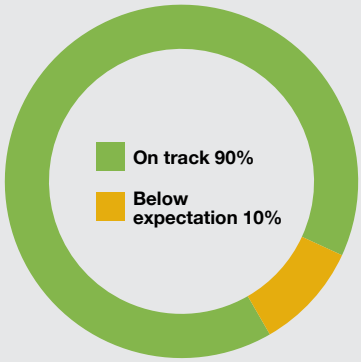
Each key result area has outcomes, objectives and strategies that outline what the City aims to achieve and how the City will achieve it.

Sustainable Stirling 2022-2032
A sustainable City with a local focus
Our Built Environment
A liveable City
An accessible and connected City
An attractive and well-maintained City
Our Natural Environment
An energy-smart City
A biodiverse City
A water-wise City
A waste-wise City
Our Leadership
A well-governed City
A capable and efficient City
A customer-focused City

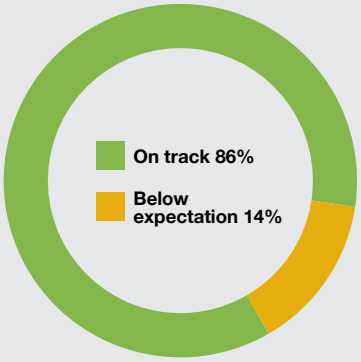
Performance highlights and challenges

The City of Stirling's 2024/25 Annual Report details the progress towards the objectives and priorities outlined in our *Strategic Community Plan, Sustainable Stirling 2022-2032* and *Corporate Business Plan 2024-2028.* Below is a brief summary of the year's highlights and challenges. More detailed information can be found in the 'Our performance' section, which begins on page 91.

Service performance



Strategic project performance



Our Community

Highlights

- The City concluded its Access and Inclusion Plan 2021-2025, completing 40 of 43 actions. Highlights in 2024/25 included accessibility upgrades at Stirling Leisure – Inglewood, the Sunflower Hidden Disabilities Initiative, staff training in disability awareness and an external funding commitment for Auslan Storytime in libraries from late 2025.
- Our recreation facilities saw very strong patronage across the year, with 3.38 million visits – up 348,000 from the previous year and over 10 per cent above anticipated numbers.
- Over 4,000 people attended the Mirrabooka NAIDOC Event in July 2024, featuring a Welcome to Country, smoking ceremony, live entertainment, cultural performances, awards, rides and activities.
- In partnership with Brightwater Aged Care, the City upgraded Macaulay Park West to improve connectivity from the facility through Macaulay Reserve to Inglewood Bush Triangle and Hamer Parade parklets.
- Hamersley Book Nook opened in March 2025, offering 24/7 hold, pickup and return services for greater library access.
- The first Community Safety Expo was held in May 2025 at Stirling Community Centre – Jim Satchell, with more than 30 stallholders including WA Police, DFES, SES, Red Cross and City services. Activities included demonstrations, giveaways and safety displays.
- Following the 2023/24 Crowded Places Assessment, the City trialled a crowd-counting system over six months. Insights from the trial will inform infrastructure planning, with full implementation planned for 2025/26.

Challenges

- Delays were experienced with the planned installation of CCTV at coastal car parks. Installation of the remaining CCTV infrastructure is expected to be completed in the first quarter of the 2025/26 financial year.

Our Economy

Highlights

- The City endorsed its first Investment Attraction Framework to attract funding, deliver major projects, and strengthen its reputation as a place to live, work and invest.
- To assist local businesses the City supported a series of initiatives including a digital solutions program, procurement workshops, youth innovation programs, and provided support to the BNI Community Connect Business Expo 2024 with the Stirling Business Association.
- Through its sponsorship program the City financially supported 17 events across in 2024/25, increasing economic activity and local business growth.
- A weekend bus trial ran from January to March 2025 using the Perth Explorer Bus, connecting Perth CBD with Scarborough Beach and Hillarys Boat Harbour, improving coastal access and promoting visitor transport links.
- Supporting growing community interest in natural spaces, as well as attracting visitors to the region, the City launched its first Story Trail at Lake Gwelup, celebrating the area's rich biodiversity, cultural heritage and history.
- Stirling Christmas Lights brightened eight locations from 1 December 2024 to 5 January 2025, activating spaces across all wards, drawing visitors, and supporting the local economy.
- The City finalised lease documentation for Perth Glory's relocation of its operations to Mirrabooka. The club will use part of Stirling Leisure – Mirrabooka as its administrative headquarters and the adjacent Mirrabooka Regional Open Space as its training facility.

Challenges

- Business investment, while still significant, is exhibiting a reduced dollar value in commercial building permits across the last two financial years when compared to previous years. This may be indicative of wider economic uncertainty affecting investment decisions.

Our Built Environment

Highlights

- The City completed its redevelopment of Hamersley Public Golf Course, creating a modern, vibrant facility for our community and visitors. A new pavilion features a golf shop, hospitality space, multipurpose room, storage and administration areas. The site also includes a two-level automated driving range, upgraded car park, and improved connectivity and wayfinding.
- At Stirling Leisure – Inglewood, the City delivered a major outdoor upgrade, improving community access and adding a new state-of-the-art L-shaped 50-metre pool with 14 lanes.
- Building renewal projects included refurbishments at Wembley Downs Tennis Club, Balcatta Soccer Club, Robertsbridge Clubrooms, the Organisation of African Communities WA facility in Nollamara, new State Emergency Service (SES) facilities in Osborne Park and the Yokine Bowling Club.
- The City completed over $3.8 million in drainage improvement projects during 2024/25, focusing on increasing stormwater capture and detention capacity. Works included installing new capture pits and pipes to reduce flooding in vulnerable areas, enhancing resilience and protecting urban environments during heavy rainfall events.
- As part of the City's Community Parklands Upgrade program works were undertaken at Bradley Reserve, Innaloo; Constance Nanson Reserve, Nollamara and Joondanna Reserve, Yokine.
- In support of the City's asset management approaches, Level 1 defect and Level 2 condition audits were completed across the City's entire building portfolio and bridge network, covering a total of 212 buildings, 117 sheds, 252 shade shelters and seven bridges.

Challenges

- The management of public parking continues to remain a challenge in the City. Wayfinding signage and its associated infrastructure was installed within the Scarborough Foreshore Precinct during the year, however project delays have been experienced resulting in final signage installations being pushed back to the 2025/26 financial year.

Our Natural Environment

Highlights

- The City achieved its renewable electricity provision goal for 2025, with 56 per cent of our electricity usage provided by renewable energy.
- Once again, the City proudly achieved gold status in the annual Waterwise Councils accreditation.
- The City completed its ARENA grant funded project and continued to transition its fleet over to electric vehicles (EVs), procuring 12 EVs and installing 20 EV charging stations.
- Across the year 23,692 trees and plants were distributed to residents.
- As part of its Greening Initiative, the City planted 42,289 plants in conservation reserves and planted 13,679 trees on streets and in reserves.
- Funding of $334,000 was secured through the WALGA Urban Greening Grant Program. With this funding, the City planted an additional 12,350 trees and shrubs using broadacre techniques.
- Volunteers from eight conservation groups contributed approximately 6,249 hours for conservation initiatives in reserves.
- Around 9,660 people participated in sustainability, waste and environmental programs.
- Our Sustainable Style Workshop and Clothes Swaps saw attendees bringing in over 720kg of clothing.

Challenges

- As at 30 June 2025 the City is off track in meeting its carbon emissions reduction goals. We will be taking corrective action in 2025/26.
- In 2024/25, tree canopy cover across the City was 12.4 per cent; this has remained largely unchanged over the past decade.
- The City is not yet achieving all the State Government's waste-related targets.

Our Leadership

Highlights

- The City's new website went live in December 2024 and included a refreshed design and new colour palette, an updated leisure timetable, streamlined navigation and an overhauled sitewide search function.
- Across the year the City's Local Focus Fund supported a series of locally-led initiatives that responded to community-identified needs and aspirations.
- Over $972,000 was distributed through the City's Community Grants Program across five streams, addressing the priorities outlined in *Sustainable Stirling 2022-2032.*
- In March 2025, the City held its Electors' General Meeting. The meeting was attended by 184 people, the largest attendance in the past 10 years.
- Throughout 2024/25, a range of technology projects were delivered including the phased development of artificial intelligence (AI) capability, cybersecurity enhancements, internal reporting improvements through data quality reviews and increased use of business intelligence tools.
- The City's Industrial Relations strategy was completed. Focus shifted in the 2024/25 financial year to preparing for negotiations for both the Inside and Outside Workforce Agreements, which had nominal expiry dates of 30 June 2025.
- Overall community satisfaction with the City's services and performance remains high with a 91 per cent satisfaction rate reported for the 2024/25 financial year. This represents the tenth consecutive year where the result has been above 90 per cent.

Challenges

- The labour market in Western Australia continues to present challenges for the City, particularly in the recruitment of resources where specific skill sets are required. The City regularly reviews its overall benefits package to increase its employee attraction and retention rates to ensure it is resourced appropriately across all services.

The year ahead promises to build on our strong foundations, delivering real outcomes for the Stirling community as we work together to create a sustainable City with a local focus.

Our future: The year ahead

As we look forward to 2025/26 and beyond, the City of Stirling remains steadfast in its commitment to delivering local priorities, essential services and a sustainable future for our community. Guided by the Corporate Business Plan 2025–2029, and in line with our Strategic Community Plan, Sustainable Stirling 2022–2032, the City will continue to focus on community wellbeing, environmental stewardship and responsible financial management.

The coming year will see the City invest in a balanced program of infrastructure upgrades, community services, and environmental initiatives. Major projects scheduled for delivery in 2025/26 include:

- Inglewood Youth Parkland: Commencement of a feasibility study and concept design for a vibrant youth and community recreation hub, featuring multi-purpose courts, bike trails, and skate/BMX facilities.
- Carine Regional Open Space Upgrades: Stage 2 upgrades to playgrounds, footpaths, shelters, and picnic facilities, enhancing one of our most popular community spaces.
- Hutton Street Extension: The start of construction on this key transport project will improve connections in the Herdsman–Glendalough area and support local economic growth.
- Scarborough Beach Precinct Safety Improvements: Implementation of recommendations from the Crowded Places Assessment to enhance safety and accessibility for all visitors.
- Stirling Leisure – Balga: Installation of Lynxight anti-drowning technology, reinforcing our commitment to community safety and innovation.

Environmental sustainability remains at the heart of the City's vision. In 2025/26, we will continue to focus on our ambitious targets for emissions reduction, waterwise initiatives, and biodiversity:

- City Greening Initiative: Ongoing tree planting and urban canopy expansion to cool our suburbs and support local biodiversity.
- Waterwise City Projects: Upgrades to irrigation systems and continued investment in alternative water sources to ensure a resilient and healthy urban environment.
- Recycling Centre Balcatta Renewal: Progressing the redevelopment of this key facility to support best practice in waste reduction and resource recovery.

The City will also maintain its focus on supporting a vibrant, inclusive, and connected community. Key initiatives for the year ahead include:

- Community Grants Program: Continued investment in local initiatives that foster social connection, creativity, and active lifestyles.
- Events and Place Activation: Delivery of a diverse calendar of events and cultural activities to bring people together and celebrate our City's unique identity.
- Safety and Wellbeing: Ongoing investment in community safety patrols, CCTV infrastructure, and emergency preparedness.

The 2025/26 Annual Budget has been prepared with a clear focus on long-term financial sustainability, supporting the delivery of the priorities in the Corporate Business Plan 2025-2029. The City remains debt-free and continues to deliver one of the lowest average residential rate rises in Western Australia, with a 4.5% increase (an average of $59 per year) to ensure the ongoing delivery of high-quality services and facilities.

The year ahead promises to build on our strong foundations, delivering real outcomes for the Stirling community as we work together to create a sustainable City with a local focus.

Our Council

Local government is one of Australia's three tiers of government (Federal, State and local). Western Australia has a total of 139 local governments, with the City of Stirling being the largest by population.

The City has 15 Elected Members – one popularly elected Mayor for the district, and two Councillors for each of its seven wards.

Democracy in the City of Stirling

The City of Stirling is one of 139 local governments in Western Australia. The City operates in accordance with the *Local Government Act 1995.*

The Act is an important piece of legislation which outlines the role and the responsibilities of local governments, providing for the constitution of elected local governments in the state. It describes the functions of local governments and provides for the conduct of elections and polls. It is a vital framework for the administration and financial management of local governments and the scrutiny of their affairs.

Local government elections

The City of Stirling has 14 Councillors and a Mayor, who each serve four-year terms.

There are seven wards within the City of Stirling, with each ward represented by two Councillors. The City's council elections are held every two years on the third Saturday in October. The Mayor and Councillors are elected for four-year terms, with half of the Councillors' terms concluding at each biennial election. Mayoral elections take place every four years.

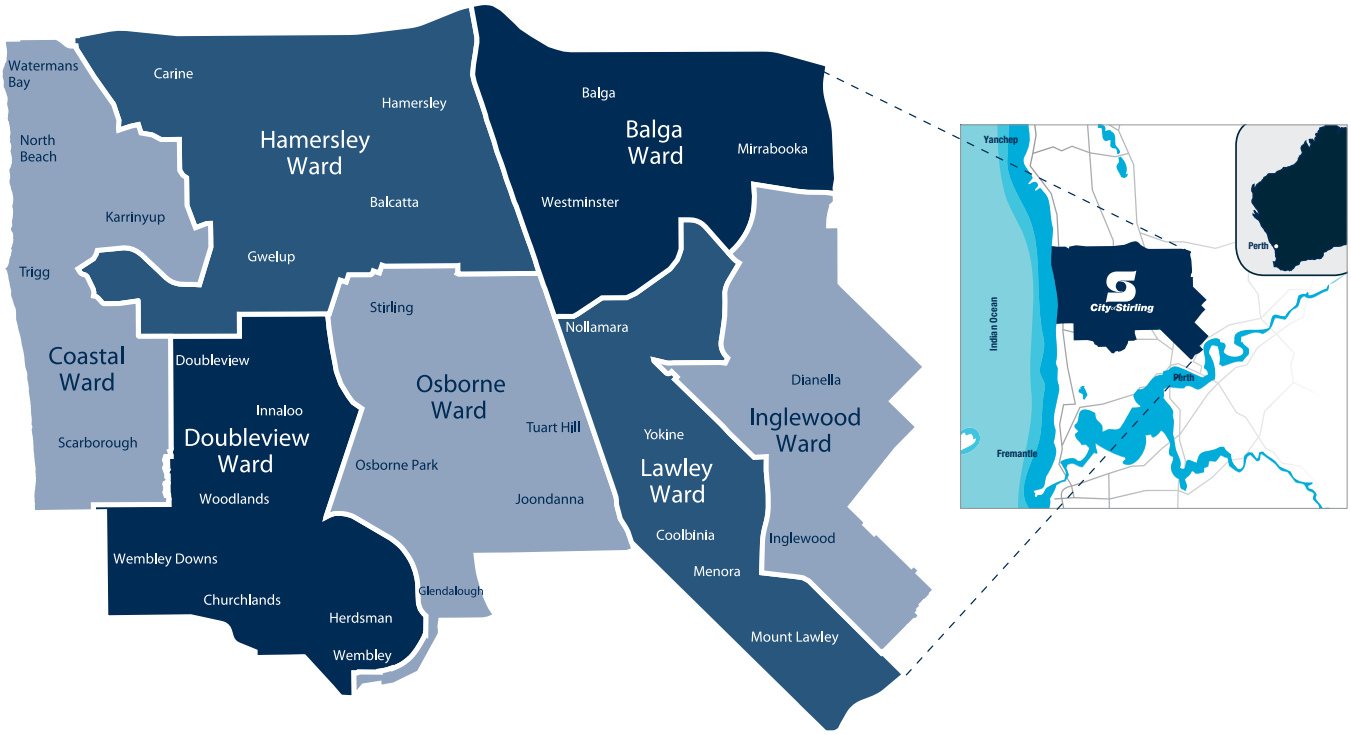
All individuals registered on the State Electoral Roll are eligible to vote in local government elections. Some owners or occupiers of property in the City are also able to apply for eligibility to vote. Any eligible elector is able to nominate for the position of Councillor or Mayor at local government elections.

The position of Deputy Mayor is elected by Council at a special council meeting held shortly after a local government election.

The next election is scheduled to take place on 18 October 2025 for Councillor positions only.

The seven wards of the City of Stirling are shown on the map below. Further information can be found on the City's website at www.stirling.wa.gov.au/citywards

The City of Stirling Wards



The role of the Mayor, Deputy Mayor and Elected Members

The current Mayor of the City of Stirling is Mark Irwin. The role of the Mayor is to:

- Preside at council meetings in accordance with the *Local Government Act 1995*;
- Provide leadership and guidance to the community;
- Carry out civic and ceremonial duties;
- Speak on behalf of the local government; and
- Liaise with the Chief Executive Officer and the administration on the performance of the City's functions.

The Deputy Mayor performs the functions of Mayor as required. Councillor Suzanne Migdale was elected as Deputy Mayor of the City of Stirling on 31 October 2023.

Elected Members consider the views of the community when making important decisions relating to the whole of the City. They also work together with the community, the Chief Executive Officer and the City's administration to set the strategic direction of the City.

The specific role of Elected Members is to:

- Represent the interests of electors, ratepayers and residents of the City;
- Provide leadership and guidance to the community;
- Facilitate communication between the community and Council; and
- Participate in the local government's decision-making processes at council and committee meetings.

Elected Member profiles

The City of Stirling has seven wards: Balga, Coastal, Doubleview, Hamersley, Inglewood, Lawley and Osborne. Residents are represented by the Mayor along with two Elected Members in each ward.

Mayor Mark Irwin

City of Stirling Councillor: 2015-17
City of Stirling Mayor since: 2017

T (08) 9205 8502 | **E** mark.irwin@stirling.wa.gov.au

Mayor Mark Irwin was born and raised in Scarborough and was first elected as a Councillor for the City of Stirling in 2015. He was elected as Mayor by his fellow Councillors in October 2017 and was re-elected as the City's first popularly elected Mayor in 2019.

Mayor Irwin is married with three children, all of whom enjoy participating in local community groups and sporting clubs. He enjoys connecting with people and discussing local issues, and has been a lifelong member of Scarboro Surf Life Saving Club (SLSC). His passion for community service is reflected in this long-standing involvement.

Mayor Irwin has a degree in science from UWA and a Diploma in Management. He is an advocate for the benefits of health and fitness, having operated a health and fitness business with his wife for 20 years. He has served on the boards of the Stirling Business Association and the Small Business Development Corporation, reflecting his strong connection with small business. Mayor Irwin has also held positions in community-based roles, serving as President of SLSC and Surf Life Saving WA, and as a board member of Doubleview Primary School. Through these roles, he has forged successful relationships with local, State and national bodies.

Mayor Irwin provides strategic leadership to Council and is dedicated to strengthening relationships and supporting the community. He is proud to be leading a progressive local Council and community.

Lawley Ward

Councillor Suzanne Migdale

City of Stirling Councillor since: 2017

City of Stirling Deputy Mayor since: 2023

M 0417 137 362 | **E** suzanne.migdale@stirling.wa.gov.au

Deputy Mayor Migdale has lived in the City of Stirling for over 35 years. She brings more than 20 years' experience in account management and digital media within the corporate sector. She is committed to ensuring ratepayers' money is used wisely and works to eliminate wasteful expenditure across City operations.

She understands local safety concerns and advocates for practical improvements including better street lighting, safer roads and a well-resourced community patrol service.

Dedicated to protecting the City's history and heritage, she champions character retention in the Heritage Protection Area. She supports investment in local parks, ensuring open spaces are upgraded, well-used and maintained. She is committed to expanding the City's urban tree canopy, recognising its importance for shade, biodiversity and environmental health.

She strongly supports improved services for seniors, including home and community care, food, transport and support programs. A keen advocate of local sporting clubs and community groups, she remains passionate about building a safer, greener and more inclusive City.

Councillor Joe Ferrante

City of Stirling Councillor since: 2011

M 0418 891 274 | **E** joe.ferrante@stirling.wa.gov.au

Councillor Ferrante has been a long-term resident of the City of Stirling. He grew up in Tuart Hill and nearby suburbs, and later became a resident of Mount Lawley and Menora.

Cr Ferrante is especially focused on community safety, heritage protection and preservation of green open spaces. With residents front of mind, Cr Ferrante supports residential development that is practical and sustainable. While he values fiscal responsibility and lower rates, he feels that delivering quality local government services is equally important.

Cr Ferrante feels privileged to work with City of Stirling residents and encourages the community to contact him with any issues or concerns.

Balga Ward

Councillor Andrea Creado
City of Stirling Councillor since: 2021

M 0413 495 314 | **E** andrea.creado@stirling.wa.gov.au

Councillor Creado was born in India and migrated to Australia in 2001. She has lived and worked in the City of Stirling since 2003. She is the CEO of a women's health organisation with over 23 years' experience within the non-profit sector. Cr Creado also volunteers with several community organisations in the City, where she shares her knowledge and experience of governance, managing organisations and developing programs for vulnerable populations.

Her priorities are better services for seniors, people with disabilities and other vulnerable groups; improving community safety; and advocating for sustainable environmental practices.

Cr Creado is a mother to two children and a dog. In her spare time, she loves to walk, cycle, dance, cook, read and listen to music.

Councillor Michael Dudek
City of Stirling Councillor since: 2022

M 0435 553 907 | **E** michael.dudek@stirling.wa.gov.au

Councillor Dudek is a finance professional in a local family business who has lived in the City of Stirling for over 20 years. He has volunteered as a mathematics tutor for first-generation Australians, and at Balga Senior High School through the Swan Nyungar Sports Education Program.

Cr Dudek plays soccer with the Mirrabooka Jaguars and futsal in the WA State Futsal League. He is passionate about helping local and sporting clubs grow, as he believes they are the most effective way to help disengaged youth connect with the community.

Cr Dudek is a strong advocate for making the community a safer place to raise a family. He also supports continued and increased services for seniors.

Coastal Ward

Councillor Rob Paparde
City of Stirling Councillor since: 2023

M 0405 149 149 | **E** rob.paparde@stirling.wa.gov.au

Councillor Paparde is a lifelong resident of the City of Stirling and an education professional. He strives to keep rates low, improve services for seniors, and create more beach parking. He also supports local park improvements in North Beach, Scarborough, Trigg, Watermans Bay and Karrinyup. Cr Paparde has experience supporting our school communities. As a former ministerial policy adviser, he can manage complex planning and transport issues, ensuring fast and fair outcomes for residents.

Cr Paparde knows that local sporting and social clubs are the lifeblood of the community. He was previously nominated Stirling Citizen of the Year in recognition of his tireless efforts. As President of the Stirling Progress Association, he has resolved countless issues for residents and small businesses.

Councillor Tony Krsticevic
City of Stirling Councillor since: 2021

M 0419 220 062 | **E** tony.krsticevic@stirling.wa.gov.au

Councillor Krsticevic has lived in the City of Stirling with his family for many years. He is determined to ensure that Council listens to the community and invests ratepayers' money wisely.

He has worked with local organisations to deliver positive outcomes and believes they are vital for building strong, vibrant and connected communities.

As a former State Member of Parliament, he understands the complex relationships between all levels of government and the methods of delivering best outcomes for the community.

Cr Krsticevic advocates for stronger community input in decision making, encouraging people to take an active interest in their neighbourhood. He is approachable and always available to assist local residents.

He believes in the importance of maintaining transparent and accountable governance, sensible planning and development, safer suburbs, and an environmentally sustainable future.

Doubleview Ward

Councillor Elizabeth Re

City of Stirling Councillor since: 2005

M 0419 913 988 | **E** elizabeth.re@stirling.wa.gov.au

Councillor Re was born in Mount Lawley and has lived in the much-loved suburb of Woodlands for most of her life. She has championed new footpaths, park activities, alternative waste recycling initiatives, improved public transport, and upgrades to community club buildings.

Cr Re has worked for over 30 years in State and local government across sustainability, environmental, and public health. She was honoured as a Fellow of Environmental Health Australia for her service to environmental health and promoting women in the workforce. Cr Re was the first woman appointed Principal Health and Building Inspector in WA local government. She received the 2010 Australian Ambassador for Women Award for the Year of Women in Local Government.

She believes community consultation and education are vital to delivering quality services for ratepayers and families and in 2025, received the Evelyn Parker Women of Excellence Award for her leadership and commitment to community needs.

Councillor Stephanie Proud JP

City of Stirling Deputy Mayor since: 2021
City of Stirling Councillor since: 2007

M 0411 070 793 | **E** stephanie.proud@stirling.wa.gov.au

Prior to her election to Council in 2007, Councillor Proud enjoyed a diverse administrative career path in the corporate and local government sectors and has operated a small business since 1988. She has represented her community on various issues since 1998 through community organisations, schools and advisory groups and has served as a board member of Murdoch University's Animal Ethics Committee and the RACWA.

Cr Proud is an active Justice of the Peace and a keen advocate for community recreation. She is committed to preserving public open space, protecting the natural environment, increasing tree-canopy coverage, and supporting sustainable, moderate residential development to build thriving, resilient communities.

Cr Proud is acutely aware of the road safety challenges created by population growth in WA, and of the need for appropriate infrastructure and community awareness.

Hamersley Ward

Councillor Chris Hatton

City of Stirling Councillor since: 2019

M 0439 752 279 | **E** chris.hatton@stirling.wa.gov.au

Councillor Hatton and his family have lived in the City of Stirling for over 30 years. He strongly believes suburbs should be safe, vibrant and family friendly.

Cr Hatton is a school teacher and a board member of Balcatta Senior High School. He is also a former State Member of Parliament and board member of the Constable Care Child Safety Foundation.

He believes in serving the community and ensuring that Council spends wisely on essential services and infrastructure. He is committed to community safety, reducing traffic congestion, preserving green spaces and sensible housing densities.

Cr Hatton also understands the importance of local clubs and organisations and their need to be valued and supported. He welcomes residents and the community to contact him with any issues they may have. He has substantial knowledge and expertise to express residents' concerns to Council and seek better outcomes for the community.

Councillor Karlo Perkov

City of Stirling Councillor since: 2017

M 0447 904 714 | **E** karlo.perkov@stirling.wa.gov.au

Councillor Perkov is locally born and has been a City of Stirling resident for over 28 years. He enjoys nothing more than spending time with his family and friends in and around our diverse City. In an age of social media, where impersonal communication has become the norm, Cr Perkov remains approachable and prefers to engage in the old-fashioned way, face to face, listening to residents, and is always ready to help.

He recognises the importance of protecting our natural environments and open spaces. He strongly supports these special areas, including Lake Gwelup, Trigg Bushland, Careniup Wetlands and Carine Open Space, which are vital for the wellbeing of our community.
Cr Perkov has enjoyed a distinguished management career, but becoming a Councillor has given him a far deeper sense of community appreciation. He is honoured to be serving and representing the City of Stirling as your Councillor.

Inglewood Ward

Councillor Damien Giudici

City of Stirling Councillor since: 2023

M 0430 436 094 **| E** damien.giudici@stirling.wa.gov.au

Councillor Giudici is a long-time resident of the ward with his wife, twin children and overexcited Cavoodle, Tippy. With more than 20 years of experience in private and government roles as a town planner and project manager, he has a firm handle on how to seek good results for the community.

Coupled with being the former chair of local community group Inglewood on Beaufort, Cr Giudici understands the essential and often unacknowledged role volunteers have in fostering social connection and making vibrant local places.

With this background, Cr Giudici works to deliver meaningful outcomes for all ratepayers. He supports our clubs with quality facilities, enhances the appeal of our parks and streets, keeps neighbourhoods safe, and drives the economic growth of local businesses. Each is a vital part of a thriving community and deserves strong backing.

Councillor David Lagan

City of Stirling Councillor since: 2011

M 0408 068 597 | **E** david.lagan@stirling.wa.gov.au

Councillor Lagan has been an active Councillor since 2011. His family has lived in Inglewood for over 24 years and loves its vibrant lifestyle. His wife works in senior management in WA Health. They have two children, one a graduate and one studying at Curtin University.

David has a long association with the Western Australian Local Government Association and represented the City at WALGA board level. As an educator and Area Development Officer, he has contributed to WA schools and the community at several levels of government and worked within the Australian Sports Commission and internationally in education.

Cr Lagan served on the board of St Andrew's Grammar School and is a vice-patron or life member of several local sporting clubs.

He grew up in a family involved in the WA wine industry, shaping his strong belief in supporting small businesses. He advocates thinking ‘outside the box’ to create opportunities.

David is committed to building a progressive, stronger City and supporting community members.

Osborne Ward

Councillor Lisa Thornton

City of Stirling Councillor since: 2019

M 0490 237 604 | **E** lisa.thornton@stirling.wa.gov.au

Lisa Thornton is a long-term resident of the City with deep roots in WA. Born in Mount Lawley, she has lived, worked and advocated for her community. Lisa brings a collaborative, solutions-focused approach to her role as Councillor. With a background in biotechnology and leadership experience in sustainability, safety and governance, she understands progressive evidence-based decisions deliver better outcomes for people and the planet.

She believes local government must work with residents, protect what matters most, and plan for a fair, sustainable future through making environmentally and fiscally responsible decisions, ensuring transparency, and prioritising projects that benefit the community. Lisa is passionate about protecting public open space, restoring tree canopy and safeguarding biodiversity. She supports sensible planning that respects neighbourhood character, strengthens climate resilience and access to green spaces.

Lisa has run a small business and supports grassroots initiatives by listening, learning and empowering residents to have a voice in shaping their neighbourhoods. Lisa is committed to building an inclusive, climate-ready City where people, nature and opportunity grow together.

Councillor Teresa Olow

City of Stirling Councillor since: 2021

M 0402 232 210 | **E** teresa.olow@stirling.wa.gov.au

Councillor Teresa Olow is a proud resident of the City of Stirling, where she has raised her family and successfully operated a small business. Her strong local ties give her a deep understanding of the community’s needs and challenges.

With a background in local government administration and firsthand experience as a business owner, Cr Olow brings a practical and informed perspective to Council. Her professional journey has reinforced her commitment to delivering efficient and transparent initiatives and has heightened her awareness of the complexities involved in achieving a high-performing Council.

Cr Olow has served on committees for aged care facilities and sporting clubs, reflecting her commitment to inclusive community engagement. She is passionate about listening to residents, advocating for their concerns and working collaboratively to improve local outcomes across Stirling.

Committed to supporting local people, community groups and small businesses, Cr Olow is a representative who strives to make decisions that reflect the values of the community she proudly serves.

Support and recognition for volunteers

The City's volunteers are supported and recognised for their valuable contribution to the community.

Highlights include:

- various training opportunities for volunteers and their supervisors
- continued embedding of Work Health and Safety (WHS) legislation into practice through safety conversations, position description reviews, volunteer onboarding and ongoing evaluation of policies and procedures
- volunteer satisfaction survey
- supply of uniforms and appropriate personal protective equipment for specific roles
- continuation of the Volunteer of the Month and Volunteer of the Year Awards
- awarding of medals, certificates and congratulatory letters from the Community Services team's service lead and Don Punch, Minister for Volunteering, to three volunteers with 35 years of service, three with 20+ years and four with 15 years
- volunteer appreciation events to formally acknowledge the valuable work undertaken by volunteers, including Volunteer Week Celebrations with two fully catered events and a couple of morning teas held at different business units
- updating of volunteer packs, including freebies such as sunscreen, hand sanitiser, reusable cutlery and travel-size first aid kits
- mayoral thank you event, which was attended by 260 volunteers and their partners.

Volunteer of the Year – Geetha Kumar

In 2024, Geetha Kumar was awarded Volunteer of the Year for her resilience and compassion. Volunteering in crisis accommodation for women and children, she overcame several barriers, grew in confidence and fostered a culture of kindness. Her positive outlook encourages a culture of kindness and support within the team. Her story serves as an inspiration, reminding us that acts of kindness and community service are invaluable and that every effort, no matter how small it may seem, creates ripples of positive change.

Volunteers

134 male

160 female

111 volunteers aged between 70-79

23 volunteers aged between 16-30

69% Of our volunteers live in the City of Stirling

26 Volunteers in external groups

75 Volunteers in libraries

37 Volunteers in community partnerships

31 Volunteers in environmental and conservation programs

182 Volunteers in community services and seniors' groups

City awards and recognition

The City has been recognised for its achievements during 2024/25, highlighting the outstanding services and initiatives delivered to the community. The following are some of the key awards won by the City this financial year.

Australasian Reporting Awards (ARA)

The Australasian Reporting Awards (ARA) celebrate excellence in annual reporting across the Asia-Pacific region, providing organisations with the opportunity to benchmark their reports against world best-practice standards. Now in its 75th year, the ARA continues to promote transparency, accountability and effective communication in public, private and not-for-profit sectors.

The City of Stirling was honoured with its 11th consecutive Gold Award and Best in Sector – Local Government for the third year in a row at the 2025 ARA Presentation Dinner in Melbourne. The Gold Award recognises overall excellence in annual reporting, with reports serving as model examples for other organisations to follow. The Best in Sector award is presented to the top-performing local government report in the region, selected from among all Gold Award recipients.

The City's Annual Report 2023/24 demonstrated high-quality coverage of all aspects of the ARA criteria, including full disclosure of core business activities, alignment with strategic plans and a strong commitment to community engagement. The report tracked progress against the *Sustainable Stirling 2022-2032 Strategic Community Plan* and *Corporate Business Plan 2023-2027*, showcasing how the City delivers on community priorities.

This recognition reinforces the City's dedication to transparency and continuous improvement in reporting, and highlights Western Australia's leadership in community-driven governance, with all three finalists in the local government category hailing from WA.

2025 National Awards for Local Government

The City of Stirling continued to set the benchmark for excellence in local government, securing a remarkable trio of wins at the 2025 National Awards for Local Government. Now in their 39th year, these prestigious awards are run by the Federal Government to celebrate innovation, impact and leadership in local government projects that can inspire councils across the country. With 192 entries submitted nationally, the City's achievement in winning all three categories it entered is a testament to its commitment to community-focused service delivery.

In the Cohesive Communities category, the City was recognised for its Walking Together Local Convos initiative – a month-long engagement campaign that saw a walk hosted in each of the City's 30 suburbs. Designed to deepen local connections and identify community priorities, the initiative engaged more than 1,100 residents in person and attracted more than 3,500 online votes. The resulting top five priorities for each suburb have been integrated into the City's planning and budgeting processes for 2025/26, ensuring that local voices directly shape local outcomes.

The City also won the Productivity through Infrastructure category for its $20 million redevelopment of Stirling Leisure – Hamersley Public Golf Course. This transformative project included a two-storey driving range with radar ball-tracking and digital gaming, a 500-person bar and restaurant, a new pro shop featuring WA's first putting simulator, and one of the City's largest public art installations. Since reopening, the facility has welcomed approximately 265,000 visitors in just six months – more than doubling its previous annual average.

In the Addressing Violence Against Women and Children category, the City was honoured for its leadership of the Naala Djookan Healing Centre in Mirrabooka. As the only local government-led hub of its kind in Western Australia, the centre provides a safe, inclusive and culturally responsive space for women and children at risk of or affected by family and domestic violence. Through a consortium of 10 specialist partner organisations, the City delivers a trauma-informed, integrated service model that simplifies access to support and empowers individuals on their healing journey.

These awards, presented at Parliament House in Canberra, reflect the City of Stirling's dedication to inclusive engagement, innovative infrastructure and compassionate community services.

WA Local Government Association (WALGA) Awards

The WALGA Local Government Awards are a prestigious annual celebration of excellence in Western Australia's local government sector, recognising the outstanding achievements and lasting contributions of elected members, officers and local governments to their communities.

In 2025, the City of Stirling was honoured with multiple accolades, including two category wins for Customer Experience Initiative of the Year. These awards recognised the City's CX Training Transformation (Workforce Transformation) and Service Improvement Project (Process Transformation), both of which demonstrated a strong commitment to enhancing service delivery and operational efficiency.

The CX Training Transformation initiative focused on equipping staff with the skills and mindset needed to deliver exceptional customer service, while the Service Improvement Project streamlining internal processes to improve responsiveness and reduce friction in service delivery. Together, these initiatives reflect the City's strategic focus on building a customer-focused organisation that is capable, efficient and aligned with community expectations.

In addition to these category wins, the City of Stirling received a total of seven awards at the 2025 ceremony – more than any other local government in WA. These included four Eminent Service Awards and two Merit Awards, further highlighting the dedication and leadership of the City's elected members and staff.

These recognitions affirm the City's role as a sector leader in innovation, service excellence and community engagement.

Local Government Professionals WA Honour Awards

The LG Professionals WA Honour Awards pay tribute to local government professionals who demonstrate exceptional leadership, strategic planning and innovative problem-solving.

The City of Stirling's Strategic Change service won the Change Management ICT Professional Award for 2024, recognising its outstanding achievements in guiding and implementing successful change across the organisation.

Institute of Public Works Engineering Australasia (IPWEA)

The IPWEA Awards celebrate excellence in public works engineering, recognising projects that demonstrate innovation, collaboration and outstanding service delivery across the local government sector.

The City of Stirling's redevelopment of Stirling Leisure – Hamersley Public Golf Course was honoured with three major awards: Best Public Works Project greater than $5 million, Excellence in Innovation (Metro), and the prestigious G.K. Watters Local Government Engineering Excellence Award.

The G.K. Watters Award, considered the highest accolade of the evening, acknowledged the City's exemplary cross-directorate collaboration, with 11 business units working together to deliver the project on time and to a high standard. Since reopening, the redeveloped facility has welcomed more than 132,000 visitors in its first three months, including 32,000 to the new driving range – highlighting its success and community impact.

Auscontact Association National Awards of Excellence

The Auscontact National Excellence Awards are Australia's most prestigious industry event for customer service and contact centres, celebrating outstanding achievements in customer experience, employee experience and operational excellence across the sector.

The City of Stirling's Customer Experience team was awarded the Customer Experience Initiative of the Year – Workforce Transformation for its CX Training Transformation project. This national recognition highlights the City's commitment to elevating service standards through innovative workforce development and training strategies.

The award acknowledges initiatives that have significantly improved customer experience outcomes by transforming how teams are trained, supported and empowered to deliver exceptional service. The City's win places it among leading organisations across Australia that are shaping the future of customer contact through progressive leadership and impactful change.

Heart Week 2025

Heart Week is Australia's national heart health awareness campaign, held annually in May to encourage conversations around cardiovascular wellbeing and proactive health checks. The Heart Foundation's Creative Display Competition celebrates organisations that use creativity to inspire heart-healthy choices in their communities.

The City of Stirling's Customer Experience team was named one of three national winners in the Heart Week 2025 Creative Display Competition, alongside Derby Aboriginal Health Service and Flinders Private Hospital. The City's winning display was a vibrant and engaging initiative that used visual storytelling to raise awareness about cardiovascular health and encourage positive lifestyle changes.

This recognition highlights the City's commitment to national health initiatives and showcases the power of creativity in promoting community wellbeing.

Injury Prevention and Safety Promotion Awards

The Injury Prevention and Safety Promotion Awards, coordinated by Injury Matters, celebrate the outstanding efforts of individuals and organisations working to prevent injury and support recovery across Western Australia. These biennial awards recognise impactful initiatives that promote safety and wellbeing in local communities.

The City of Stirling was awarded Outstanding Achievement by a Local Government in Injury Prevention or Recovery for its Stirling Local Drug Action Team (SLDAT) AOD Action Plan Development Process. This collaborative initiative, developed alongside community partners, addresses alcohol and other drug (AOD) harm through evidence-based strategies and multi-sector partnerships.

Presented at the 2025 Injury Prevention and Safety Promotion Awards Breakfast, held at the Perth Convention and Exhibition Centre, the award highlights the City's leadership in fostering safer, healthier communities through strategic planning and community engagement.

Community Citizen of the Year Awards

In conjunction with Auspire – Australia Day Council of Western Australia, the Community Citizen of the Year Awards are an opportunity for local governments around the state to acknowledge and celebrate the contributions of exceptional people within the community.

Held on Australia Day, in conjunction with the City's largest citizenship ceremony for the year, the 2024 Community Citizen of the Year Awards recipients were announced as detailed below.

Community Citizen of the Year

- Carol Marinkovich

As the longest serving president in Hamersley Rovers history, Carol Marinkovich has overseen a period of enormous growth for the soccer club, which now has more than 180 seniors and 500 juniors. She is also the president of the Carine Hall Management Committee and engages with the City and other user groups to ensure it remains a valuable and well-maintained community space. A champion for female sport and community sport in general, she juggles a high-pressure career with her service to the community and a passion for charity.

Senior Community Citizen of the Year (65 years or over)

- Doug Simpson JP

Doug Simpson is a shining example of community service. A Surf Life Saving WA member for almost 50 years, he has served as an examiner, a trainer, a drone patrol operator and more. A former member of the Royal Australian Air Force Reserve, he has also filled a range of roles with the RSL since joining the organisation in 1997. He has been a Justice of the Peace for 25 years, an SES volunteer for 18 years and a marine rescue volunteer for 16 years.

Young Community Citizen of the Year

- Peyton Maguire

Peyton Maguire is a passionate surf lifesaver and already a very valuable member of Trigg Island Surf Life Saving Club. Not only is she a successful competitor, but she is also an emerging leader at the club. Already serving as a Nippers Age Group Manager – a role usually filled by much more senior members – she has a big future in surf lifesaving.

Active Citizenship Award (group)

- Friends of Inglewood Triangle

Friends of Inglewood Triangle is a community conservation group that cares for a precious patch of remnant Banksia woodland in inner Inglewood. While protecting and enhancing the bushland is the group's main focus, they do a lot more than that, engaging with young and old in the community and advocating for the natural environment and their local area.

The City secured over $28 million in grants, subsidies, and contributions from the State and Federal Governments in 2024/25 to deliver projects and programs to the community.

Grant funding

The City secured over $28 million in grants, subsidies, and contributions from the State and Federal Governments in 2024/25 to deliver projects and programs to the community. Examples of these are featured below:

Federal Government

- $1,394,000 as part of the Federal Government's Roads 2 Recovery (R2R) Program for four road resurfacing projects.
- $654,000 as part of the Federal Black Spot Program for road safety improvements.

State Government

- $820,000 was secured as part of the State Government's Metropolitan Regional Roads Grant (MRRG) Program for three road resurfacing projects.
- $429,000 was secured as part of Main Roads WA's Urban Road Safety Program for four road safety improvements.
- $871,000 was secured from the State Government's Direct Grants Program for assistance in routine maintenance of the road network.
- $166,000 was secured as part of the State Black Spot Program for two traffic and road safety projects.
- $80,000 was secured from the Department of Transport for sand nourishment at Mettams Pool.
- $56,000 was secured from the Public Transport Authority under their Bus Shelter Maintenance Assistance Scheme.
- $37,000 from Department of Transport's WA Bicycle Network Grants Program for co-funding of Active Transport Officer.
- $2,000 from Department of Transport's WA Bike Month Grant Program for 'Bicycle Ready' Workshop.
- Princess Wallington Reserve in Balga and Des Penman Reserve in Nollamara are vital community assets. To support the growth of local clubs and enhance opportunities for community engagement, the City, working in partnership with the State Government, has invested a total of $1.81 million in new floodlighting infrastructure at these facilities. This initiative was made possible through a $1.21 million contribution from the City and $605,000 in grant funding from the State Government's Club Night Lights Program.
- The City remains committed to working collaboratively with the community to deliver facilities that foster celebration, growth, and empowerment. In 2024/25, the Organisation of African Communities in Western Australia (OACWA) marked a significant milestone with the completion of a $1.35 million refurbishment of the African Community Hub.

  The project included comprehensive upgrades to the kitchen and toilet facilities, the addition of a media room, installation of new equipment, and improved accessibility throughout the premises. This transformation was made possible through grant funding of more than $573,000 from Lotterywest, $220,000 from the Office of Multicultural Interests, and a $559,000 contribution from the City, which delivered the refurbishment in partnership with OACWA.
- Through the Principal Shared Path Expansion Program, the Department of Transport awarded the City approximately $44,000 to install a bike repair station along the Mitchell Freeway shared path.

  The project delivered a well-equipped rest area for the approximately 410 cyclists who travel through the corridor each weekday. The station includes a suite of basic maintenance tools such as a bike pump, spanners, Allen keys, and screwdrivers alongside an accessible water fountain, seating bench, waste bin, and bike racks, enhancing the amenity and usability of the shared path.
- Ensuring safe and accessible coastlines for all remains a key priority for the City. In 2024, the City partnered with the Department of Planning, Lands and Heritage and the Department of Transport through the CoastWA Program, an initiative focused on supporting coastal managers in protecting and enhancing Western Australia's coastline for future generations.

  Through this program, the City received $80,000 in funding, matched by a co-contribution of $80,000, to deliver a new water access ramp at Mettams Pool. The new ramp replaces the previous structure removed in 2021 and features a continuous handrail leading directly into the water, providing a safe and inclusive access point for all users. The ramp was officially opened in July 2024.
- The City was awarded $14,999 through the Age-friendly Communities Connectivity Grants Program to pilot the *Stirling Connect Transport Program.* This initiative aims to connect seniors with their community by providing transport to social activities such as senior centres, craft groups, libraries, bowling/sporting clubs and local events, enhancing social inclusion and wellbeing.
- Through the State Library of WA's Better Beginnings program, the City received $10,000 to launch *Auslan Storytime* in partnership with Deaf Connect. This initiative improves early literacy access for deaf and hard of hearing families and marks the first ongoing delivery of *Auslan Storytime* in Western Australia.
- The Alcohol and Drug Foundation provided $5,000 to support the development of a three-year *Alcohol and Other Drugs Action Plan*. This plan will guide harm prevention initiatives across the City. The City's leadership in this space was also recognised at Injury Matters' Injury Prevention and Safety Promotion Awards.

Corporate governance

Transparent and ethical governance contributes to public trust and confidence in the City's decision making. The City of Stirling is committed to practising responsible governance that is clear, accountable and in line with our legislative requirements to ensure we support the best interests of the community we serve.

Codes of Conduct

The Local Government (Model Code of Conduct) Regulations 2021 is the City's adopted Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates. Each local government must adopt a code of conduct that reflects the model.

Similarly, the City's Employee Code of Conduct sets a high bar for the conduct of City employees. The Employee Code of Conduct assists and guides employees in determining appropriate and acceptable ethical standards of behaviour. The standards set by this code of conduct are high and are reinforced by the Executive Team.

The City's Employee Code of Conduct encourages a customer-centric approach and reinforces the City's zero-tolerance stance towards bullying, harassment, fraud, corruption and misconduct. To ensure all employees are well informed of the code, the requirements are covered in induction programs for new employees with ongoing e-learning training provided throughout employment at the City. The code requirements are also reinforced in performance management sessions, with information about the code being included in newsletters, bulletins, CoSi (the City's intranet) and relevant informing documents.

During 2024/25, both Codes of Conduct were reviewed and amended to ensure they are reflective of the legislative environment in with the City operates and to ensure it is relevant to the City's operating environment.

Statement of Business Ethics

The City provides and assists with a multitude of services for the community and is accountable to ensure value for money is achieved. The Statement of Business Ethics provides guidance for all sectors of the community when conducting business with the City.

The statement outlines the City's standards and expectations of responsibility. It establishes an assurance that business relationships are transparent, honest, fair, ethical and consistent. Commercial business partners of the City are expected to align with the City's principle of zero tolerance to fraud and corruption. Compliance with the Statement of Business Ethics is a condition of contracting with the City and demonstrates an understanding of the City's procurement values, core business and commitment to achieving the best outcomes for its community.

Registers for public viewing

The City is committed to good governance and increasing transparency across its activities. The City maintains a number of registers for public viewing on the City's website, as detailed below:

Delegated Authority Register

The principal consideration for a local government when deciding if it should delegate a power or duty is whether the delegation will improve the efficiency of the local government's operations, while ensuring that its policies are consistently implemented.

Section 5.42 of the *Local Government Act 1995* (the Act) allows for a local government to delegate to the Chief Executive Officer authority to exercise any of its powers and duties under the Act except the power to delegate and those listed in section 5.43 of the Act. All delegations made by Council must be by an absolute majority decision, and delegations are reviewed annually.

Gifts disclosures

There are strict guidelines and reporting processes for Elected Members and employees accepting gifts from third parties. Elected Members and the Chief Executive Officer are required to disclose gifts which are valued over $300 or are two or more gifts with a cumulative value over $300 (where the gifts are received from the same donor in a 12-month period) within 10 days of receipt (sections 5.87A and 5.87B *Local Government Act 1995*).

Employees are required to disclose gifts that are valued between $50 and $300 or are two or more gifts with a cumulative value between $50 and $300 (where the gifts are received from the same donor in a 12-month period) within 10 days of receipt. Gifts over the value of $300 are prohibited (R.34B Local Government [Administration] Regulations). A gift valued below $50 may be accepted and need not be disclosed (providing the gift is not one of two or more gifts given by the same person within a 12-month period whereby the total value exceeds $50).

Contributions to travel

The Contributions to Travel Register provides details of contributions to travel received by an Elected Member or a designated employee. In accordance with the *Local Government Act 1995*, any contributions to travel received by an Elected Member or designated employee (one who has delegated authority) valued over $200 must be disclosed within 10 working days of receipt of the gift and must be included in the Contributions to Travel Register.

Conference attendance and professional development

The Conference Attendance Register is published on the City's website and provides details of conferences attended by employees in their official capacity. The City also publishes an annual listing of the training and conferences attended by Elected Members and the Chief Executive Officer during any given year.

Primary and Annual Returns Register

A primary return is a snapshot of personal financial information as it exists on the relevant person's start date. Section 5.75 and 5.76 of the *Local Government Act 1995* (the Act) set out the requirements for Elected Members, the Chief Executive Officer and delegated employees to complete a primary return within three months of their start date or an annual return by 31 August each year. Section 5.96A (1) (i) of the Act requires the name of each council member and the position of each employee who lodges a primary return or annual return for a financial year beginning on or after 1 July 2023 to be published on the City's website.

Elected Member Fees, Expenses and Allowances

The City is required to publish a register of the fees, allowances, and expense reimbursements paid to Elected Members during a financial year. These payments are determined either by the Salaries and Allowances Tribunal on an annual basis or set under the City's Elected Member Entitlements Policy.

Tender Register

The City is required to maintain a tender register which is available on the City's website. The Tender Register includes details such as the tender description; advertising details; the number and name of the tender submissions; the awarded successful tenderer; and the estimated contract value.

Minor Breach Complaints

The Complaints Register provides details of minor breach complaints which the Local Government Standards Panel finds have occurred, and the actions taken. The Standards Panel did not identify any breaches during 2024/25.

Digital transformation

The City is experiencing rapid growth, and expectations for efficient, accessible services are higher than ever. By embracing modern systems, automation and innovation – such as the Internet of Things, responsible AI, and advanced data analytics – the City aims to deliver smarter operations, enhance sustainability, and strengthen community confidence in our digital platforms.

In 2024/25, the City of Stirling laid the foundations for a transformative digital journey. Key projects have been initiated to connect people, processes, and technology, creating a unified digital experience that demonstrates our commitment to operational excellence and community-focused services.

Work also commenced on the *Digital Strategy 2025-2028*, with focus on ensuring that technology serves people first – residents, businesses, visitors, and our workforce – by reducing service friction, enabling self-service, and improving accessibility across all platforms.

Artist credit: '*Reality & Illusion*' by Pamela Gaunt in collaboration with Apparatus – Club House, Stirling Leisure – Hamersley Public Golf Course

Data governance

In 2024/25, the City strengthened its data governance foundations to support transparency, compliance, and innovation, as part of our commitment to treating data as a strategic asset, safeguarding community trust, and enabling smarter, more connected services.

Key initiatives included:

- Continuing the implementation of Digitisation Framework with modern recordkeeping and streamlined and automated processes, ensuring information is well-managed, accessible, secure, and aligned with legislative requirements
- Ensured readiness for the *WA Privacy and Responsible Information Sharing (PRIS) Act 2024* through completing all readiness activities in line with legislative timeframes, including the creation of an Information Handling and Breach Policy, appointing dedicated Privacy and Information Sharing Officers, and delivering awareness sessions for staff
- Data Governance Leadership and Culture: embedding within the City's culture data and information as an asset so it is valued, secure, and used responsibly to support privacy, transparency and innovation.

Cybersecurity

In 2024/25, the City has maintained its focus on cybersecurity and dedication to protecting digital assets and community privacy.

Our policies align with the WA Government Cyber Security Policy, and we have and ongoing collaboration with the Australian Cyber Security Centre and other partners to ensure we stay informed and ready to respond to cyber threats.

Key actions included:

- Robust cybersecurity risk assessments, incident response and recovery plans.
- Continue proactive system upgrades and patching, regular penetration testing and tightened privileged account security to reduce risks.
- Enhanced device management to keep technology secure and up to date and email security for authorising outgoing communications and reporting.

Fraud and misconduct

The City adopts a zero-tolerance attitude towards fraud, misconduct and corruption. The City's Codes of Conduct guide both Elected Members and employees to determine the appropriate and acceptable ethical standards of behaviour in various circumstances.

All reports of misconduct are investigated fully and treated with the utmost confidentiality. Persons making appropriate disclosures will be protected from reprisal by the City when reporting misconduct.

Integrity oversight and awareness

The City has adopted an Integrity Strategy which is based on the Public Sector Commission's *Integrity Strategy for WA Public Authorities 2020-2023.* As part of the City's integrity maturity journey, an *Accountable Stirling Action Plan 2023-2025* (ASAP) was adopted by Council in 2023 which detailed various actions and recommendations to improve the City's integrity maturity. Quarterly update reports are presented to Council since the adoption of the ASAP and in 2024/25, the City completed the improvement recommendations contained within the ASAP.

The City assesses suspected fraud or misconduct under the Integrity and Misconduct Management Practice and any matter where there may be a reasonable suspicion of serious misconduct is referred to the City's internal Integrity Panel. If there is reasonable suspicion of serious misconduct, the matter is referred to the Chief Executive Officer, who in turn will report such matters to the Corruption and Crime Commission (CCC) and any other relevant authorities. Regular reports around misconduct are presented to the City's Audit Committee.

During December 2024, the City recognised International Anti-Corruption Day through a series of activities including, weekly integrity quizzes for employees; fraud and misconduct training sessions; an 'integrity menu' in the City's employee staff canteen; and good governance forums including Questions and Answer sessions. The City's 2024/25 theme was *'Conflicted? – Let the City's Code of Conduct, Values and Employee Conflicts of Interest Management Practice guide your actions'.*

During 2025/26 the City's integrity framework will be reviewed including the development of new actions, activities and awareness campaigns to raise integrity awareness.

Fraud and corruption control

As part of the City's zero tolerance attitude towards fraud and corruption, a new *Fraud and Corruption Control Plan* was adopted by the City's Executive Team in October 2024. The Fraud and Corruption Control Plan documents the City's approach to identifying, assessing, controlling and reporting fraud risk, and how this approach integrates with the City's current risk management practices and overall operations.

Misconduct hotline

In 2010, the City established a misconduct hotline as a positive step in the prevention and detection of fraud and corruption. The hotline provides a confidential means for anyone to report suspected misconduct, corruption or fraud and helps reinforce public confidence in the City. The hotline is maintained by the City's internal auditor in line with the Integrity and Misconduct Management Practice. Any allegation of misconduct, corruption or fraud is appropriately investigated. One report of suspected misconduct was received via the City's hotline during the 2024/25 period.

Public interest disclosures

The *Public Interest Disclosures Act 2003* (PID) allows people to make disclosures about wrongdoing in public authorities, which includes local governments. Anyone who believes on reasonable grounds that there has been past, present or proposed future improper conduct by the City in the exercise of its public functions can make a disclosure. Disclosures can be made to officers designated by the CEO to be the City's PID officers. No public interest disclosures were reported to the City during the reporting period.

Internal audit

The City's internal audit function is established to deliver independent and objective assurance, as well as consulting services, all aimed at enhancing the value and efficiency of the City's operations. The scope of this function is formally endorsed by the Audit Committee.

The Audit Committee endorses a three-year rolling strategic audit plan for Council approval and recommends an annual internal audit plan reflecting the first year of the strategic plan. This annual plan directs the activities of the internal audit function. Upon completion, internal audit reports accompanied by agreed management action plans are submitted to the Audit Committee for review. The Committee actively monitors the implementation of these action plans.

In accordance with Local Government Regulations, the City must review its risk management, internal control, and legislative compliance systems (Regulation 17), as well as financial management systems and procedures (Regulation 5), at least once every three years. A Regulation 17 review was conducted in 2022/23, and a Regulation 5 review was conducted this year.

The Audit Committee receives comprehensive quarterly updates from the internal auditor outlining audit activities and progress against the annual audit plan. The Committee comprises the Mayor, six Councillors, and two external independent members.

An experienced full-time internal auditor, supported by audit contractors under a co-sourcing model, staffs the internal audit function.

During 2024/25, the Audit Committee received internal audit reports on:

- Environmental Sustainability
- Staff Exit Controls at large local government entities (OAG Performance Audit)
- Financial Management Review (Regulation 5)
- Community Safety
- Fleet Management
- Infrastructure Directorate High-Level Review.

The Internal Auditor has regular meetings with the CEO, Directors, Manager Governance, and the Manager Strategy, Risk and Performance to keep informed of any significant emerging risks that may warrant audit attention.

The City's internal audit function is established to deliver independent and objective assurance, as well as consulting services, all aimed at enhancing the value and efficiency of the City's operations.

Our performance

This section presents an overview of the City's Integrated Planning and Reporting Framework, highlighting its strategic and corporate business planning approach. Progress and performance are assessed across each Key Result Area (KRA), as outlined in the *Strategic Community Plan, Sustainable Stirling 2022-2032.* A comprehensive set of financial statements follows, beginning on page 227.

Integrated Planning and Reporting Framework

All local governments in Western Australia are required to plan for the future of their district under section 5.56 (1) of the *Local Government Act 1995.*

Regulations under section 5.56 (2) state that the minimum requirement of the plan for the future is the development of a:

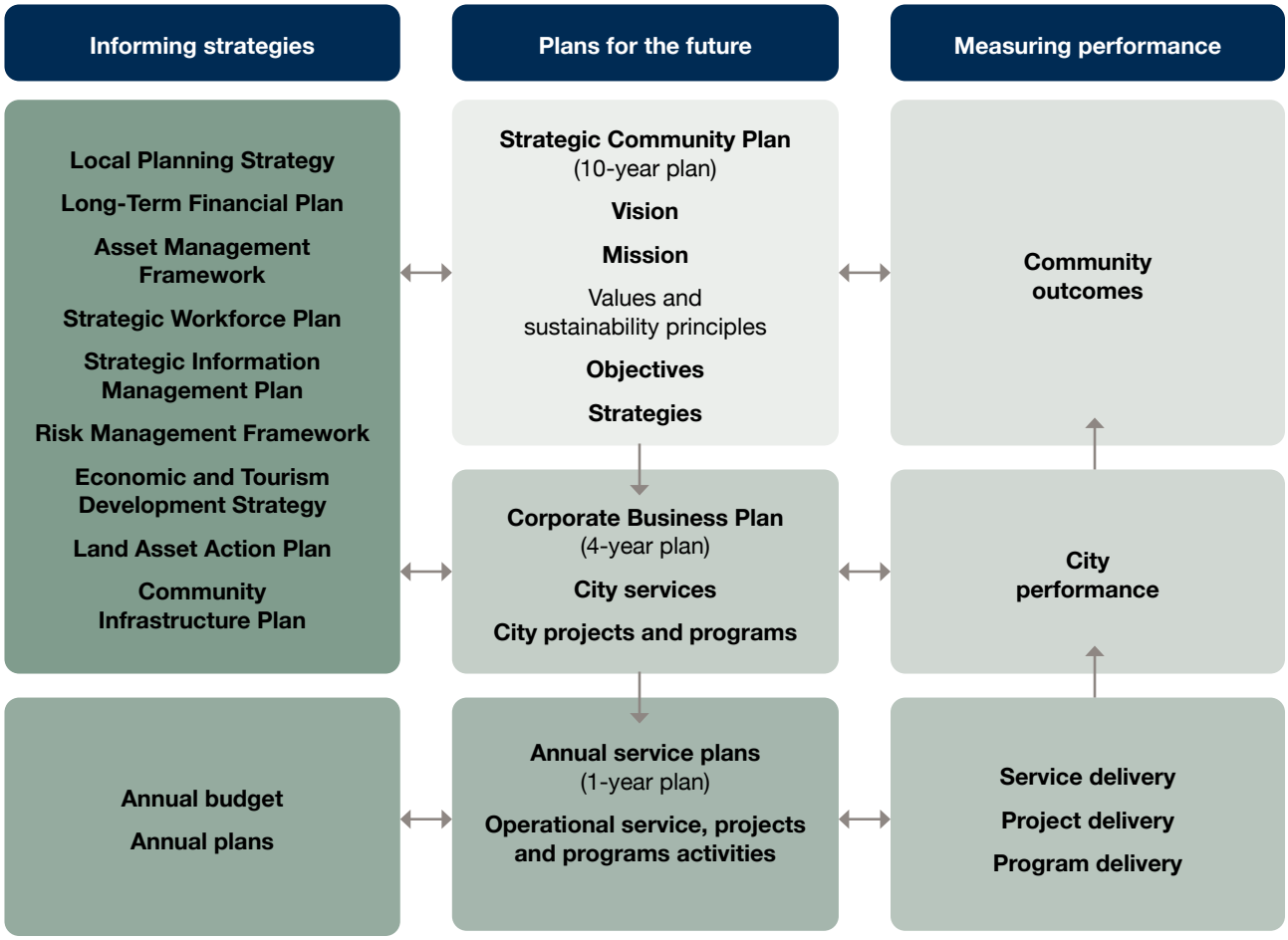
- Strategic Community Plan
- Corporate Business Plan.

The City of Stirling has established an Integrated Planning and Reporting Framework that has been designed to:

- Articulate a vision, outcomes and priorities
- Develop plans to meet this vision
- Identify resourcing to deliver these plans, striking a considered balance between aspiration and affordability
- Measure and report the performance of the City against these plans.

The City's Integrated Planning and Reporting Framework is illustrated in the diagram below and includes a Strategic Community Plan and Corporate Business Plan. It also encompasses a suite of informing documents that support effective asset management, workforce planning and long-term financial sustainability.

Diagram 3: Integrated Planning and Reporting Framework



Strategic Community Plan – *Sustainable Stirling 2022-2032*

The City's Strategic Community Plan underwent a minor review in the 2023/24 financial year and was endorsed by Council on 25 June 2024. Titled *Sustainable Stirling 2022-2032*, the Plan sets out an ambitious and achievable vision for the development of the City over the next 10 years and beyond. The Plan's key result areas and outcomes are provided below.

Key Result Area	Outcome
Our Community	An inclusive and harmonious City
	An active and healthy City
	A safer City
Our Economy	A smart and prosperous City
	A local business City
	A vibrant City
Our Built Environment	A liveable City
	An accessible and connected City
	An attractive and well-maintained City
Our Natural Environment	An energy-smart City
	A biodiverse City
	A water-wise City
	A waste-wise City
Our Leadership	A well-governed City
	A customer-focused City
	A capable and efficient City

The reviewed Strategic Community Plan 2022-32:

- Outlines the program of community consultation that informed the development of the plan
- Provides an overview of priorities confirmed as relevant following the minor review of the plan
- Identifies some of the key State and Federal plans and policies that will shape the City of Stirling's future
- Describes the 10-year vision for the future, and the City's mission, values and commitment to sustainability
- Elaborates further on the 10-year vision through key result areas, objectives and strategies, with measures of progress
- Describes the City's commitment to integrated planning, measurement and reporting
- Outlines broadly the City's resources to address its plan for the future.

The Strategic Community Plan meets all regulatory requirements and drives improvements in community engagement, service performance and sustainable outcomes that will contribute to achieving the community's vision for the City.

This plan is available to view on the City's website at www.stirling.wa.gov.au/strategicplans

Corporate Business Plan

The Corporate Business Plan (CBP) sets out the City's approach to implementing the objectives and strategies defined in its long-term planning document, *Sustainable Stirling 2022-2032.* The 2024-2028 CBP presents the projects and services scheduled for delivery over the next four years, shaped by the City's Long-Term Financial Plan, Asset Management Plan and Workforce Plan. This Plan serves as a foundation for the development of the annual budget, service plans and project delivery schedules.

Across all its operations, the City remains committed to maximising the impact of its limited resources, ensuring the greatest possible benefit for the community.

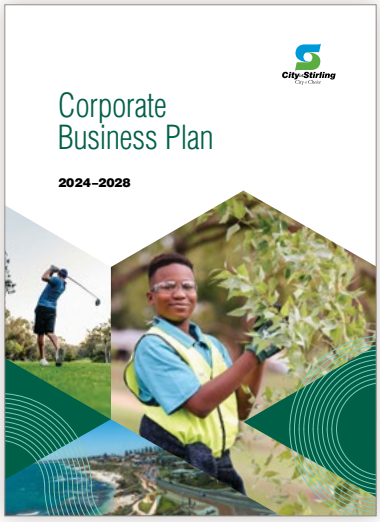
The Corporate Business Plan:

- States the City's long-term vision, mission and values
- Links the *Strategic Community Plan 2022-2032* outcomes to the delivery of key projects and services
- Provides an overview of Council and organisational structure
- Lists the services, projects and programs that the City will deliver
- Outlines how the City will measure and report progress of key projects and services
- Provides an overview of the City's informing strategies, such as the Local Planning Strategy, Long-Term Financial Plan, Workforce Plan and Asset Management Plans
- Describes the City's commitment to risk management
- Summarises the City's operational budget and capital works program for the financial year
- Provides a budget overview for 2024/25.

The City of Stirling's Corporate Business Plan meets all regulatory requirements.

The implementation of the Corporate Business Plan will continue to drive improvements in service delivery and contribute to achieving the community's vision for the City.

This plan is available to view on the City's website at www.stirling.wa.gov.au/strategicplans



Artist credit: '*Waterlines*' by Tony Jones – Stirling Leisure – Inglewood

Corporate Business Plan 2024-2028 at a glance

The Corporate Business Plan outlines the services and projects that the City of Stirling will undertake in 2024-2028 and has been shaped by the aspirations and priorities in the City's Strategic Community Plan 2022-2032.

The Corporate Business Plan is reviewed annually by Council as part of the City's integrated planning and reporting cycle. It outlines the services and projects to be delivered, along with the resources required to support them. Every activity within the Plan is aligned with the Key Result Areas of the Strategic Community Plan, ensuring a direct connection between the City's long-term vision and the tangible actions that bring it to life.

Our community

Services

- Active Communities
- Community Partnerships
- Community Planning & Projects
- Community Services
- Emergency Management
- Environmental Health
- Hamersley Public Golf Course
- Leisure Services
- Libraries & Community History
- Ranger Services
- Recreation Facilities
- Safer Stirling.

Projects

- Bushfire Risk Mitigation
- CCTV Projects
- Crowded Place Assessment
- Macaulay Park, Inglewood Recreational Upgrades.

Our economy

Services

- Arts & Events
- Economic Development.

Projects

- Christmas Lights
- City Entry Statements Landscaping & Lighting
- Coastal Boardwalk Feasibility Study
- Community Learning Trails
- Event Sponsorship
- Investment Attraction.

Our built environment

Services

- Asset Management
- Building Services
- City Future Projects
- Engineering Construction Services
- Engineering Design Services
- Engineering Maintenance Services
- Facility Management
- Open Space Design & Projects
- Parks & Streetscapes
- Planning Services
- Project Management
- Schemes, Policies & Heritage
- Swimming Pool Inspections
- Transport Services
- Verge & Crossover Services.

Projects

- Bowling Clubs Future Directions Plan
- Hamersley Public Golf Course Redevelopment
- Hutton Street Extension
- Local Planning Scheme No. 4
- Local Planning Strategy Review
- Mirrabooka Town Centre Improvements
- Parking Wayfinding Technology
- Preventative Drainage Maintenance
- Property Redevelopment for Commercial Tenancies
- Redevelopment of Stirling Leisure Centre – Inglewood
- Scarborough Precinct Planning & Management Framework
- Sportsfield Sustainability Renovation
- Stirling City
- Subdivision Development Works.

Programs

- Building Renewal Program
- Citywide Park Asset Refurbishment
- Community Parklands Upgrades
- Drainage Program
- Footpaths Program
- Irrigation Program
- Other Infrastructure Renewals
- Rights of Way Program
- Road Renewal Program
- Sports Reserves Infrastructure.

Our natural environment

Services

- City Trees
- Conservation & Wildlife
- Resource Recovery
- Sustainability
- Waste Operations.

Projects

- City Greening Initiative
- Energy Smart City Support
- Gnangara Waterwise Council
- Recycling Centre Balcatta Redevelopment
- Tree Retention and Planting on Development Sites.

Programs

- Energy Improvement Program
- Coastal Hazard Risk Management & Adaptation Program.

Our leadership

Services

- Compliance, Risk & Information Management
- Council Governance
- Customer Experience
- Executive Services
- Financial Accounting
- Financial Planning
- Fleet Services
- Human Resources Operations
- Human Resources Services
- Marketing & Communications
- Project Management Office & Business Systems
- Property Services
- Purchasing, Procurement & Contracts
- Rates & Receivables
- Strategy & Performance
- Technology Services
- Workplace Health & Safety.

Projects

- Community Grants Program
- Human Resources Information System Implementation
- Industrial Relations Plan
- Local Focus Fund
- New Website.

Programs

- CIS Technology Projects and Upgrades Program
- Fleet Replacement Program.

Reporting performance

Monitoring and reporting on the goals set out in the Strategic Community Plan and Corporate Business Plan form a vital part of the City's Integrated Planning and Reporting Framework. To ensure transparency and accountability, the City releases an Annual Report each year, offering the community a comprehensive overview of its achievements and challenges, and financial standing at the end of the financial year.

City Services and Projects

The City of Stirling has adopted a 'balanced scorecard' approach to measure the progress, performance and quality of the operational services outlined in the Corporate Business Plan. This balanced scorecard measures the City's service performance across five key areas:

Customer service

Indicators are used to measure customer and community satisfaction through independent surveys and internal analysis of efficiencies when dealing with customer correspondence.

Financial

Standard accounting practice indicators such as budget variances are used to measure the performance of revenue, operational expenditure and capital expenditure. Other indicators monitor internal compliance relating to purchasing.

People

Indicators are used to measure employee turnover, workplace health and safety, annual leave planning and individual officer performance appraisals.

Environmental

Performance measures relating to waste management, biodiversity and the City's energy and water usage are applied to relevant City services.

Quality

Using unique service-specific key performance indicators, services are measured to reflect the overall quality of each individual service.

Project statuses and commentary are provided for the projects and programs outlined within the City's Corporate Business Plan. Further information regarding service performance can be found within each respective key result area.

For the 2024/25 financial year, the City measured the performance of its 51 services (as at 30 June 2025) across four balanced scorecard areas: customer, financial, people and quality. As environmental measures generally relate to specific City services, these results are presented within the 'Our natural environment' key result area. The following charts present the percentage of services that were assessed as 'on target/below expectation' across each of the four balanced scorecard focus areas.

Figure 8: Customer service

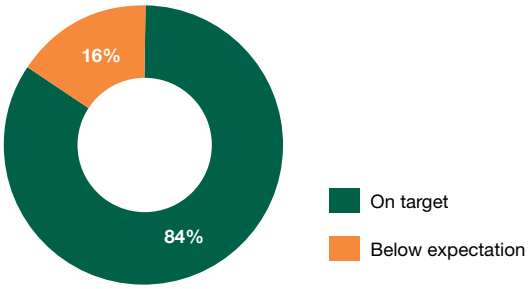


Figure 9: Financial management

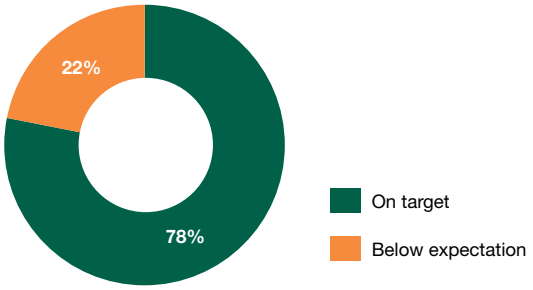


Figure 10: People management

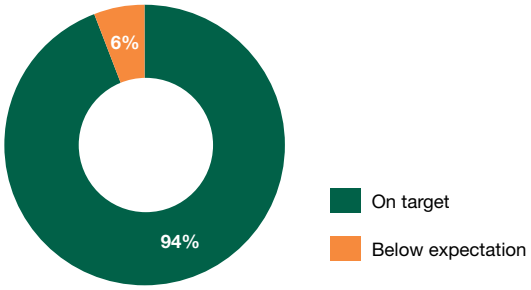
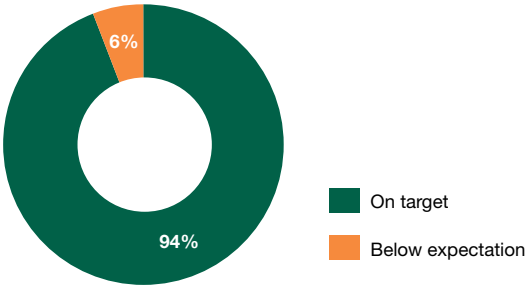


Figure 11: Service quality



Community satisfaction with our services and activities

Since 1999, the City has undertaken an annual resident satisfaction survey to gain deeper insights into its performance and ensure that services continue to meet the evolving needs of the community. Conducted by an independent research agency, the survey employs robust statistical methodologies to capture a representative cross-section of residents, providing reliable and meaningful feedback to inform future planning.

Research approach

A ten-minute survey was distributed to City of Stirling residents through a mix of online surveys, phone surveys, face-to-face intercept interviews at central locations, door to door engagement and flyer letterbox drops, to deliver a broad cross section of community feedback.

A total of 698 responses were collected between 21 May and 18 June 2025, providing a margin of error of +/- 3.7 per cent. This means that if 50 per cent of the sample expressed a certain opinion, we can be 95 per cent confident that in the actual population, between 46.3 per cent and 53.7 per cent would feel the same way.

To ensure representation across the City, quotas were set by age, gender and Ward, with a target of 100 respondents in each of the City's seven Wards. All data was weighted by age and gender to reflect the City's population according to the ABS 2021 Census data. A summary of the sample composition is provided in Table 8.

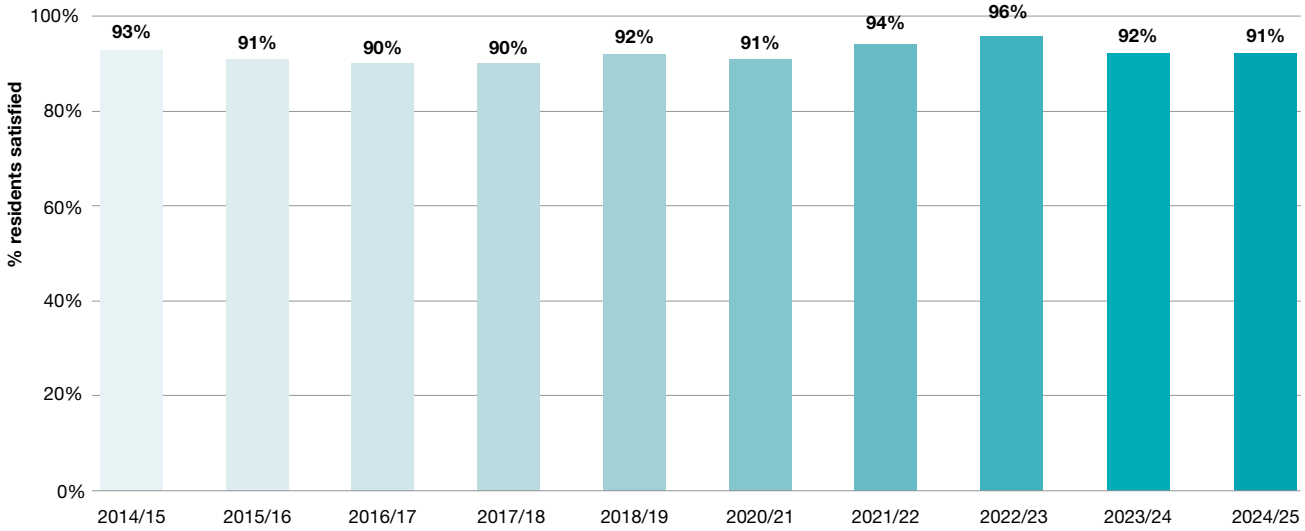
Table 8: Annual Residents' Survey sample composition

Age	
18 to 34	150
35 to 54	291
55+	257
Gender	
Male	285
Female	411
Other/not disclosed	2
Ward	
Balga	99
Coastal	101
Doubleview	99
Hamersley	102
Inglewood	99
Lawley	99
Osborne	99
Total	**698**

The survey encompasses a broad range of the City's core services and responsibilities, with results for each focus area presented throughout the remainder of this report. These findings are directly linked to the relevant strategic objectives and Key Result Areas. Alongside service-specific questions, the survey also includes a single overarching measure that asks residents to rate their overall satisfaction with the services provided by the City.

The City is pleased to report a community satisfaction score of 91 per cent for the 2024/25 financial year. As illustrated in Figure 12, overall satisfaction levels have remained consistently high, with each of the past ten annual surveys recording results of 90 per cent or above.

Figure 12: Overall community satisfaction



Note: Survey not undertaken in 2019/20 due to COVID-19

Key result area

Our Community

- An inclusive and harmonious City
- An active and healthy City
- A safer City

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
17 PARTNERSHIPS FOR THE GOALS

Our Community

The City of Stirling has a proud tradition of partnering with its community to foster inclusivity, build strong connections, and create a safe, welcoming environment for all. In our 2024/25 Annual Residents' Survey, we explored how connected people feel to their neighbourhoods. The results remain positive, with 84 per cent of respondents sharing that they feel a strong sense of belonging. It's a strong reflection of the vibrant, supportive community we've built together.

While we celebrate our progress, we also recognise the importance of continuous improvement. We work hard to ensure we are able to meet the needs of our diverse community through appropriate services, initiatives and projects.

Insights from the 2021 Census highlight the rich diversity of our population. Around 37 per cent of residents were born overseas, and 29 per cent speak a language other than English at home. Our Aboriginal and Torres Strait Islander community represents 1.1 per cent of the population – a notable 16 per cent increase since 2016. The median age in Stirling is 38, with the 25-44 age group comprising roughly 32 per cent of residents. Both young people under 19 and seniors aged 60 and over each make up about 22 per cent of the population. Educational attainment is strong, with 65.4 per cent of eligible residents having completed Year 12 or equivalent, and nearly half holding a bachelor's degree or higher.

As we continue to evolve, we remain deeply committed to tailoring our services to reflect and support the vibrant demographic makeup of the City of Stirling. More information on the profile of the City's community can be found at https://www.stirling.wa.gov.au/your-city/about-stirling/community-profile

The services, projects, programs and other activities delivered under the 'Our community' key result area are outlined in the following sections across three outcome areas:

- An inclusive and harmonious City
- An active and healthy City
- A safer City.

As a local government, we strive to ensure that the work undertaken as part of this key result area contributes to the Sustainable Development Goals shown opposite.

Highlights – Our community

Community satisfaction with services for:
The elderly

93%

Ongoing collaboration with Uniting WA
to deliver services to people experiencing homelessness

67,000
meals delivered to seniors

50 'care kits'
distributed to people experiencing homelessness

almost
3.4M
visits to our recreation and leisure centres

67,000
hours of social support delivered

1,400+
food premises inspections conducted

40,800
transport trips provided to seniors for essential services

94% satisfaction with recreation and leisure facilities

92%
satisfaction with beaches

88%
satisfaction with ovals, playgrounds and parklands

almost
600,000
visitors to our libraries

1.4M
loans of physical and e-resources

15,000+
items delivered through Books on Wheels

96% community satisfaction with libraries

Our active social plans are driving positive outcomes
Access and Inclusion Plan, Age-Friendly Plan, Multicultural Framework, Reconciliation Action Plan, Youth Framework and Homelessness Strategy

300+
registered volunteers

A safer City

88% satisfaction with Ranger Services

87% satisfaction with graffiti management

83% satisfaction with security services

Service performance

The City of Stirling uses a 'balanced scorecard' approach to measure service performance across four key areas: customer service, financial, people and quality. The City services that most directly contribute to the 'Our community' key result area are outlined below.

Key

On track	✓
Below expectation	×
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Active Communities	$6,013,942	✓	✓	✓	✓
Community Partnerships	$2,688,582	✓	✓	✓	✓
Community Planning & Projects	$1,490,237	✓	✓	✓	✓
Community Services	$3,645,496	✓	×	✓	✓
Emergency Management	$249,472	✓	✓	✓	✓
Environmental Health	$3,356,996	✓	✓	✓	×
Hamersley Public Golf Course	($1,311,246)	✓	✓	✓	✓
Leisure Services	$4,482,471	×	✓	✓	✓
Libraries & Community History	$11,269,541	×	✓	✓	✓
Ranger Services	$3,496,521	✓	✓	✓	✓
Recreation Facilities	$13,430,356	✓	✓	✓	✓
Safer Stirling	($487,413)	✓	×	✓	✓

Net cost consists of revenue (excluding reserve funding) and expenses (including corporate overheads).

× Customer service – performance outside City targets in relation to response times to customer and/or Elected Member enquiries.

× Financial – performance outside City thresholds in relation to budget variances for net cost.

× Quality – performance outside targets for key performance indicators specific to service provision.

Strategic project performance

Progress summaries for the strategic projects associated with the 'Our community' key result area are provided below.

Bushfire Risk Mitigation	2024/25 expenditure $127,485	On track
Develop and implement a Bushfire Risk Management Plan to reduce the City's bushfire risk		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

CCTV Projects	2024/25 expenditure $242,122	On track
Implement multiple CCTV initiatives to deter anti-social behaviour and enhance community safety		
Progress in 2024/25	This project comprised multiple components with most key milestones met	
Plans for 2025/26	Continue with planned CCTV related projects as outlined in the Corporate Business Plan 2025-2029	

Crowded Place Assessment	2024/25 expenditure $130,250	Complete
Conduct a crowded place assessment for the Scarborough Beach precinct and provide recommendations to address any security gaps		
Progress in 2024/25	Project complete	

Macaulay Park, Inglewood – Recreational Upgrades	2024/25 expenditure $361,520	Complete
Improve recreational amenities and lighting to improve safety at Macaulay Park		
Progress in 2024/25	Project complete	

An inclusive and harmonious City

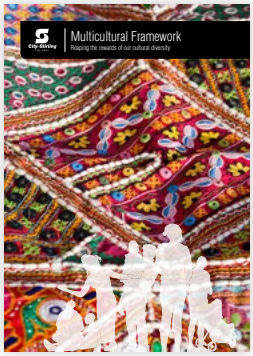
Objective:

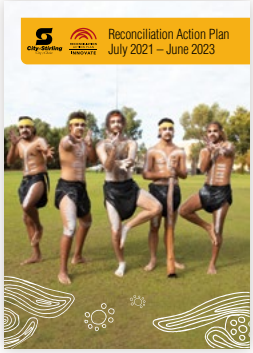
Connect communities with their local areas

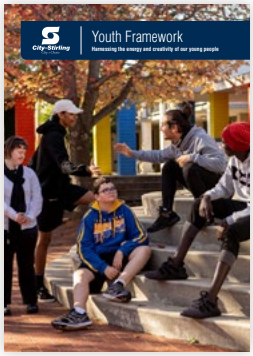
With our diverse population, it is important that the City supports and encourages our residents to be part of their local communities. We are respectful of all cultures and embrace diversity and equal opportunity. We will create welcoming places and provide opportunities to bring people together so that they feel included and have a variety of ways to participate in community life.

To achieve this objective the City will:

- Facilitate social connections and access to services locally
- Build strong relationships with our multicultural and diverse community
- Encourage active participation and volunteering
- Enable opportunities for lifelong learning.







What has happened during 2024/25?

Engagement with our diverse community is guided by a series of social plans designed to foster meaningful connections and deliver positive outcomes for key groups. These include the Access and Inclusion Plan (AIP), Age-Friendly Plan, Multicultural Framework, Reconciliation Action Plan (RAP) and Youth Framework. Each plan plays a vital role in ensuring the City's work reflects the needs, values and aspirations of the diverse communities we serve.

Access and Inclusion Plan

The City's commitment to an inclusive, connected community is reflected in its Access and Inclusion Plan. The 2024/25 financial year marked the conclusion of the 2020-2025 Plan, with significant progress made: of the 43 activities outlined, 40 have been completed, are currently underway or are scheduled for delivery in the coming year. Some key achievements are outlined below:

- Stirling Leisure – Inglewood Redevelopment: This redevelopment prioritised accessibility. The City worked closely with the Access and Inclusion Advisory Group during both the initial and detailed design phases to ensure the facility meets diverse community needs. Accessible features include beach entry, ramp access to all pools, aqua wheelchair compatibility and warmer water temperatures to support hydrotherapy users. Inclusive design extends to the surrounding leisure area, including grassed spaces, BBQs and playgrounds. Earlier upgrades to the indoor area included accessibility improvements to showers, toilets and the canteen. After completion, the Advisory Group conducted a walkthrough and confirmed the facility's accessibility and quality. This project exemplifies the City's commitment to inclusive, community-focused infrastructure.
- In October 2025, the City launched the Sunflower Hidden Disabilities Initiative to coincide with Hidden Disability Week. This program enables individuals with non-visible disabilities to discreetly signal their need for support by wearing a sunflower-branded item. More than 200 frontline employees completed in-person and online training, increasing their confidence and ability to assist customers with hidden disabilities. On average, 16 customers per month have engaged with the program, helping to foster a more inclusive and understanding environment.
- More than 100 City employees participated in Disability Awareness and Social Inclusion training, launched to coincide with the International Day of People with Disability. The sessions saw strong attendance and enthusiastic engagement. The City will continue this training in the 2025/26 financial year, reinforcing its commitment to accessible and inclusive customer service.
- A public campaign was delivered to celebrate the valuable contributions of the Access and Inclusion Advisory Group. The campaign showcased members and their role in advising on City policies, projects and services that enhance access and inclusion across the community.
- A second beach wheelchair was installed at Scarborough Beach, improving beach accessibility for people with disability and mobility challenges.
- The City has secured $10,000 in funding from Better Beginnings to launch an Auslan Storytime program across its libraries in the second half of 2025. Designed to support early literacy and strengthen connections with deaf and hard of hearing families, the initiative also benefits the wider community by fostering inclusive learning, promoting awareness of deaf culture and supporting language development for all children.

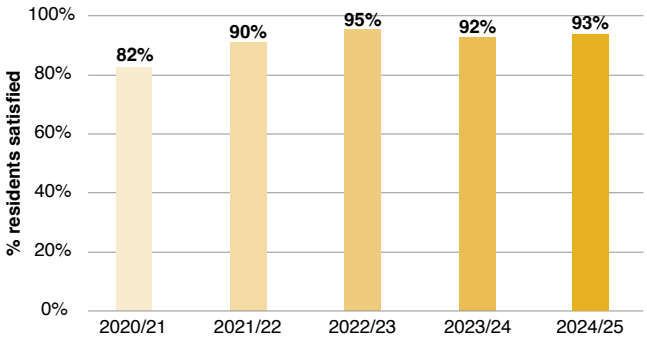
As we look ahead, the development of the 2026-2031 Access and Inclusion Plan has been shaped by an extensive engagement process. More than 800 individuals contributed their insights and lived experiences, ensuring the next chapter reflects the diverse needs and aspirations of our community.

Age-Friendly Plan

The City's *Age-Friendly Plan 2023-2027* outlines its commitment to ensuring that the contributions of older people are valued and celebrated in our community. The City takes great pride in recognising and supporting our ageing population, and it is encouraging to see these efforts reflected in consistently high levels of resident satisfaction. Figure 13 illustrates the five-year trend in community satisfaction with the City's services for older adults. More information about services for seniors can be found on page 74. Achievements for the second year of implementation of our Age-Friendly Plan are detailed below:

- More than 300 people attended the City's inaugural Positive Ageing Expo at Stirling Leisure – Dianella Community Centre, where 38 stallholders, including City teams, government agencies, private service providers and leisure and community groups showcased programs, services and activities that enrich the lives of older residents. A survey of attendees found that 94 per cent of respondents learned new information about positive ageing initiatives available to them, and 95 per cent discovered new insights about City-delivered positive ageing initiatives.
- The year also saw the delivery of the Stirling Connect Transport Pilot Program, funded through the Department of Communities' Age-friendly Communities Connectivity Grants Program. Operating over six months from January to June, the service provided free transport for eligible clients to attend age-friendly initiatives in their local areas, helping to reduce social isolation and strengthen community connections.
- During Seniors Week, Mayor Mark Irwin hosted three high tea events at the City's Main Administration Building to recognise the significant contributions of older residents. Across the three events, 287 invited guests, including seniors club members and City volunteers, enjoyed refreshments while mingling with the Mayor and City employees responsible for delivering seniors programs. The events were a wonderful opportunity to acknowledge and connect with older residents who enrich our vibrant community.
- The 2024/25 year also saw our ongoing support for a range of community activity groups that foster social connection and wellbeing. This included walking groups, five craft groups across different suburbs, monthly movie matinee events and community board game sessions.
- The City continued to provide a range of opportunities for seniors to participate in physical activities across recreation and leisure facilities such as aqua fitness, tai chi and exercise classes.
- The City also delivered Stirling Senior Services to support people over 65 to remain independent in their own homes and connected to their community. These services included transport services, in-home meal delivery and community day-club activities.

Figure 13: Satisfaction with the City's services for the elderly



Multicultural Framework

The City remains committed to meeting the unique needs and aspirations of its culturally diverse community. A range of initiatives aligned with our Multicultural Framework were delivered throughout the year to support migrants and promote social cohesion:

- Over the year, 90 City employees participated in workshops designed to enhance their capacity to support our diverse communities. Training sessions included cultural awareness, intercultural communication and the use of the Translating and Interpreting Service (TIS).
- As part of a longstanding collaboration with neighbouring LGAs, the City coordinated the Northern Suburbs Multicultural Network (NOMUC) to strengthen information sharing and partnership opportunities among stakeholders working in the multicultural sector.
- The year saw establishment of the Stirling Cultural Champions group to strengthen partnerships with community leaders and ensure culturally and linguistically diverse residents can access services and programs that support participation in the broader Stirling community. Representing diverse nationalities and cultural groups, the Champions will provide ongoing feedback and suggestions to the City, ensuring our service delivery remains responsive to community needs.
- Harmony Week was celebrated in March with four events held at the City's community hubs, showcasing Bhutanese dance and Ethiopian coffee ceremonies, along with participation in the Mirrabooka Harmony Week event. Internal activities were also delivered for employees at our main administration and operations centre, promoting diversity and shared understanding in the workplace.

- The City provided sponsorship and support for the Refugee Week Freedom Cup Soccer Tournament and Family Fun Day, held at Stirling Leisure Centre – Mirrabooka in June. Hosted by the Mirrabooka Refugee Week Committee, the event featured a range of free activities for the community to enjoy, including soccer matches, information stalls and children's entertainment. A City of Stirling team also participated in the tournament, competing against teams from the Australian Federal Police and the Office of Home Affairs.
- During the year the City undertook a $1.35 million refurbishment of the African Community Hub in Nollamara, which is leased by the Organisation of African Communities in Western Australia (OACWA). The City contributed $559,000, with additional grant funds provided by Lotterywest ($573,000) and the Office of Multicultural Interests ($220,000). The City also supported the opening celebration event in February 2025.

Reconciliation Action Plan

Following the conclusion of the City's previous Reconciliation Action Plan (RAP), the Dandjoo Wangkiny (which translates to 'Together Talking' in Nyoongar language) engagement process was launched to inform the development of the City's next *Innovate RAP 2025-27.*

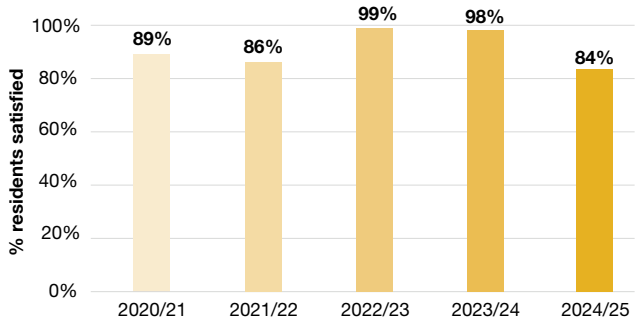
Building on the strong foundations of earlier plans, the Innovate RAP will provide a clear framework to advance reconciliation and deliver meaningful outcomes, with a particular focus on employment and business opportunities. Some key achievements follow:

- Delivery of 21 Dandjoo Wangkiny engagement activities across the City to hear from over 500 unique voices and help inform the next RAP. Engagement activities included workshops with staff, Elected Members, community members and schools, a city-wide survey, an Elders Yarning Circle, and a variety of pop-up stalls and community events.
- A standout RAP engagement activity was held at Dianella Secondary College, where 30 students from Years 7 to 12 responded to a series of questions about what reconciliation means to them in their own words. The activity explored their perspectives on reconciliation, whether they see it occurring, and the role they can play in it. A local Aboriginal artist with strong connections to the school also facilitated an interactive project, allowing students to express what reconciliation means to them through art. The completed artwork has been returned to the school for display.
- Maintaining the ongoing partnership agreement with Wadjak Northside Aboriginal Community Corporation.
- Delivery of a range of impactful events during Reconciliation Week, including a Staff Reconciliation Week Breakfast at the City's main administration building, attended by 190 employees. The event featured a live cross to the Reconciliation WA Breakfast and an in-person panel of local Elders and community members who shared heartfelt reflections on what reconciliation means to them. Community-facing activities included a Lake Gwelup Cultural Walking Tour and Nyoongar Storytime sessions held across City libraries, fostering connection, cultural learning and respect throughout the week.
- Other achievements include funding and coordination support for the Mirrabooka NAIDOC Week event, commissioning of Nyoongar public artworks to coincide with infrastructure projects around the City, and engagement of JobTrail, a certified Aboriginal recruitment, consulting and training business, to review Aboriginal and Torres Strait Islander recruitment and employment within the City. The comprehensive report produced by JobTrail includes valuable recommendations to be incorporated into our next RAP.

Youth Framework

Throughout the year, the City remained committed to supporting young people through a diverse range of initiatives aligned with its Youth Framework. These efforts reflect the City's longstanding collaboration with local stakeholders to deliver programs that are both impactful and genuinely beneficial to our youth. Community satisfaction with our services for youth and children has been extremely high in recent years, as can be seen in Figure 14. Results for the 2024/25 financial year, however, have shown a reduction, and the reasons for this will be explored in the future. The City will continue to work hard to support its youth in line with its dedicated framework.

Figure 14: Satisfaction with services for youth and children



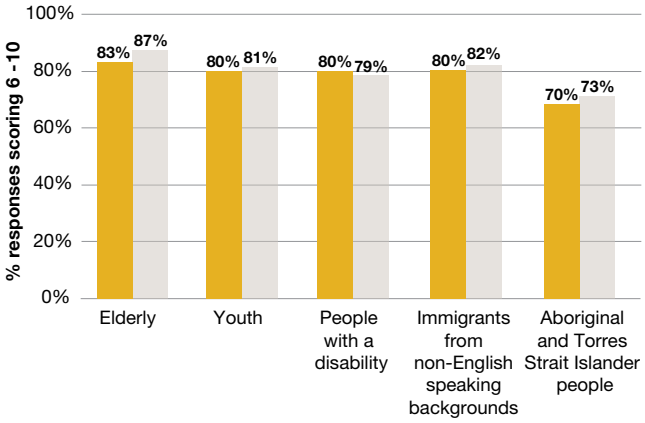
Building on established partnerships, the Community Partnerships team delivered a range of programs and activities in alignment with the Youth Framework.

- Continuation of Stirling LEADS (Leadership, Empowerment, Achievement, Development & Service), an advisory group made up of local community members aged 16 to 25. The group provides guidance and input on youth initiatives, serves as a powerful voice for young people in the City, and is dedicated to empowering them.
- In partnership with Darkstar Coffee Roasters and with funding support from Tourism WA, the City continued to deliver the Barista Brews Program, offering community members the opportunity to complete a three-hour introductory barista and hospitality skills workshop. Wrapping up in August, the program delivered 16 workshops during the year, training 57 participants.
- In October 2024, the City hosted five Aboriginal students from Derby High School. The day began at Lake Gwelup with a Welcome to Country and smoking ceremony led by a local Elder, followed by a cultural walk, a shared lunch and a range of fun activities. Students then toured the Council Chambers, guided by the City's Director Community Development and two Elected Members, concluding the visit with a mock question time in which each student had the opportunity to answer questions as if they were Mayor.
- Delivery of Stirling Collabs networking forums for stakeholders engaging with young people in the City of Stirling. Bringing together youth workers, educators, counsellors, agencies, non-profits and businesses, these regular meetings provide a platform to showcase initiatives, share best practice and research, and cultivate partnerships.
- The City collaborated with Edmund Rice, Youth Futures and Perth Rhinos Basketball to deliver a 3x3 Basketball Comp at Stirling Leisure Centre – Mirrabooka. The event was inspired by growing interest from young people at Youth Futures' Anchor Point, which provides alternative pathways for those who have had negative experiences in mainstream education. The tournament featured 63 games played by 48 players, representing 12 teams from nine Youth Futures – Anchor Point schools.
- Initiated by the Stirling Local Drug Action Team, coordinated by the Community Partnerships Team and funded by the Alcohol and Drug Foundation, the Boorloo Outreach Support Service (BOSS) engaged Kids First Australia-Whitelion to deliver safe, supportive outreach programs for young people in Mirrabooka, Balga and Scarborough. By offering alternative access to sports, recreation and social activities, BOSS provides an opportunity for young people to develop life skills, strengthen connections and access essential services.

- The Carine Skate Festival, hosted in partnership with the City of Joondalup, Freestyle Now and Kids First Australia-Whitelion, brought together an epic day of riding, community and progression. More than 500 competitors and spectators attended the event, with participants of all ages using roller skates, scooters, BMX bikes and skateboards to showcase their skills.
- To celebrate National Youth Week in April 2025, the City hosted the Balga Skate Festival at Bina Parkland. In partnership with Freestyle Now and Kids First Australia-Whitelion, the event attracted more than 250 attendees on the day. The City also collaborated with the Youth Affairs Council WA (YACWA) to deliver a Young Changemakers workshop, empowering young people with advocacy and design skills to address real issues affecting young people in the community.

To better understand the impact of its social initiatives and services, the City draws on insights from the annual residents' survey. Respondents are asked to rate the City's performance – on a scale from 1 to 10 – in fostering inclusion among diverse community groups. Figure 15 illustrates the proportion of participants who gave a positive rating (scores between six and 10) across key focus areas. In 2024/25, we observed modest declines in some areas compared with the previous year (highlighted in grey on the chart). These results will be carefully reviewed throughout 2025/26 to ensure programs and services continue to meet the evolving needs of our community.

Figure 15: The City's performance in encouraging diverse groups to be part of the community (previous year's result is shown in grey)



Beyond our social plans – services and initiatives for our diverse community

While our social plans lay strong foundations for achieving the City's strategic objective to 'connect communities with their local areas', we recognise that fostering social sustainability requires an ongoing commitment to inclusion, equity and general community wellbeing. By nurturing a sense of belonging and promoting harmonious relationships across diverse groups, we aim to build a resilient, connected community that thrives over time. Below is a summary of our key focus areas contributing to this goal.

Mirrabooka NAIDOC Event 2024

On 11 July 2024, Stirling Leisure Centre – Mirrabooka came alive as more than 4,000 community members gathered for the vibrant and free Mirrabooka NAIDOC Event. The day featured a rich and engaging program, including a powerful Welcome to Country and smoking ceremony, live music and entertainment, cultural dance performances, community awards, rides, interactive activities, a sausage sizzle and much more.

This cherished annual celebration was proudly organised by the Mirrabooka NAIDOC Committee, made up of Elders, community stakeholders and the City of Stirling's Community Partnership team. The City is honoured to play a key role in supporting this meaningful event, which continues to strengthen connections and celebrate our Aboriginal and Torres Strait Islander community.

Ngalang Maya Wangkiny

Ngalang Maya Wangkiny (Our Place Talking) is a culturally grounded engagement initiative that connects local Nyoongar Aboriginal Elders and Knowledge Holders with City officers. The group provides a respectful space for sharing and preserving cultural knowledge and offers guidance on City projects, particularly those involving cultural expression such as public art commissioning. City officers who wish to engage with the group submit proposed questions, and the group collectively decides which they will respond to. Two meetings are held each year, fostering meaningful dialogue and ensuring cultural perspectives are considered in the City's planning and project delivery.

Community Sheds

We are delighted to report that Stirling Men's Shed recorded more than 50,000 visits from members and community group users this financial year. Members continued to benefit from targeted health and wellbeing initiatives for men aged 55+, including presentations from health specialists, referrals to support services, and social programs and outings. The pilot partnership with Work Power continued supporting one client to regularly access the Men's Shed.

Multiple community projects were completed this year, including street libraries for community members, picture frames for the Westminster Primary School and steps for kids for the Autism Society. Additionally, the Men's Shed restored Bond Cottage, transforming it into their shopfront. This rare piece of local history, built in the 1920s, now showcases the wonderful wooden items crafted by the Shed's artisans. Completion of the works was marked by a gathering with the Bond family members, City of Stirling CEO Stevan Rodic and the Hon David Michael MLA, acknowledging the funding contribution from the WA Government.

The Stirling Women's Shed (SWS) also continued its pilot project in partnership with the Joy of Wood, through a Memorandum of Understanding, to provide greater opportunities for women to join SWS as members, attend workshops and expand woodwork offerings with a focus on hand tools. The City's community sheds continue to be valued social hubs, fostering collaboration, learning opportunities and companionship.

Stirling Senior Services

The City of Stirling is dedicated to supporting the wellbeing of its older residents. For over 40 years, we have proudly championed programs and services that foster independence, social engagement and a strong sense of community. Through funding from the Department of Health, Stirling Senior Services continues to deliver initiatives that enhance quality of life and promote meaningful connections for eligible seniors. Some achievements follow:

- **Community Food Services**

  Community Food Services supported the community with 67,000 home-delivered meals across 2024/25, with dedicated volunteers not only delivering meals but also offering regular check-ins and meaningful social interaction, often serving as the only point of contact for some of the most socially isolated members of our community.

  The City, through Food Services, also operates a monthly Community Kitchen that fosters wellbeing, inclusion and engagement through food. Held on the first Tuesday of each month, from 9.00am to 12.00 noon at Stirling Leisure – Mirrabooka, the sessions are free and open to all. Supported by 14 dedicated volunteers, the kitchen welcomes 40 to 50 attendees each time, creating a vibrant space for connection, cultural exchange and community building.

- **Care Finder Program**

  The City's Finder service offers free and confidential support for older residents who need help understanding and accessing aged care services. During the year, the Care Finder Team supported 1,035 older residents by helping them stay connected with their communities through dedicated outreach, resulting in vital referrals and stronger links to essential services. The Care Finder Team also provided vital wellness and welfare checks as part of the service, helping seniors stay safe and supported in their own homes.

- **Community Day Clubs, Social Support and Transport**

  Our Community Day Clubs, Social Support and Transport services continue to offer vital support that helps older individuals maintain their wellbeing, stay socially connected and live independently. Over the 2024/25 year, 67,174 hours of social support were delivered, creating opportunities for socially isolated seniors to come together and engage with their community. In addition, 40,815 transport trips were provided, enabling older residents to access essential medical care and community services. To further enhance service delivery, Community Services collaborated with more than 50 aged care providers, ensuring high-quality, flexible support for the most vulnerable older members of our community.

Early Childhood Development

In alignment with our Community Strategic Plan's community key result area of fostering an inclusive and harmonious City, the City continues to ensure young families can access a diverse range of programs and services, and benefit from our natural areas, libraries and community spaces. The 2024/25 year saw many achievements, as follows:

- The City hosted a community forum focused on the importance of early childhood development and investing in the early years. The event featured insightful presentations from Dr Jill Whelan (Department of Communities – Early Years Partnership), Marketa Reeves (UWA – Australian Child and Youth Wellbeing Atlas) and Dr Rosemary Cahill (The Kids Research Institute). A collaborative discussion followed the presentations, enabling stakeholders to identify local challenges and explore opportunities to support children and families across the City.
- The City has taken a leadership role in revitalising the Mirrabooka Early Years Community Group (MEYCG), contributing to re-establishing the steering committee and reviewing the group's future direction. As the group strengthens, the City will assess the need for similar networks in other areas.
- The City collaborated with a diverse range of organisations to enhance services for families and young children. Initiatives included Nature Play Days at Dianella Regional Open Space with Nature Play WA, the launch of Auslan Storytime sessions at Osborne Library with Deaf Connect, parenting workshops delivered in partnership with Wanslea and celebrating Children's Week at the Square Mirrabooka with our MEYCG partners.

Libraries and Community History

The City's libraries remain vital social and community spaces, offering modern programs, services and resources that foster connection, entertainment and lifelong learning. These services are delivered through six strategically located libraries, each co-located with community and nearby commercial facilities to maximise accessibility and engagement.

Beyond traditional library services, the City also provides community history programs through the Stirling History Collection and the Mount Flora Regional Museum, ensuring our local heritage is preserved and celebrated.

The *Stirling Libraries Strategy 2022-2027* outlines the long-term vision and strategic direction for library and community history services. It guides workforce planning and informs key decisions about future infrastructure development. The strategy focuses on three core themes:

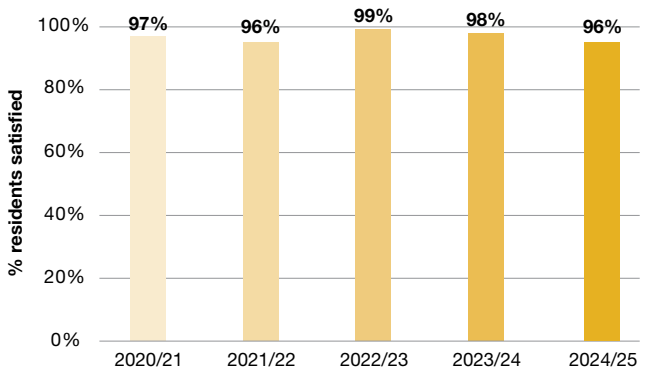
- Connecting Communities
- Contemporary Places
- Community History.

Library patronage remains strong, with increasing demand for digital resources and technologies. Throughout the financial year, Stirling Libraries recorded the following highlights:

- 598,151 visitors
- 1.4 million loans of physical and e-resources
- 143,954 community users of library spaces and services
- 15,400 items delivered through Books on Wheels.

Community satisfaction with the City's libraries continues to be outstanding. As shown in Figure 16, an impressive 96 per cent of respondents expressed satisfaction with library services across 2024/25. The City takes great pride in maintaining consistently high satisfaction levels, which is reflected in the five-year trend.

Figure 16: Satisfaction with the City's libraries



Activities, programs and community initiatives

As vibrant community hubs, our libraries continue to serve as ideal venues for sharing vital information and connecting residents with support services. Over the 2024/25 financial year, a variety of organisations partnered with the City's libraries to deliver meaningful programs and outreach efforts. These include:

- Care Finder Sessions – Stirling Libraries hosted several Care Finder Information sessions, working with the Community Support Team.
- Tax Help – a trusted network of community volunteers trained and accredited by the Australian Taxation Office (ATO). This free service is available at the libraries during the tax return completion period.
- Helping Minds – dedicated to providing mental health education, services and support, ran several mental health information tables at various libraries throughout the year.

Hamersley Book Nook

Hamersley Book Nook was launched on 25 March 2025. This has enhanced library accessibility by offering 24/7 hold, pickup and return services, providing greater convenience for library members. This allows members to collect and return items outside of the standard library hours.

This innovative facility features 39 Bibliotheca outdoor lockers – the first to be installed in Western Australia. The Book Nook allows members to pick up multiple items at once, with the loan period automatically starting when the items are collected, ensuring a seamless user experience.

Additionally, the returns chute features technology that allows instant item discharge from members' accounts upon return. The Hamersley Book Nook forms part of the Hamersley Community Hub.

Community History

The City of Stirling boasts a rich, culturally diverse history, and we remain committed to preserving and showcasing historical artefacts, documents and stories for public engagement. Beyond our library network, local history services are delivered through the Stirling History Collection and the Mount Flora Regional Museum, offering residents a tangible connection to the past. May 2025 saw the successful launch of a new Arts & Community History Collection Management System, Recollect. Recollect offers an innovative website for community members to access and engage with the City's arts and community history collections. Early usage numbers have been encouraging, with 6,500 new users since its launch.

Homelessness response

The City's homelessness response is outlined in an internal action plan designed to advance inclusion, advocacy and awareness. Key achievements during the 2024/25 financial year include:

- Sustained collaboration with Uniting WA, funded by the Department of Communities through to June 2026, to deliver assertive outreach services for individuals at risk of or experiencing homelessness. Support includes help with housing applications, securing personal documentation and referrals to essential services such as mental health, alcohol and drug support.
- Ongoing partnership between the City's community services and community safety teams, enabling coordinated triage and tailored support for rough sleepers and vulnerable members of the community.
- To mark Homelessness Week, the City launched a mini-toiletries donation campaign among staff and at Westfield Innaloo. The initiative collected over 1,800 items, with the Stirling LEADS group assembling 50 care kits. Distributed via the Community Safety team, these packs offer vital supplies and foster positive engagement with individuals sleeping rough, helping connect them to Uniting WA for further assistance.
- Continued partnership with Black Swan Health to provide the Street Doctor service every Wednesday in Mirrabooka. This initiative offers accessible, non-judgmental primary healthcare to individuals facing barriers to traditional medical services.

Stirling Women's Centre

Operated by the City of Stirling for over 46 years, the Stirling Women's Centre continues to be a vital refuge and support hub for women and children escaping Family and Domestic Violence (FDV). The Centre provides crisis accommodation, trauma-informed care and pathways to long-term safety and stability. During the reporting period from 1 July 2024 to 30 June 2025, the Centre supported a total of 100 residents, comprising 34 women and 66 children.

In November 2023, Hon. Roger Cook MLA, Premier of Western Australia, announced a $22.6 million WA Government investment to rebuild the Stirling Women's Centre. The rebuild will triple its capacity from five rooms to 16 independent units. Throughout the year, community consultations were held to shape the new centre's design. The project remains in the design stage, with construction scheduled to begin in 2026.

Safe at Home

The Safe at Home (SAH) program, delivered through the Stirling Women's Centre, plays a critical role in supporting survivors of family and domestic violence to remain safely in their homes. SAH provides comprehensive case management and security upgrades tailored to each client's circumstances. These measures include the installation of window and door locks, repairs to damaged entry points and the installation of CCTV systems to enhance safety and peace of mind. The program also facilitates safety assessments and referrals to other support services, ensuring a holistic approach to long-term safety and wellbeing. Between 1 July 2024 and 30 June 2025, the Safe at Home program supported 76 clients.

Naala Djookan Healing Centre

The Naala Djookan Healing Centre, located in Mirrabooka, was established and continues to operate with funding from the Department of Communities. Since opening in December 2020, the centre has provided inclusive support services for women, children and families who are at risk of or affected by Family and Domestic Violence (FDV). Services include access to information, guidance and assistance aimed at fostering safe relationships and improving overall wellbeing. While the centre is open to all women, it places particular emphasis on engaging with and supporting Aboriginal and Torres Strait Islander women, as well as those from Culturally and Linguistically Diverse (CaLD) backgrounds, along with their children and families.

The Naala Djookan Healing Centre consortium member group comprises the Australian Childhood Foundation, Ebenezer Aboriginal Corporation, Ishar Multicultural Women's Health Services, Karla Kuliny Aboriginal Corporation, Legal Aid Commission of WA, MercyCare, Multicultural Services Centre of WA, Northern Suburbs Community Legal Centre, Wadjak Northside Aboriginal Community Corporation and the City of Stirling. A summary of key achievements follows:

- Coordinated 248 workshops and sessions, engaging 1,396 women and children (noting that some participants attended multiple sessions).
- Received 459 referrals, with direct support provided to 335 clients. This resulted in a 98 per cent action and completion rate for the financial year. All clients received tailored assistance through case management, group workshops or one-off practical support.
- Successfully completed the State Government tender process, securing five years of continued funding for service delivery.
- Honoured as the national award winner for Local Government in the Addressing Violence Against Women category.

In the coming year, the centre will undergo renovation and an expansion of office space through funding provided by the Department of Communities.

Looking forward

The City will continue its project to develop a community hub at Stirling Leisure Centre – Hamersley. The 2025/26 financial year phase includes scoping and the engagement of a consultancy to provide concepts and cost estimates for a performing arts centre, performing arts studio, new sporting clubrooms, improvements to the sports centre, forecourt and landscaping, as well as associated infrastructure including car parking and lighting.

An active and healthy City

Objective:

Promote active and healthy lifestyle choices

Healthy and active people create strong and resilient communities. The City will ensure that our community, through all stages of life, has access to a range of opportunities to support an active lifestyle. We will build partnerships and advocate with others to make sure our community has access to services that improve health and wellbeing outcomes for all.

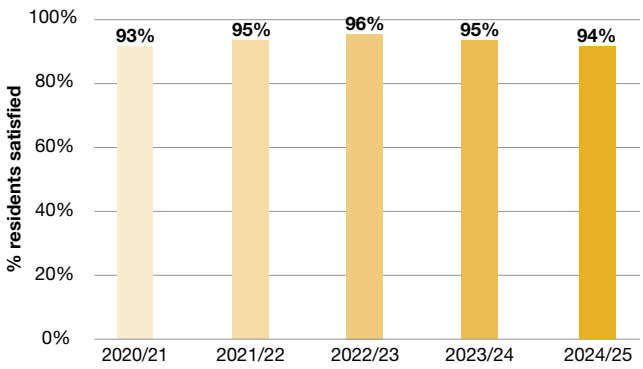
To achieve this objective the City will:

- Facilitate a range of recreation and leisure opportunities for everyone in the City
- Facilitate and advocate for the provision of a range of quality health services.

What has happened during 2024/25?

The City's recreation facilities continued to deliver strong outcomes across the 2024/25 financial year, with increased visitation reflecting the community's growing engagement with our services. Over 3.38 million visits were recorded, up 348,000 from the previous year and exceeding budgeted expectations by more than 10 per cent. Community satisfaction with the City's sports, recreation and leisure facilities remains very high, with a 95 per cent satisfaction rating recorded for the 2024/25 financial year. These results highlight the City's commitment to providing high-quality, accessible recreation services that meet the evolving needs of our community.

Figure 17: Satisfaction with the City's sports, recreation and leisure facilities



Health and Fitness – community engagement and facility upgrades

Stirling Leisure's Health and Fitness memberships have seen significant growth, with peak membership reaching 7,195 across all sites. Attendance also increased this year, most notably growing by 55 per cent at Stirling Leisure – Inglewood and Stirling Leisure – Scarborough, demonstrating the key role these services play in supporting our community to be active, healthy and engaged.

Learn to Swim – expanding access and efficiency

Learn to Swim program memberships continued to grow during the year, reaching a peak in March of 5,209 children and adults learning to swim across the City's aquatic facilities. The program remains a cornerstone of our commitment to providing lifesaving water safety and skill development for our community. The City remains committed to building on the existing program by maximising available space and class occupancy, ensuring all members of the community have fair access to these essential skills, improving safety for our community and at our facilities.

Sport and Leisure Programs – growing participation and strategic planning

Our sport and leisure programs continue to thrive, delivering programs to more than 47,248 members of our community. A highlight this financial year was Stirling Leisure – Scarborough's Toddler Gym, which recorded 16,199 toddlers engaged in City-run programs. This growth highlights the importance of early childhood engagement in active recreation.

Inglewood Outdoor Pool – redevelopment and innovation

The Inglewood outdoor pool reopened in September 2024 following a major redevelopment, establishing it as the largest public outdoor lap pool in the southern hemisphere. The facility now features ten 50m lanes, four 25m lanes, and submersible swim walls for flexible use.

The reopening also benefited from a key innovation, with the installation of the Lynxight AI Anti-Drowning System – the first of its kind in WA. Activated in October 2024, the system enhances lifeguard response times by sending a notification to a smartwatch when a swimmer may be in distress. Within 20 seconds, a lifeguard will respond, significantly improving swimmer safety and critical response times. The system has positively impacted safety at the site, demonstrated by the rescue and successful recovery of a patron who experienced a medical episode in the middle of the pool. The lifeguard was alerted, performed rescue and first aid, and the patron made a full recovery. This lifesaving technology is planned for installation at Stirling Leisure – Balga in 2025/26. The redevelopment of the pool supports the City's vision for accessible, high-quality aquatic infrastructure that meets community needs now and into the future.

Facility hire

Across the 2024/25 financial year, the City delivered 42,108 bookings across our 23 recreation facilities, beaches and reserves, providing critical space for our community to be active, engage, connect and recreate. These bookings offer a broad range of users access to spaces and places across the City, improving social connection, community benefit, health and wellbeing and critical supporting services.

Partnerships

A major milestone during the year was the transformation of Stirling Leisure – Mirrabooka, now home to Perth Glory FC. The partnership with Perth Glory demonstrates the City's commitment to supporting the growth and development in Mirrabooka and the support of elite and grassroots sport for our community.

The City has also deepened its partnerships with key community organisations this year:

- **Senators Basketball:** Supporting youth development and community engagement through basketball at Stirling Leisure – Mirrabooka.
- **Ocean Heroes:** Continuing to host the 'Revo Fitness 24hr Swim for Ocean Heroes' at Stirling Leisure – Scarborough Beach for the fifth year in a row. Ocean Heroes has delivered critical opportunities for those living with disability, improving access to and inclusion in programs and promoting active lifestyles by offering inclusive surfing experiences for those with autism.
- **A Stitch in Time:** Based at Stirling Leisure – Mirrabooka, promoting mental health and wellbeing through sport-based mentoring.
- **Men's Talk:** Facilitating open conversations around men's mental health and resilience.

These partnerships demonstrate the City's commitment to creating inclusive, vibrant spaces that support physical, mental and social wellbeing across all demographics, in line with our objective to promote active and healthy lifestyle choices.

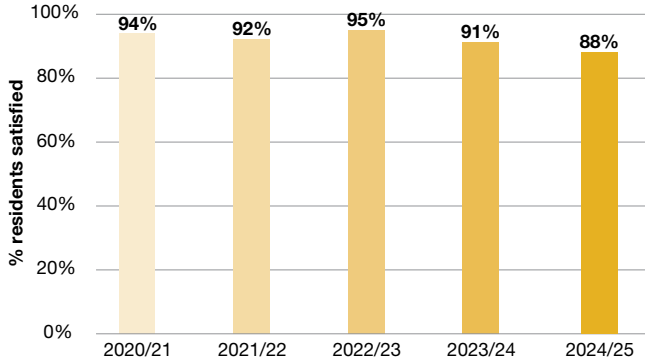
Hamersley Public Golf Course

The Hamersley Public Golf Course redevelopment was completed in December 2024, transforming the site into a modern, multi-purpose destination for golfers and the wider community. This major project delivered a new golf pavilion featuring a restaurant, café/kiosk, function room and alfresco area, and upgraded amenities including a pro shop and administration offices. The redevelopment has been very well received by patrons old and new and is further evidence of the City's commitment to ensuring our community enjoys active and healthy lifestyles. Additional information on the project can be found in the case study on page 169.

The City continues to deliver high-quality facilities with a strong commitment to customer service, ensuring all patrons enjoy an exceptional experience. Our focus on maintenance, cleanliness and safety reflects excellence in daily operations. Beyond facility management, we actively invest in projects that support current and future community health and leisure needs. The *Community Infrastructure Plan 2023-2033* supports our vision of a sustainable City with a local focus, setting clear infrastructure baselines and guiding future development through thoughtful planning and delivery principles.

We are proud of our vibrant community infrastructure – parks, reserves and green spaces that offer residents beautiful, clean and safe environments, all maintained with a focus on sustainability. As open spaces become increasingly vital for recreation and wellbeing, our landscapes continue to evolve to meet growing demand. Supporting active and healthy lifestyles, the City is pleased to report that its ovals, playgrounds and parklands continue to receive strong community satisfaction, as illustrated in Figure 18.

Figure 18: Satisfaction with the City's provision and maintenance of ovals, playgrounds and parklands



Note: Survey not undertaken in 2019/20 due to COVID-19

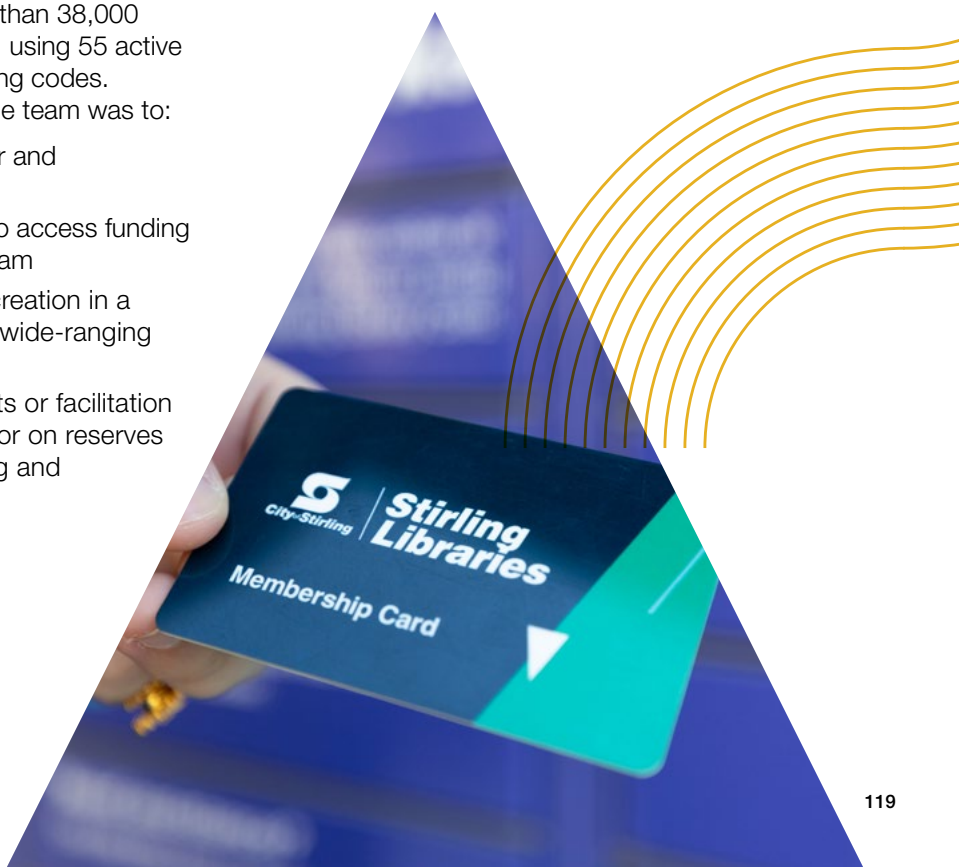
Club support and development

Created in 2022, the City's Active Communities team provides clubs and community organisations with ongoing support to ensure current and incoming members and volunteers have the tools to develop efficient, self-managed and sustainable entities. During the 2024/25 financial year, the team expanded its portfolio of sport and recreation clubs to 170 clubs and groups. These clubs include more than 38,000 combined playing and social members, using 55 active reserves and playing 28 different sporting codes. Across the year, the primary focus of the team was to:

- Drive innovation to improve volunteer and club experience
- Provide comprehensive assistance to access funding through the community grants program
- Ensure the benefits of sport and recreation in a club environment are supported by wide-ranging strategic planning
- Assist with shared-use arrangements or facilitation between clubs at City facilities and/or on reserves to maximise the potential of sporting and recreation activities.

Additionally, our Sustainable Sporting Clubs initiative continues to provide clubs with direct contact with specialised partners that provide tailored assistance and advice across a range of development areas. The initiative offers an extensive range of support available to clubs such as access to CLUBMAP, which assists clubs with strategic planning support and guidance. Notably during the year, the City supported 90 clubs to complete 'health checks' which form the basis for sound strategic planning and club engagement. The team also carried out 196 meetings with the clubs to ensure that the City provides appropriate support, understands challenges and opportunities of individual clubs and volunteers and to build good relationships between the City and Clubs. As such, 125 Quick Response Grants were approved by the team.

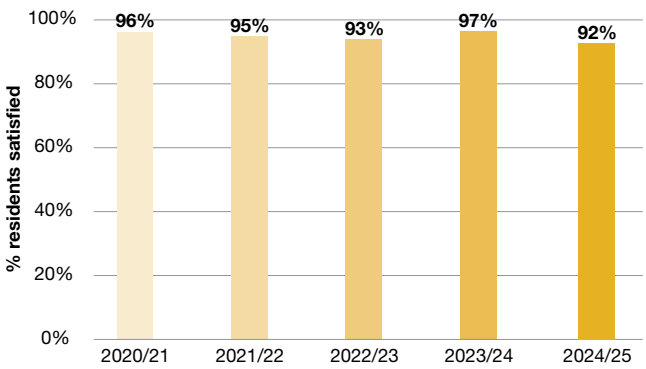
Finally, a highlight project undertaken during 2024/25 was the continued rollout and implementation of the eSwitch floodlighting system to all active sporting reserves used by community clubs. This has delivered a significant improvement to the management of sports floodlighting thorough the installation of eSwitch sports lighting controllers. The eSwitch system allows the City and user groups, primarily sporting clubs, to access a secure web-based platform via smartphone to operate the floodlights at sporting reserves. This provides flexibility and delivers both financial and environmental efficiencies, while reducing administrative demands on volunteers. The City of Stirling is proud to be the first local government in Western Australia to use the eSwitch controller.



Beaches

The City's Beach Services team operates every single day of the year, dedicated to maintaining a safe and welcoming swimming environment along a seven-kilometre stretch of coastline, from Peasholm Dog Beach in the south to Watermans Beach in the north. This stretch includes Scarborough Beach, Perth's most popular coastal destination, which attracts more than one million visitors annually. As shown in Figure 19, satisfaction levels among beachgoers have remained consistently high, reflecting the community's ongoing appreciation for these coastal spaces.

Figure 19: Satisfaction with the City's beaches



To ensure public safety, the City employs four full-time beach inspectors, supported by up to 16 casual lifeguards during the busy summer season. Lifeguards are stationed at Scarborough, Trigg and Brighton Beaches from Monday to Friday between late September and the end of March, and operate daily throughout April. On weekends and public holidays, volunteer surf lifesavers from Scarboro and Trigg Island Surf Life Saving Clubs bolster these patrols.

Between July 2024 and June 2025, Scarborough, Trigg and Brighton Beaches accounted for more than 55 per cent of all rescues recorded across Western Australia. During this period, the Beach Services team performed:

- 1,085 rescues
- 31,288 preventative actions
- 478 first aid treatments
- 7 resuscitations.

This marks a 145 per cent increase in rescues compared with the previous year, underscoring the team's vital role in safeguarding beachgoers. Beyond safety, the Beach Services team works closely with the City's events team and external organisers to support a wide range of beach-based events. Over the past 12 months, highlights have included:

- Perth Beach Obstacle Course Race at Scarborough Beach, drawing over 1,000 participants
- King of the Point at Trigg Beach, Perth's longest-running and most prestigious surfing competition
- 2025 Junior State Surf Life Saving Championships at Trigg Beach.

Numerous other local competitions and activations have also been held at Scarborough and Trigg Beaches, reinforcing the City's coastline as a hub of recreation, sport and community spirit.

In addition to providing excellent recreational facilities and supporting our sporting clubs and community organisations, the City is proud to deliver projects and initiatives that ensure we plan and build for both current and future active leisure and health needs. A series of projects were undertaken during 2024/25, and a summary follows.

The City continued to advocate to the Department of Education and the Department of Local Government, Sport and Cultural Industries (DLGSC) for a review and improvement of policies governing shared-use arrangements between schools and local governments. The Community Use of School Sporting Facilities (CUSSF) Program was launched by DLGSC to encourage the shared use of school ovals and other sporting facilities by community groups outside school hours. Recipients of the CUSSF program include the following City clubs and/or schools:

- North Beach Primary School, North Beach Soccer Club
- Kapinara Primary School, Newman Holy Rosary Raiders Basketball Club, Subiaco Marist Cricket Club
- Dianella Secondary College, Trigg Island Surf Lifesaving Club, The Royal Lifesaving Society
- Mount Lawley Primary School, Bayswater City Soccer Club.

Macaulay Park Inglewood – Recreational upgrades

In partnership with the Brightwater Aged Care Facility and following consultation with sporting clubs and the community, the City carried out improvement works to Macaulay Park West. The primary aim of these works was to improve connectivity from the aged care facility through Macaulay Reserve West to the Inglewood Bush Triangle, extending further on to the Hamer Parade parklets. Specific works included:

- A new footpath connection through the reserve, with additional seating provided
- Replacement of the boundary fence with a lower chainmesh fence
- New reserve name signage
- Path connection to the Inglewood Bush Triangle
- Additional tree and shrub planting.

The upgrades to recreational amenities at Macaulay Park create a more active and vibrant space for everyone to enjoy, regardless of age. Additional works included a new basketball court, a new fitness zone, tricycle/scooter path, new nature play area and a new drink fountain.

Environmental Health

The City's Environmental Health team plays a vital role in safeguarding and enhancing public health to support community wellbeing. The team's work focuses on proactive health protection through a range of preventative measures, including:

- Statutory premises inspection programs (e.g. food premises, public buildings)
- Targeted monitoring and surveillance programs (e.g. water and food sampling)
- Assessment and review functions (e.g. events, development applications)
- Risk-based investigation and complaint response functions
- Public health planning and response.

Statutory Inspection Program

One of the Environmental Health team's key responsibilities is the effective management of the City's routine inspection and surveillance program for statutory premises. In accordance with legislative requirements, the City conducts inspections at defined intervals to ensure public health standards are maintained. These statutory premises include food businesses, public buildings, skin penetration establishments and aquatic facilities. The program encompasses a broad cross-section of the community, ranging from large commercial enterprises to small businesses and community-run operations. A summary of inspection types and related results is provided in Table 9, with further details outlined below.

Food premises inspections are carried out to help prevent serious food poisoning incidents and to ensure food safety standards are maintained across the community. In the 2024/25 financial year, Environmental Health undertook 1,440 inspections of food businesses within the City.

Public buildings such as cinemas, licensed venues, function centres, community halls, churches and sporting venues are inspected to ensure that emergency exits, maximum capacities and evacuation procedures comply with public safety standards. During the 2024/25 financial year Environmental Health undertook 195 Public Building inspections.

Skin penetration businesses offer services catering to personal appearance. These include tattoo and piercing studios, beauty therapy and other cosmetic procedures. Environmental Health inspect these premises to prevent the transmission of infectious diseases within the community. In the 2024/25 financial year, 120 skin penetration premises inspections were undertaken.

In the 2024/25 financial year, Environmental Health undertook 77 aquatic facility audits of public and community swimming pools. Environmental Health is responsible for inspecting public aquatic facilities to ensure that their operation, maintenance and chemical safety processes meet public safety standards.

Table 9: Summary of 2024/25 statutory inspection program

Inspection Type	Purpose	2024/25 Inspections	% of Target Achieved
Food Premises	Prevent food poisoning and ensure food safety standards	1,440	96%
Public Buildings	Ensure emergency exits, capacities and evacuation procedures meet standards	195	81%
Skin Penetration Premises	Prevent transmission of infectious diseases in personal appearance services	120	77%
Aquatic Facilities	Ensure safe operation, maintenance and chemical safety of public pools	77	84%

Sampling and Surveillance

In support of the statutory inspection program, the Environmental Health team undertakes targeted and strategic surveillance to identify health risks and prevent significant health issues. In the 2024/25 financial year, Environmental Health collected 1,036 water samples from community aquatic facilities to ensure that appropriate water quality standards were maintained, achieving 101.6 per cent of target.

The year also saw the continuation of a targeted and proactive food sampling program of food business located within the City. Environmental Health collected 287 food samples for laboratory analysis to ensure that the public was not exposed to harmful bacteria that can cause food poisoning. The program has successfully identified potential risks and prevented serious food poisoning outbreaks on multiple occasions. The WA Department of Health has recognised the City's proactive and thorough approach to food safety as critical in reducing the impact of the food poisoning outbreaks.

Assessment and review

The team also plays a critical role in supporting broader City operations through its specialised assessment and approval functions, which safeguarding public health across the community. Table 10 provides a summary of these assessments for the year.

Table 10: Specialised assessments undertaken in 2024/25

Development Applications – Health Conditioned	106
Demolition Licences – Assessed	328
Out-of-Hours Noise Management Plans – Approved	155
Public Events – Assessed	102
Building Licenses – Reviewed	199
Food Stall Permits – Issued	448
Food Safety Program Audit Reports – Reviewed	189

Investigation and response

Environmental Health also plays a crucial role in investigating and responding to public health concerns raised by community members and government agencies. Officers routinely manage investigations into infectious disease outbreaks, serious foodborne illness cases and hazardous incidents to reduce risks and protect community wellbeing. The City collaborates closely with the Department of Health, OzFoodNet and other state agencies to support a coordinated approach to disease prevention, including responses to conditions such as salmonellosis, Ross River virus and legionellosis. Additionally, the team works with the Department of Energy, Mines, Industry Regulation and Safety (WorkSafe) and the Department of Water and Environmental Regulation to address asbestos-related and other hazardous incidents.

The team also receives a wide range of service requests from the community, covering issues such as asbestos, noise, pest control, rodent activity and property conditions. In the 2024/25 financial year, the team received 4,643 service requests, an increase of 15 compared with the previous year. Due to the high volume of requests, prioritisation is essential, with cases assessed and managed according to their potential risk to public health. Over the course of the financial year, the team successfully resolved 5,273 service requests, including outstanding cases carried over from 2023/24.

Public health planning

Stage 5a of the *Public Health Act* was enacted on the 4 June 2024, requiring the City to develop and implement a Public Health Plan to guide its strategic approach to public health within the community. Development of the City's inaugural Public Health Plan is currently underway and is scheduled for Council endorsed and implemented prior to 4 June 2026.

Looking forward

In the 2025/26 financial year the City will undertake a feasibility study and develop a concept design to create a vibrant hub for youth, and community sport and recreation facilities in Inglewood. The concept design will consider inclusion of a mountain bike trail, skate and BMX facilities, outdoor fitness equipment, sports courts, well-being areas and public art. A schematic design and estimated costs will be delivered by the end of the financial year.

A safer City

Objective:

Work with the community to create a safer City

We understand that feeling safe is a high priority for our community. We will play a key role in creating a safer community through our dedicated, visible and responsive ranger and community patrol services. We will also proactively engage, educate and encourage members of our community and other agencies to help to prevent crime and anti-social behaviour to create a safer City.

To achieve this objective the City will:

- Educate our community and provide support to enhance community safety
- Create strong partnerships to improve community safety.

What has happened during 2024/25?

Engaging with our community about safety

Our community safety-focused engagement initiatives continue to demonstrate our commitment to fostering a safer, more connected community. Through collaborative programs and events, we empower residents to actively participate in enhancing local safety and well-being. Some of our key initiatives follow:

- The inaugural Community Safety Expo was held on 31 May 2025 at the Stirling Community Centre – Jim Satchell. Featuring over 30 stallholders and activations, the event included WA Police, Department of Fire and Emergency Services (DFES), State Emergency Service (SES), Red Cross and a number of City services. Attendees enjoyed live demonstrations, giveaways, children's activities and interactive displays promoting safety, preparedness and community connection.
- Neighbourhood safety checks were conducted bimonthly across Osborne Park, Westminster and Nollamara, generating more than 50 conversations with residents about neighbourhood safety. These engagements helped identify areas of concern and informed targeted responses.
- Paw-some Day Out remained a flagship event, attracting more than 5,000 visitors and achieving a 98 per cent satisfaction rate. The event brought together local businesses, charities and animal welfare organisations to promote responsible pet ownership and provide a platform for rescue groups and dog-related services.
- 'Bark Run' events were introduced as a fun and engaging way to promote responsible dog ownership and active lifestyles. Held in local parks, these events encouraged residents to walk with their dogs in a safe, social setting and provided access to pet safety information and giveaways.
- The Adopt-A-Park Supporters Program welcomed new participants this year, with 474 residents now directly connected to the Community Safety team. Supporters actively submitted maintenance requests, helping to address issues such as graffiti, illegal dumping and antisocial behaviour. The program continues to foster active citizenship and pride in local parks.

The City's Community Safety team also supported broader community understanding of safety through partnerships with the Constable Care Foundation, RSPCA WA and the WA Police Force, delivering initiatives such as:

- RSPCA's Community Action Day
- Safety School excursions
- Interactive school presentations
- Free anti-theft screw installations across the City.

Additionally, the Neighbourhood Safety Focus (NSF) initiative continued to strengthen collaboration between Ward Councillors, government agencies and community organisations, with support from the Crime Prevention Advisory Group and the WA Police Force.

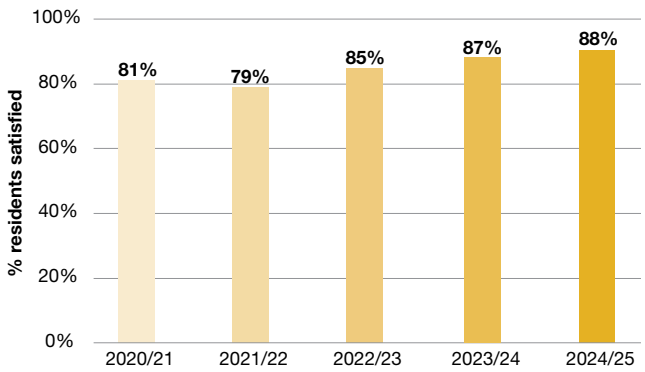
Ranger services

The City's Ranger Services team plays a vital role in promoting community safety by educating residents and enforcing compliance with a range of state and local legislation across the City of Stirling. Throughout the 2024/25 financial year, our Rangers remained highly active, conducting 19,103 site visits and responding to 16,021 cases involving diverse community concerns.

A focus during the year was reducing the number of stray and unidentified dogs and cats within the district. Thanks to a proactive approach, 605 animals were impounded, representing a 34 per cent increase compared with the previous year. To further support responsible pet ownership, the City opened a dedicated cat management facility in Balcatta in October 2024, enhancing services available to local cat owners.

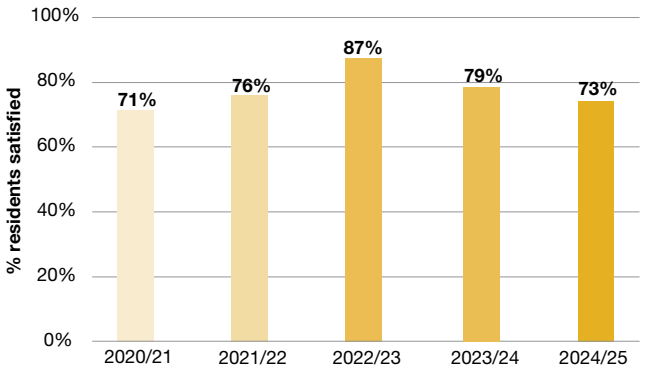
Satisfaction with the City's Ranger Services team remained high, with 88 per cent of respondents indicating they were satisfied in 2024/25.

Figure 20: Satisfaction with the City's Ranger Services



The management of public parking continues to be a challenge, particularly in Scarborough, with the City investing in parking wayfinding technology to help alleviate congestion and guide drivers to available parking bays. Unfortunately, some delays have occurred with the project resulting in the benefits of this technology not yet being fully realised. Regular enforcement activities are undertaken to manage parking across the City however, with a combination of foot patrols by Rangers and the use of Licence Plate Recognition (LPR) technology to improve safety for officers and enhance responsiveness.

Figure 21: Satisfaction with the City's management of public parking

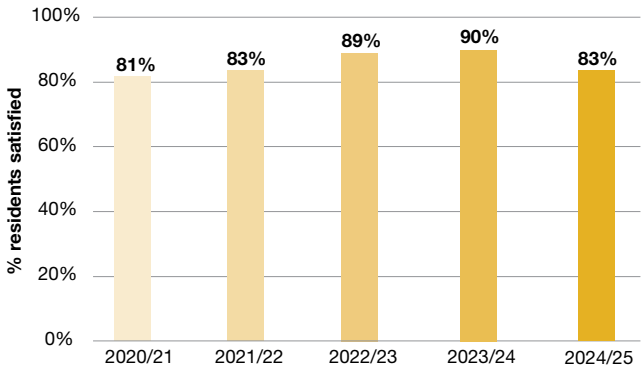


The use of LPR technology has proved highly effective in monitoring high-traffic areas such as the Scarborough and Mount Lawley precincts, Osborne Park Business Centre and school zones during peak drop-off and pick-up times. Additionally, to assist local businesses in managing their parking spaces, the City continues to offer private parking agreements. These agreements enable the enforcement of local parking laws within privately owned car parks, helping businesses maintain order and accessibility for their customers. Figure 21 illustrates a reduction in community satisfaction with the City's management of public parking, with the 2024/25 result at 73 per cent. This is a disappointing result and the City will continue to focus on this challenging area of its operations to meet the needs of its residents and visitors.

Safer Stirling

The City remains deeply committed to fostering a safe and secure environment for all residents. Operating 24/7 year-round, the Community Patrols team plays a crucial role in monitoring and reporting suspicious activity and antisocial behaviour across the City of Stirling. In the 2024/25 financial year, officers conducted 23,828 site visits and responded to 12,811 cases, with an average response time of 10.9 minutes for high-priority incidents. Additionally, the Holiday Watch service continued to offer peace of mind to residents while they're away from their homes. In 2024/25, the Community Patrols team completed 506 Holiday Watch requests across the City. Despite these efforts, the City has noted a decline in satisfaction with our community safety services in the 2024/25 residents' survey. Figure 22 shows a seven-percentage-point decrease compared with the previous year.

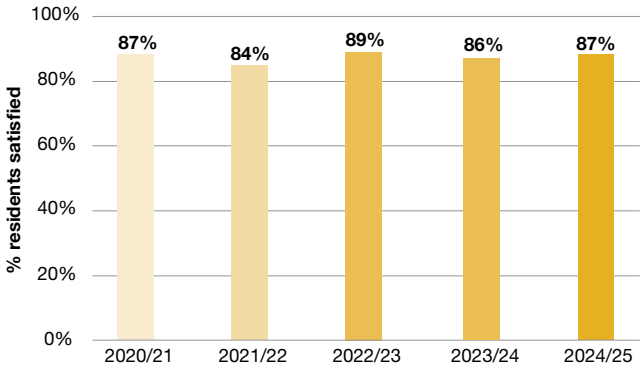
Figure 22: Satisfaction with the City's community safety services



The City has made significant investments in CCTV infrastructure, increased patrols, and strengthened community engagement efforts to support a safer environment and ensure people are living safely in our community. We've also focused on helping residents better understand the services available to them, including our 24/7 support and our role in addressing anti-social behaviour. These enhanced resources and proactive communication have led to a sharp increase in service demand, with community safety requests rising by 48 per cent. This growth has brought a shift in expectations and the need to realign how we deliver and communicate our services. The slight drop in satisfaction reflects this realignment. Moving forward, a strong focus on proactive community engagement will be key to improving satisfaction. By clearly outlining our role and how we can assist, we will manage expectations and help ensure the community feels informed, supported and safe in their local areas.

The City was pleased to note stable satisfaction levels with its graffiti management approaches, with 87 per cent of residents satisfied in the 2024/25 year, as shown in figure 23. Graffiti remains a persistent issue across several suburbs in the City of Stirling. Alongside vigilant community members, our patrol teams actively identify and report incidents for police investigation and swift removal. The City recognises that graffiti management remains an ongoing challenge, and we are committed to continually improving our approach to meet community expectations.

Figure 23: Satisfaction with the City's graffiti management



Community Patrol officers also proactively monitored reserves and coastal car parks, identifying several instances of illegal camping. Many of the individuals involved were found to be experiencing homelessness. In response, officers referred them to Community Services, who worked closely with the Uniting WA outreach team to provide support. This compassionate approach reflects the City's ongoing commitment to its homelessness strategy, with Community Patrols serving as a vital first point of contact for those in need.

To further enhance public safety, the City continues its partnership with the WA Police through CCTV monitoring at the Scarborough Beach Entertainment Precinct. Surveillance operates on Friday, Saturday and Sunday nights, with additional coverage on Thursdays during the popular Summer Markets. This initiative helps deter criminal and antisocial behaviour and enables faster, more coordinated responses from police resources.

Throughout the year, the City supplemented its operational activities with a series of distinct, safety-focused projects. A summary of these follows.

CCTV Equipment Fund

Establishment of a CCTV fund has allowed for the rapid implementation of new equipment, as well as upgrades and repairs to the City's CCTV infrastructure. During the 2024/25 financial year, the following actions were undertaken using the CCTV Equipment Fund:

- Scarborough Beach Laneway CCTV expansion
- CCTV tower repair
- Replacement of aged and obsolete CCTV infrastructure across the City
- Expansion of Herb Graham Recreation Centre CCTV system
- Replacement of patrol officers' body-worn cameras
- CCTV trailer networking equipment repairs
- Yokine Regional Open Space CCTV upgrades.

The CCTV fund will be re-established and utilised throughout the 2025/26 financial year, allowing officers to respond rapidly and reduce reduced the potential downtime of City's CCTV systems.

CCTV Expansion – Manning Street Scarborough

This area within the Scarborough Entertainment Precinct was highlighted by WA Police as an area of concern due to the lack of CCTV coverage. In November 2024, the City implemented a temporary solution to ensure CCTV coverage was available until a permanent system could be installed. Permanent CCTV infrastructure has since been installed and now serves as a valuable tool for both the City and WA Police.

Coastal Carpark CCTV

CCTV infrastructure has been installed and commissioned at Clarko Reserve Trigg. Additional installations in adjacent coastal car parks have faced some challenges with external contractor delays; however, significant progress has been made towards enhancing the security and safety of these areas. The installation of the remaining CCTV infrastructure is expected to be completed in the first quarter of the 2025/26 financial year, providing improved surveillance and safety for the community.

Crowded Place Assessment

As a part of the Crowded Places Assessment undertaken in 2023/24, the City progressed with several 'quick win' recommendations. A successful six-month trial of a crowd-counting system provided valuable insights into crowd numbers during peak periods. The data obtained also enabled the City to assess the adequacy of existing infrastructure and its ability to support events during periods of activation. As a result of the successful trial, the City intends to implement a crowd-counting solution during the 2025/26 financial year. The data will inform safety improvements, assist in event planning and guide the provision of infrastructure improvements.

An area of concern highlighted in the Crowded Places report was the southern end of the Lower Promenade shared path area within the Scarborough Entertainment Precinct. The location was identified as high risk due to motor vehicles operating in close proximity to a heavily pedestrianised area. In response, the City implemented an integrated controlled-access solution comprising automated bollards, warning lights, safety mechanisms and CCTV monitoring.

Several other report recommendations were also implemented, particularly those relating to the associated CCTV network. Actions included establishing regular tree-trimming schedules to ensure CCTV visibility, introducing 31-day footage-retention protocols and assessing each CCTV camera's operational objectives prior to replacement or upgrade.

Detailed scoping and costing of the Crowded Places Report recommendations were undertaken to inform the 2025/26 budget. Accordingly, the remaining recommendations will be prioritised and progressively implemented over the next financial year in line with the allocated funding. Efforts will also be made to secure additional funding to support the acquisition of the required infrastructure.

Safer Suburbs Rebate

The City of Stirling's Safer Suburbs Rebate continued to support residents and eligible businesses in improving property security through financial assistance for approved safety equipment. The initiative promotes proactive crime prevention and fosters community resilience.

In 2024/25, the program received 1,235 applications, with 1,152 approved, allocating $449,143 in rebates. The average rebate was $364, and popular security items included CCTV systems, sensor lighting and home alarm systems, comprising both professional and DIY installations. There was strong uptake across a range of suburbs, reflecting the program's broad community value. This initiative has encouraged proactive crime prevention and supported local security-related businesses.

Since its launch in 2022, the program has grown significantly, with more than 2,100 applications approved and $849,000 allocated over three years. This initiative continues to demonstrate strong community support and tangible benefits in enhancing safety and wellbeing across the City of Stirling.

Vehicle CCTV Upgrades

The introduction of vehicle-mounted CCTV units has provided the City with several benefits, including improved officer safety and enhanced enforcement outcomes through recorded evidence. Footage has supported the reporting of incidents such as dog attacks, littering, verge obstructions and antisocial behaviour. Evidence has also been provided to WA Police to assist with crime reduction activities. Shipping and equipment supply issues have delayed installation until early in the 2025/26 financial year. However, the vehicle CCTV upgrades will deliver additional functionality, including duress and GPS features, further enhancing officer and community safety.

WAPOL CCTV Access Project

The WAPOL CCTV Access initiative is a vital component in the City's commitment to community safety. This shared infrastructure enables the WA Police Force to view both live and historical footage direct from police stations, improving response times and providing an efficient means of accessing evidence for investigations.

Work was undertaken at several key sites within the City, including:

- Mount Lawley business precinct, Beaufort Street
- Stirling Leisure Centre – Inglewood
- Carine Regional Open Space.

Emergency Management

Throughout the year, the City continued to strengthen its emergency management capabilities through training, strategic coordination and operational support. The service focused on enhancing preparedness, meeting legislative obligations and supporting community resilience. Key achievements are outlined as follows:

- Delivered WALGA's *Emergency Management Fundamentals* training to City employees
- Planned and delivered Exercise Crux, a multi-agency discussion exercise simulating a hostile vehicle attack at a crowded public event. The exercise assessed risks, validated contingency plans and tested recovery coordination
- Hosted the District Emergency Management Committee (DEMC) and WALGA's Emergency Management Forum
- Hosted the DFES Tsunami Workshop, enhancing regional preparedness for coastal hazards
- Delivered Evacuation Centre Training at the Mirrabooka Community Centre, building local response capability
- Provided assistance with the relocation of the Stirling State Emergency Service (SES) to its new facility
- Maintained and reviewed the City's Local Emergency Management Arrangements.

The City's emergency management program enhanced staff capability, improved incident response and strengthened community engagement, positioning the organisation to better support emergency preparedness and recovery.

Bushfire management

During the 2024/25 financial year, the City implemented a range of bushfire risk reduction measures. For the first time, the City secured more than $200,000 in funding from the Office of Bushfire Risk Management (OBRM) through its Mitigation Activities Funds Grant (MAFG), enabling targeted mitigation works in high fuel load reserves and bushland areas identified as extreme. These included Star Swamp, Trigg Bushland, Breckler Park and Dianella Regional Open Space.

The City adopts a holistic, biodiversity-conscious approach to bushfire risk management within its sensitive natural environments. This includes a variety of methods that support local biodiversity, such as slashing, spraying, mulching of dead vegetation and cool burning of grass trees. Together, these measures have proven highly effective in reducing bushfire risk and align with the objectives of the City's Bushfire Risk Management Plan and Biodiversity Strategy.

Looking forward

The City will continue its program to implement multiple CCTV initiatives to deter anti-social behaviour and enhance community safety. Additionally, through our Safer Suburbs rebate, the City will continue to offer a subsidy to residents for eligible CCTV systems and other security equipment to increase the feeling of safety for community members in their homes.

Case Study

Safer Suburbs Program: Empowering a Safer City

The Safer Suburbs program is the City of Stirling's flagship safety initiative, empowering residents and businesses to take an active role in crime prevention. By offering rebates for security upgrades and installing CCTV, the program complements other frontline services such as Ranger Services and Stirling Community Patrols, creating a comprehensive approach to community safety.

Directly supporting the objective to "work with the community to create a safer City" in its Strategic Community Plan, the City reaffirmed its commitment to proactive crime prevention by extending the Safer Suburbs Rebate in 2024/25. These rebates enabled residents and local businesses to access up to $500 for eligible security upgrades, including CCTV, security screens, alarm systems, sensor lighting, and security gates. A voluntary option to register any CCTV system with Cam-Map WA, a WA Police secure database, enables the locations of CCTV systems across the City to be located by WA Police and support investigations, enhancing public safety.

More than $160,000 was allocated by December 2024 to support hundreds of households and businesses in fortifying their properties. The program's design ensures that both professionally installed and DIY security improvements are eligible, with rebates of 20–30 per cent depending on installation type. This approach not only empowers residents to take direct action but also fosters a sense of ownership and resilience across Stirling's diverse neighbourhoods.

However, the Safer Suburbs Program is more than a rebate scheme, and is just one component of a broader, integrated safety strategy. Alongside rebates, the City invested $800,000 in CCTV installation and network improvements, enabling rapid deployment of new cameras in response to emerging hotspots. The City's Community Safety team worked closely with WA Police, providing timely access to footage and supporting investigations, while also running targeted engagement campaigns and collaborating with partners such as Constable Care to deliver safety education for young people.

The Stirling Community Patrols continued to operate seven days a week, providing a visible presence across neighbourhoods and responding to community concerns. Community Patrol officers worked closely with WA Police and the City's Rangers to address issues such as suspicious behaviour, graffiti, and illegal dumping. Ranger Services also played a vital role in maintaining amenity and enforcing local laws, responding to thousands of requests relating to parking, animal management, and public safety.

The Safer Suburbs Program's success is reflected in high levels of community satisfaction and a growing sense of security, as reported in the City's Annual Resident Survey. However, as community expectations for safety grow, ongoing innovation and engagement will be required to sustain these high satisfaction levels.

Looking ahead, the Safer Suburbs Rebate will continue in 2025/26 with increased funding, and the City will maintain its focus on innovation, collaboration, and community empowerment. By aligning with the Sustainable Stirling 2022–2032 vision, the Safer Suburbs Program exemplifies how local government can deliver practical, measurable outcomes that make Stirling a safer, more connected place to live.

Key result area

Our Economy

- A smart and prosperous City
- A local business City
- A vibrant City

SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
17 PARTNERSHIPS FOR THE GOALS

Our Economy

The City of Stirling is home to an estimated 24,898 businesses. Small businesses, those employing fewer than 20 people, comprise around 98 per cent of all local businesses.

The City's gross regional product (GRP) for 2024 was approximately $19.6 billion, representing the net value of final goods and services produced annually.

Our key employment areas include the Stirling City Centre and Herdsman precinct, with secondary hubs in Karrinyup and Mirrabooka. Balcatta and Osborne Park are major trade and service hubs while Scarborough is the main tourist destination.

The 2021 Census reports the three largest industry contributors to the City's gross revenue are construction; manufacturing; and rental, hiring, and real estate services.

The construction industry alone accounts for 10.5 per cent of the $90 billion generated annually for the industry in Western Australia.

With more than 88,000 local jobs, the City of Stirling has the second-largest concentration of jobs outside the Perth CBD. The City's primary job-generating sectors are healthcare and social assistance (15.4 per cent), construction (13.6 per cent), retail trade (12.9 per cent), and education and training (10.5 per cent).

Tourism, though a smaller sector, is an important and growing contributor to the City's economy.

Our beaches, bushlands, high-quality retail services, restaurants, cinemas, accommodation options and transport links foster tourism growth.

International, interstate and Western Australian visitors spent an estimated $337 million in 2024, with significant contributions from retail trade, food and accommodation services, transport, and arts and recreational services. The tourism sector contributes 3,470 jobs (3.9 per cent) of total employment in the City.

The City delivers services, projects, programs and activities to support our smart and prosperous economy.

The services, projects, programs and other activities delivered under the 'Our economy key result area are outlined in the following sections across three outcome areas:

- A smart and prosperous City
- A local business City
- A vibrant City.

As a local government, we strive to ensure that the work undertaken as part of this key result area contributes to the Sustainable Development Goals shown opposite.

Highlights – Our economy

The City issued commercial building permits valued at **$184M**

3 GOOD HEALTH AND WELL-BEING

404 events held in the City, entertaining more than **610,000 people**

97% attendee satisfaction for events held in the City

93% community satisfaction with range of events and cultural activities provided by the City

8 DECENT WORK AND ECONOMIC GROWTH

almost **$510K** provided by the City for event sponsorship

$337M estimated visitor spending in 2024

92% community satisfaction with the City's support for local businesses

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

77 public artworks across the City, including 18 new installations in 2024/25

City's first Investment Attraction Framework endorsed by Council

17 PARTNERSHIPS FOR THE GOALS

Continued Sunset Coast alliance with Cities of Joondalup and Wanneroo for a consolidated approach to tourism attraction to the region

Service performance

The City of Stirling uses a 'balanced scorecard' approach to measure service performance across four key areas: customer service, financial, people and quality. The City services that most directly contribute to the 'Our economy' key result area are outlined below.

Key

On track	✓
Below expectation	×
Not assessed	⊙

Services	Net cost	Customer service	Financial	People	Quality
Arts & Events	$1,780,423	✓	✓	✓	✓
Economic Development	$863,056	✓	✓	✓	✓

Net cost consists of revenue (excluding reserve funding) and expenses (including corporate overheads).

Strategic project performance

Progress summaries for the strategic projects associated with the 'Our economy' key result area are provided below.

Christmas Lights	2024/25 expenditure $350,277	On track
Install Christmas lights at key precincts, parks and reserves to add vibrancy, attract visitors and boost the local economy		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

City Entry Statements Landscaping & Lighting	2024/25 expenditure $23,279	Discontinued
Upgrade landscaping and lighting at the City's nine entry statement sites		
Progress in 2024/25	Project progressed to completion of landscaping works, lighting component not progressed	

Coastal Boardwalk Feasibility Study	2024/25 expenditure $141,127	Behind schedule
Explore the feasibility of establishing a coastal boardwalk between Trigg and Scarborough Beach, involving community engagement		
Progress in 2024/25	The project achieved most key milestones though some delays were experienced	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Community Learning Trails	2024/25 expenditure $63,662	On track
Install a nature appreciation trail in Star Swamp and development of community story trails in Trigg Bushland and Cottonwood Reserve		
Progress in 2024/25	The project progressed according to schedule and achieved most anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Event Sponsorship	2024/25 expenditure $571,405	On track
Sponsor various events in 2024/25 to attract visitors and support local businesses in the City		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Investment Attraction	2024/25 expenditure $79,623	On track
Develop and create an investment profile to promote local opportunities to highlight the competitive advantages of investing in the City of Stirling		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

A smart and prosperous City

Objective:

Encourage economic investment

The City is proud of its current economic profile and we will work hard to advocate and partner with key stakeholders to promote the City's investment potential. The City will encourage economic investment to create a diverse mix of industries to attract and establish next generation jobs and businesses. Our planning frameworks will be used to support investment and urban regeneration.

To achieve this objective the City will:

- Attract and promote investment and partnership opportunities
- Advocate, lobby and partner with stakeholders to benefit the community.

What has happened during 2024/25?

The City of Stirling has a strong track record of working with State and Federal Governments to secure funding

for local projects. The City's Advocacy Framework guides these efforts and informs election candidates on priorities, aligning with the long-term vision in Sustainable Stirling 2022-2032.

During the State and Federal elections in 2025, we worked closely with candidates to promote the Framework. As a result, the City received over $37 million in commitments for local projects which will be delivered over the next four years.

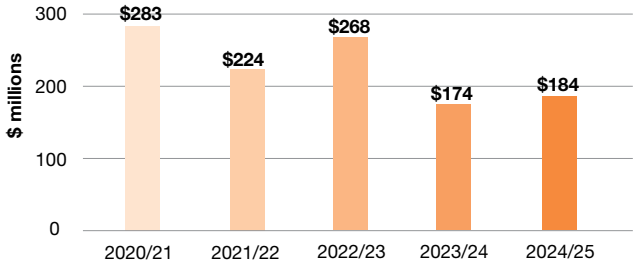
Other advocacy highlights included Council's endorsement of the City's Trackless Tram Business Case in October 2024, supporting advocacy for improved public transport. The State Government also provided $1.2 million for facility upgrades to support Perth Glory Football Club's move to Mirrabooka. In 2024/2025, refurbishment works began and employees will start relocating in July 2025 with full relocation by October 2025.

To measure the strength of commercial investment in the City of Stirling, we track the total annual value of commercial building permits issued.

While this is influenced by broader economic conditions like investor sentiment and market dynamics, it is a key indicator of the City's appeal to the business sector.

In the 2024/25 financial year, commercial building permits totalled $184 million, reinforcing the City's reputation as a prime destination for commercial development.

Figure 24: Value of commercial building permits issued



Investment Attraction Framework

In 2025, the City endorsed our first Investment Attraction Framework. The framework is an internal strategic tool guiding the City's investment attraction, prioritisation and support.

Developed through extensive internal and external stakeholder consultation, the framework guides clear decision making principles, such as leading with a strong vision, activating sites early and building strong relationships with investors. This approach better positions the City to attract funding, deliver transformative projects and enhance our reputation as a great place to live, work and invest.

The Framework focuses on several key areas across the City, with each location assessed for its potential to support new housing, transport upgrades, vibrant public spaces, and community infrastructure. Projects are grouped as either long-term 'game changers' or short-term 'early wins', allowing the City to balance visionary planning with practical delivery. Eight investment focus areas, including affordable housing, public transport, and event infrastructure ensure that investment aligns with community needs and future sustainable growth.

Property portfolio

The City's Property and Commercial Services team achieved a variety of strategic property outcomes in the 2024/25 financial year.

The team successfully acquired, leased and fitted out 9 Leeway Court Osborne Park for the Stirling State Emergency Services (SES). This sizeable new 2,000sqm headquarters features a 950sqm building with large office spaces, two warehouses and 24 parking bays. This upgrade improves responders' access to major roads to help reduce response times.

Civil works progressed for two subdivision projects aiming to deliver 12 new residential lots in Yokine and Scarborough. These projects will provide new housing opportunities and generate revenue for the City to support sustainable long-term financial management.

Two Mirrabooka development lots were sold, representing the final stage in the Mirrabooka Improvement Strategy. These lots will allow development applications to be considered and catalyse further investment in the Mirrabooka Town Centre.

Numerous leasing outcomes were achieved with the City notably achieving the successful commercial negotiation and relocation of the State Government run Child and Adolescent Health Services into the Inglewood Community Hub.

Several City owned and controlled properties were assessed for community and commercial opportunities aligning with the *Land Asset Action Plan 2023-2028.* This action plan guides Council to consider opportunities on land owned and controlled by the City to deliver community and commercial outcomes which further the City's financial sustainability.

A local business City

Objective:

Facilitate local business and employment growth

With over 88,000 jobs across close to 25,000 businesses supporting the local economy, the City is the second largest employment district in WA after the Perth central business district. To help local industry grow and thrive, we will foster a business-friendly environment, encouraging competition and productivity.

We will embrace technology and support job growth to create an environment which propels our economy forward and allows our business community to flourish.

To achieve this objective the City will:

- Support innovation and entrepreneurship in local business
- Make it easier to do business with the City.

What has happened during 2024/25?

Aligning with our *Economic and Tourism Development Strategy 2021-2025,* the City has supported delivering a variety of targeted initiatives during the 2024/25 financial year.

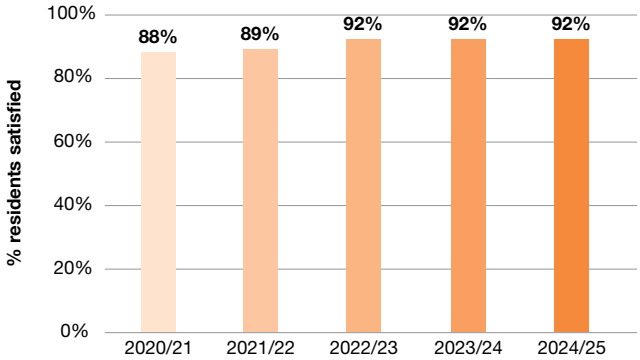
Central to the strategy is supporting local business and innovation. Throughout this year this included:

- **Digital Solutions program:** The City subsidised training to help local businesses improve their digital capabilities, including online marketing and e-commerce, ensuring they remain competitive in a changing economy.
- **Procurement workshops:** A workshop was held to help local suppliers understand how to do business with the City and other government agencies. This supports local economic participation and aligns with the Strategy's goal to strengthen business networks and encourage 'buy local' procurement.
- **Youth innovation programs:** The City continued its support for *Just Start IT*, a high school program that encourages students to develop entrepreneurial and technology skills, preparing them for future careers in innovation and technology.
- **Women in Business initiatives:** The City supported the She Brews Success workshops and the *Future Female Leaders Change Maker Program,* which empower women and girls to pursue leadership and business opportunities. These programs promote community learning, upskilling and inclusive economic development.
- **Digital Action Plan coaching:** Delivered by Business Foundations, this program provided small businesses with expert advice on marketing, cash flow, and growth strategies, helping them build resilience and better understand scalability principles.
- **Stirling Business Association:** The City continued its ongoing support of the Stirling Business Association (SBA), promoting future workshops, events and membership opportunities. The SBA plays a vital role in fostering a connected and resilient local business community by delivering targeted networking events, professional development programs and advocacy initiatives.
- **Community Connect Business Expo 2024:** The City supported the *BNI Community Connect Business Expo 2024*, an initiative from Business Network International and the Stirling Business Association to support local small businesses. This event showcased the strength and diversity of the local business community. With over 50 stallholders, 10 industry speakers and more than 250 attendees, the Expo provided a valuable platform for networking, knowledge sharing and business promotion. Our support helped amplify the reach of the event, reinforcing its commitment to fostering economic growth.

Supporting local businesses and attracting potential investors is essential to driving business and employment growth. The City provides professional, responsive and impactful support to nurture a vibrant and resilient local economy.

The City's commitment to these aims has been consistently recognised by the community. Figure 25 shows results from our annual resident survey on satisfaction with business support services. The data reveals high levels of satisfaction across all surveyed years, affirming the effectiveness of our approach.

Figure 25: Satisfaction with support for local businesses



Economic and tourism impact on local economy

The visitor economy grew robustly in 2024 with support from economic development and tourism initiatives.

Key indicators of the sectors' growth include:

- Achieving total estimated visitor spending in 2024 of $337 million. This includes money spent on accommodation, dining, shopping and visiting local attractions. For residents, this means increased revenue flowing into local businesses and services
- Welcoming 53,000 more day-trippers to the City. This result is a nine per cent increase on 2023. We also hosted 98,000 more visitor nights; a four per cent increase compared to the previous year. These increases help support jobs in hospitality, retail and tourism-related services
- Increasing the direct tourism contribution to the local economy from $107 million to $119 million. Known as Gross Value Added (GVA), this measures the value tourism adds to the economy through business activity and employment
- Growing jobs directly supported by tourism by 11 per cent from 1,200 to 1,340 full-time equivalent (FTE) positions. This means more employment opportunities for residents in sectors such as accommodation, food services and recreation. *(Source: Tourism Council WA Economic Impact Assessment 2023 & 2024).*

These outcomes demonstrate that tourism contributes to a stronger local economy, supports small businesses and creates jobs for the community.

Looking forward

In the coming 2025/26 financial year, the City will review its *Economic and Tourism Development Strategy 2021-25* to ensure it responds to evolving economic conditions and community aspirations. This review is being informed by two key initiatives currently underway:

- Developing an Investment Prospectus and refreshing the business and investment webpages to better promote local opportunities and attract strategic investment. These updates will enhance the City's visibility and appeal to prospective investors and developers, representing the next stage of the Investment Attraction project
- Finalising a comprehensive Destination Management Plan (DMP) this financial year. This five-year strategy will provide a roadmap to strengthen the City's visitor economy, enhancing destination experiences and guiding tourism development. The recommendations from the DMP will directly inform the revised Economic and Tourism Development Strategy.

Together, these initiatives guide a refreshed strategic framework that supports sustainable economic growth, investment attraction, and tourism development across the City.

Artist credit: '*First Light*' by Imogen Palmer, Toilet Facilities playspace – Yokine Reserve

A vibrant City

Objective:

Attract visitors to our City

Local neighbourhood centres provide many opportunities where people can meet, shop, create, learn and work, and help sustain the wellbeing of our residents and visitors. The City of Stirling supports activity and events in these centres so people can come together to take part in a vibrant community, and in civic and cultural life. The City will showcase our unique tourist attractions and encourage tourism infrastructure development to generate activity and growth to support our economy.

To achieve this objective the City will:

- Activate local centres to increase visitor and economic activity
- Support the City's cultural sector to create vibrancy in our local areas
- Encourage and support tourism growth.

What has happened during 2024/25?

The City recognises the vital role that community events and the arts play in creating a liveable, vibrant and prosperous region. We are committed to having a thriving cultural, arts and events scene, and a strong and sustainable creative community and local economy.

The City enables and supports community and commercial organisations through events and arts projects and by showcasing the City's venues, facilities and public spaces. Event and arts organisers are supported though effective and efficient event planning, effective approvals process and delivery, robust funding and sponsorship programs, purposeful use of City venues and spaces and engaging marketing and promotion.

Community events

The City hosts a variety of events, from markets and multicultural festivals, to international and local sporting events, music performances, movie nights and community events. Pleasingly, there has been an increase in the number of cultural events and major sporting events attracting interstate and intrastate visitors to the City.

In the 2024/25 season, the City was home to 404 events across multiple suburbs, attracting over 610,680 visitors to our region.

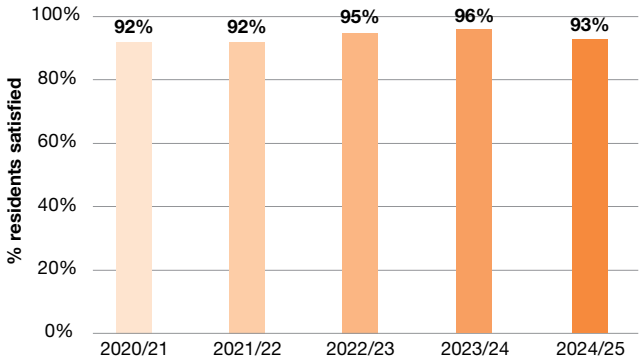
Our community as a whole remains extremely satisfied with the events, arts and cultural activities held in the City, reporting a 93 per cent satisfaction result for 2024/25 through our annual residents' survey. This follows five consecutive years where satisfaction levels have been higher than 90 per cent. Actual event attendee satisfaction also remains high, with a result of 97 per cent for 2024/25.

The City's beaches continue to attract world-class events. Major media and event announcements included the inaugural ExPRO Fitness Summit and Festival 2024 and the 2026 Asia Cup event announcement.

Beach wellness and sport events remain key pillars for the City. In 2024/25 these included Groundswell Festival, Cold Nips morning ocean dips, Paddle for a Purpose breast cancer fundraiser, Beach Touch, She Shreds female surfing competition, King of the Point, various Surf Life Saving local and state events, beach volleyball and the return of beach handball.

Other sports hosted around the City included the annual Warren Lake Carnival tee-ball tournament, Sunday Football League metropolitan AFL finals series, and Festival of Football junior AFL gala days.

Figure 26: Satisfaction with the City's community events and cultural activities



Event sponsorship

Aligning with the City's objective to attract visitors to the City, our sponsorship program financially supported 17 events to be delivered in 2024/25, increasing economic activity and strengthening local businesses in the City.

The 17 events shared in a total funding value of $493,683 of City sponsorship, with the overall economic impact of events estimated at $9.21 million.

The City-sponsored events for 2024/25 were:

- Mirrabooka NAIDOC Celebration 2024
- Next Gen Comedy Festival 2024 (three individual events)
- JazzConnect 2024 (15 events)
- Events Industry Association (EIA) Conference 2024
- Karadjordie Kup Perth 2024
- GWM BMX Racing National Championships 2024
- Groundswell Festival 2024
- ExPRO Fitness Summit and Festival 2024
- Red Dust Obstacle Course Race Series 2024/25 (two individual events)
- International Ninja Grand Prix 2024
- Business Network Industry Seminar 2024
- Business News Sector Briefing 2024
- Perth Festival 2025 (two individual events)
- Banh Mi Festival 2025
- Pacific Pickleball Australia Tour Perth Open 2025
- Next Gen Comedy Festival 2025 (three individual events)
- Mirrabooka Friday Markets 2024/25 (48 individual events).

Promoting the City as a visitor destination

The Sunset Coast alliance with the City of Wanneroo and City of Joondalup enables a consolidated approach to tourism promotion and attraction for the region, including helping address seasonal tourism gaps and encouraging year-round visitation. The 2024/25 contributions, led by Destination Perth included paid social media posts, dedicated blog posts and content promotion with So Perth. Destination promotions included a school holiday campaign and dedicated electronic direct mail promoting Stirling's coastal tourist attractions as part of the Sunset Coast.

To support the multimillion-dollar redevelopment of Stirling Leisure – Hamersley Public Golf Course, a feature segment aired on Channel Nine's *Destination WA* showcasing the new driving range and golf course. The segment was also shared on social media and through public relations channels to reach wider audiences.

Collaborating with Destination Perth and the Sunset Coast Alliance, the City also hosted travel writers and influencers to experience our coastal offerings. These tours generated media coverage and online content that raised awareness of our region as a holiday destination.

A weekend bus service trial ran from January to March 2025 using the Perth Explorer Bus, connecting Perth CBD with Scarborough Beach and Hillarys Boat Harbour. This initiative aimed to improve access to the City's coastal attractions and support the goal to enhance transport links for visitors. The service was promoted via *Destination WA* and local news media to increase community and visitor awareness.

The City was again featured in the Hello Perth map and visitor guide and secured premium placement in the upcoming *Destination Perth Holiday Planner 2026.* These are distributed at hotels, visitor centres and transport hubs, helping tourists discover the City's exceptional tourism offerings.

Artist credit: '*Reality & Illusion*' by Pamela Gaunt in collaboration with Apparatus, Club House – Hamersley Public Golf Course

Art projects

The City recognises the powerful role art plays in celebrating heritage, expressing cultural identity, and enriching the urban landscape. By enhancing streetscapes and activating public spaces, art can foster a strong sense of place and community wellbeing, reflecting the unique character of each area. Beyond its cultural and social impact, art also delivers economic value, drawing visitors, inspiring local pride and encouraging business investment.

Public art

Public art transforms City spaces into vibrant, inclusive environments celebrating the City's unique stories, people, and natural beauty. As at 30 June 2025 there are 77 artworks in place across the City, including 18 new artworks installed this year.

Some of the major projects in 2024/25 include:

- Hamersley Public Golf Course – integrated works celebrating the iconic Tuart tree by Pamela Gaunt and Apparatus (the City's largest public art project to date)
- Lake Gwelup – *'Ngalang Moort Bidi'* (Our Family Track) – ground-based artworks sharing Nyoongar cultural knowledge by Emily Rose and David Jones, mentored by Jahne Rees (Public Art Masterplan project)
- Murals (multiple) by artists Marisa Santosa, Susan Respinger, Vik Skivinis and Imogen Palmer across various City assets.

The Hamersley Golf Course project exemplifies the City's commitment to integrating aspirational public art with world-class community facilities. The Lake Gwelup commission supported emerging Nyoongar artists, offering mentorship and skill development. The City also continues to facilitate public art on private land.

Visual Art Collection

The Visual Art Collection is one of the City's vital cultural and social assets. Strategic acquisitions ensure our community can engage with works by contemporary Western Australian artists – many of who are local – while enriching public spaces and reflecting our shared stories, culture, and heritage.

Some of the features of this collection include:

- 251 visual artworks in the collection as at 30 June 2025
- 12 acquisitions in 2024/25, including 10 by Nyoongar artists

- Over 200 artworks rotated throughout City buildings
- A new online Art and History Collection Management System (CMS), developed in collaboration with Community History. The newly launched database catalogues 300 artworks, including visual art and public art.

The focus on acquiring contemporary Nyoongar art in 2024/25 aligned with the City's updated Reconciliation Action Plan, strengthening the commitment to truth-telling and cultural recognition as part of the reconciliation journey.

Artist in Residence

The Artist in Residence program provided artists with dedicated space and support to develop their practice while fostering meaningful connections with local communities. Annette Petersen, based at Mt Flora, created a compelling body of work inspired by the site's landscape and built form.

Throughout the year, artists valued opportunities to explore Stirling's diverse environments and engage in peer learning. Highlights included:

- Offering five Artist in Residence opportunities across four locations from October to December 2024
- Conducting more than 37 community engagement activities, including talks, open studios and workshops
- Achieving 100 per cent satisfaction from both community participants and artists.

The City recognises the value of events and art in attracting visitors, and this is well embedded as one of our strategic objectives. Furthering this, the City undertakes dedicated projects aimed at activation and visitor attraction.

Christmas lights

The Stirling Christmas Lights lit up eight locations from 1 December 2024 to 5 January 2025. The family-friendly festive collection of static and interactive lights and decorations activated key places across all seven City wards, attracting visitors and adding vibrancy to our neighbourhoods, while boosting the local economy.

Planning for the next Stirling Christmas Lights has started, with a premier centralised installation proposed in the heart of Stirling to showcase the Administration and Civic Centre forecourt revitalisation. A family-friendly festive experience will coincide with the lights display on the weekends leading up to Christmas creating activation and vibrancy and connecting our local community to the spirit of the festive season.

City entry statements landscaping and lighting

Across the past two financial years the City installed new entry statements at nine prominent entry points. Five of the installations replaced existing entry statements which had reached end of life and four were installed at new locations.

These contemporary entry statements, which include new landscaped surrounds, aim to create a sense of place and welcome residents and visitors. The landscaping improvements to the entry statements were completed in 2024.

The City investigated lighting options for these entry statements. Indicative costing was significantly higher than anticipated, which would have required additional funding. The City decided not to proceed with lighting the entry statements.

Coastal Boardwalk Feasibility Study

The Coastal Boardwalk Feasibility Study commenced in 2024/25 to investigate the potential for a boardwalk connecting Scarborough and Trigg beaches. The proposal aims to enhance coastal connectivity, improve pedestrian safety, and create an iconic experience for residents and visitors, while protecting the natural environment.

The study began with a Preliminary Environmental Opportunities and Constraints Assessment, which identified key ecological values and constraints, including the presence of priority flora and fauna habitats and the area's status as a Bush Forever site and Class A Reserve. The assessment concluded that, with careful planning and design, the City could

mitigate potential impacts and deliver a project that both protects and showcases the natural landscape.

A concept phase was then undertaken to develop and test design options for the boardwalk, informed by further environmental investigations and technical studies. The intent was to establish a preferred alignment and construction methodology that minimises environmental impacts, and development of a preliminary master plan to showcase the design. In parallel, an Economic Impact Assessment was commissioned to evaluate the potential economic, social and tourism benefits of the proposed boardwalk, to inform future funding and business case development.

The findings of the concept design, environmental surveys, and economic impact assessment will be shared with the community as part of a robust and transparent consultation exercise commencing from 30 July 2025. This process is designed to ensure that the community is fully informed and able to provide meaningful feedback on the proposal.

Community Learning Trails

Supporting growing community interest in natural spaces, the City launched our first Story Trail at Lake Gwelup, celebrating the area's rich biodiversity, cultural heritage and history. Developed in collaboration with Wadjak Nyoongar Elders, residents and the Rotary Club of Karrinyup, the trail features interpretive signage and Indigenous public art to foster environmental appreciation and cultural understanding.

Extensive community engagement shaped the trail's content, with input from more than 120 individuals and 18 experts. Surveys revealed 72 per cent of visitors report a stronger connection to Lake Gwelup and 77 per cent feel deeper appreciation for the natural environment. The City's inclusive approach and high-quality execution have set a new benchmark for developing future trails.

Looking forward

In line with our objective to attract visitors to the City, the 2025/56 financial year will see a continuation of exciting events at various key locations within Stirling. The year will also see the development of a Destination Plan. This plan will provide a framework to manage and sustainably develop the City's tourism industry, promoting collaboration between businesses and the City to enhance economic and social outcomes.

Case Study

Community Learning Trails: Connecting Culture, Nature, and Community

In 2024/25, the City of Stirling's Community Learning Trails initiative delivered on the Strategic Community Plan's objective to attract visitors to our City. The Learning Trails, including the Lake Gwelup Play Trail, are designed to connect residents and visitors with Stirling's unique natural and cultural heritage, as well as supporting both environmental education and local tourism.

Learning Trails across the City of Stirling transform everyday walks into immersive experiences that combine nature-based learning with cultural storytelling. By integrating interpretive signage, digital content and interactive challenges, the program encourages residents and visitors to engage with Stirling's unique biodiversity and Aboriginal heritage in meaningful ways.

A standout achievement in 2024/25 was the development of the Lake Gwelup Story Trail, which features interpretive signage and digital content co-designed with Nyoongar artists and knowledge holders. This collaboration ensures authentic cultural representation and provides opportunities for the community to learn about traditional ecological knowledge and the significance of Country. These elements directly support the City's Innovate Reconciliation Action Plan's focus on cultural awareness and inclusion, creating spaces where reconciliation is experienced in everyday life.

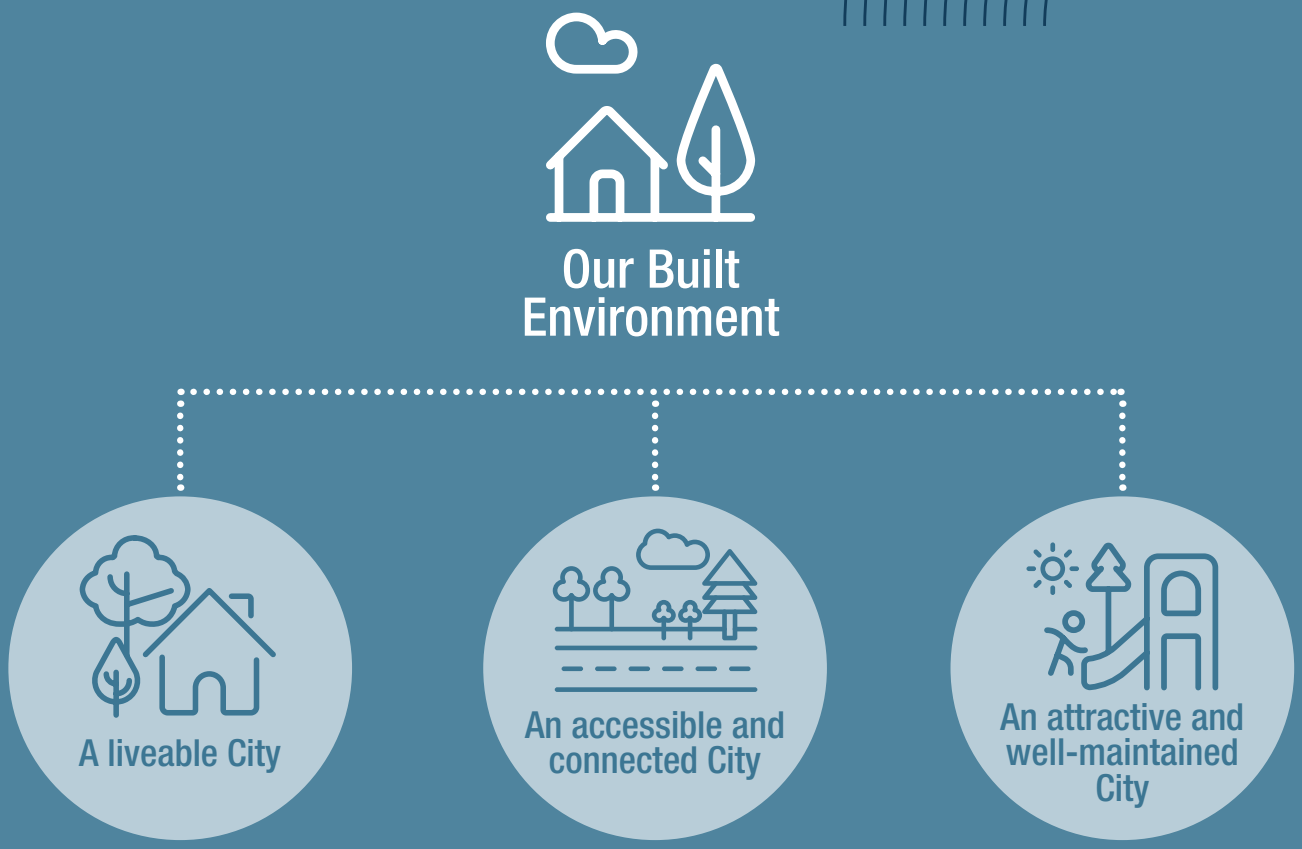
The Lake Gwelup Trail compliments the City's network of interactive Play Trails across key reserves including Star Swamp, Trigg Bushland and Herdsman Lake creating engaging adventures for visitors, families and school groups. The Play Trails app, developed in partnership with Nature Play WA, allows users to unlock site-specific content, complete challenges, and learn about local flora, fauna, and Nyoongar culture. The Lake Gwelup Story Trail, in particular, features interpretive signage and digital content co-designed with Nyoongar artists and knowledge holders, ensuring authentic cultural storytelling and deepening community understanding of Country.

Balancing increased foot traffic with environmental protection remains a challenge. The City responded by developing engagement plans for sensitive reserves, such as Trigg Bushland, to ensure that conservation and community access go hand in hand.

Feedback from families and schools has been overwhelmingly positive, with educators praising the trails for their ability to combine outdoor play with learning about sustainability and cultural heritage. The trails have become a model for how local government can leverage technology and partnerships to create inclusive, place-based experiences that strengthen community identity.

Looking forward, the City plans to expand the Learning Trails network and deepen partnerships with local artists, schools, and community groups. By embedding the principles of Sustainable Stirling 2022–2032, the Community Learning Trails are helping to build a City where nature, culture and community come together in inspiring ways.

Key result area



Our Built Environment

In response to changing demographics, ongoing urbanisation, and rising community expectations for quality facilities and services, the City plays a vital role in developing, managing and maintaining a broad array of infrastructure. This includes public buildings, drainage systems, parks, and transport-related assets that support both daily life and long-term growth.

To ensure safe and efficient transport connections, the City oversees a comprehensive network of roads, pathways, pedestrian routes, car parks and pedestrian bridges. These assets are maintained in collaboration with Main Roads WA, neighbouring local governments and other stakeholders.

Currently, the City is responsible for 1,092 kilometres of roads, 1,136 kilometres of footpaths and cycleways, 323 public access ways, 355 rights of way, and 314 car parks. Key transport corridors within the City include the Mitchell Freeway, Reid Highway, Wanneroo Road, Karrinyup Road / Morley Drive, and West Coast Highway.

The City manages 47 buildings for community and recreational use, including three aquatic centres, four leisure centres, and six libraries. In addition to these, there are approximately 120 buildings leased or licensed to community groups, including 75 clubrooms. The City itself operates from 14 buildings, including the main administration centre in Stirling and the operations centre in Balcatta. Public amenities such as barbecues, beach showers, seating and table arrangements, drink fountains, cricket wickets and nets, and various playground equipment are also provided and maintained to enhance outdoor spaces.

To manage stormwater effectively, the City maintains more than 711 kilometres of drainage pipes, 285 sumps and underground tanks and around 30,800 drainage nodes, structures and gross pollutant traps. These systems are essential to protect the environment and ensure urban infrastructure resilience.

The services, projects, programs and other activities delivered under the 'Our built environment' key result area are outlined in the following sections across three outcome areas:

- A liveable City
- An accessible and connected City
- An attractive and well-maintained City.

As a local government, we strive to ensure that the work undertaken as part of this key result area contributes to the Sustainable Development Goals shown opposite.

Highlights – Our built environment

3 GOOD HEALTH AND WELL-BEING

91% community satisfaction with services and facilities in local neighbourhoods

90% satisfaction with the local neighbourhood overall

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

$3.8M drainage upgrades completed

15 road resurfacing projects completed

4km of new footpaths constructed

7,000 engineering maintenance requests completed

Community satisfaction with infrastructure

86% roads

82% cycle ways

78% traffic calming and road safety

83% pedestrian ways

86% buildings, halls and toilets

8 DECENT WORK AND ECONOMIC GROWTH

Four major developments approved, totalling **$25M+**

1,548 development applications processed

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

10 **Irrigation system upgrades** at passive reserves to improve water management

Defect and condition audits completed across entire building portfolio

Service performance

The City of Stirling uses a 'balanced scorecard' approach to measure service performance across four key areas: customer service, financial, people and quality. The City services that most directly contribute to the 'Our built environment' key result area are outlined below.

Key

On track	✓
Below expectation	×
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Asset Management	$1,782,692	✓	✓	✓	✓
Building Services	$1,256,229	×	✓	✓	✓
City Future Projects	$1,561,324	×	✓	✓	✓
Engineering Construction Services	$3,257,806	✓	✓	✓	✓
Engineering Design Services	$25,225	✓	×	✓	✓
Engineering Maintenance Services	$45,312,951	✓	✓	✓	✓
Facility Management	$8,075,010	✓	×	✓	✓
Open Space Design & Projects	$1,057,902	×	×	✓	✓
Parks & Streetscapes	$35,378,973	✓	✓	✓	✓
Planning Services	$3,465,167	×	✓	✓	✓
Project Management	$1,753,811	✓	×	✓	✓
Schemes, Policies & Heritage	$1,038,491	✓	✓	✓	✓
Swimming Pool Inspections	$277,454	✓	✓	✓	×
Transport Services	$5,335,268	✓	✓	✓	✓
Verge & Crossover Services	$1,306,513	✓	×	✓	✓

Net cost consists of revenue (excluding reserve funding) and expenses (including corporate overheads).

× Customer service – performance outside City targets in relation to response times to customer and/or Elected Member enquiries.

× Financial – performance outside City thresholds in relation to budget variances for net cost.

× Quality – performance outside targets for key performance indicators specific to service provision.

Strategic project performance

Progress summaries for the strategic projects associated with the 'Our built environment' key result area are provided below.

Bowling Clubs Future Directions Plan	2024/25 expenditure $42,810	Complete
Preparation of a detailed plan outlining future direction for each of the City's bowling clubs with recommendations relating to asset improvements, club governance, financial sustainability, facility management and operations		
Progress in 2024/25	Project complete	

Hamersley Public Golf Course Redevelopment	2024/25 expenditure $7,081,983	Complete
Development of the golf pavilion into a modern facility providing a wide range of golf activities and a two-level automated driving range		
Progress in 2024/25	Project complete	

Hutton Street Extension	2024/25 expenditure $322,201	Behind schedule
Construct a road extension from Hutton Street to Walters Drive as part of the Herdsman Glendalough Structure Plan		
Progress in 2024/25	The project incurred some delays and did not achieve all planned milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Karrinyup Library & Landholding Development Opportunity Plan	2024/25 expenditure $0	Behind schedule
(Introduced as part of budget review process) Deliver a Development Opportunity Plan aimed at achieving City, community and financially aligned outcomes		
Progress in 2024/25	The project incurred some delays and did not achieve all planned milestones	
Plans for 2025/26	Activities will form part of Service delivery	

Local Planning Scheme No.4	2024/25 expenditure $291,383	On track
Develop Local Planning Scheme No. 4 (LPS4), associated planning polices, local development plans and precinct structure plans		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Activities will form part of Service delivery	

Local Planning Strategy Review	2024/25 expenditure $14,740	On track
Review and update the City's Local Planning Strategy in alignment with the preparation of Local Planning Scheme No. 4		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Mirrabooka Town Centre Improvements	2024/25 expenditure $853,568	On track
Upgrade the Town Square and surrounding area to improve safety and vibrancy		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Parking Wayfinding Technology	2024/25 expenditure $269,906	Behind schedule
Identify parking wayfinding technology and install signage at City locations to improve availability of parking		
Progress in 2024/25	The project incurred some delays and did not achieve all planned milestones	
Plans for 2025/26	Delayed milestones will be achieved within quarter 1 of the 2025/26 financial year	

Preventative Drainage Maintenance	2024/25 expenditure $423,833	Complete
Preventative maintenance works for the City's drainage system to prevent severe flooding during higher-than-normal rainstorms		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Activities will form part of Service delivery	

Property Redevelopment for Commercial Tenancies	2024/25 expenditure $49,166	On track
Redevelopment of City-owned properties in Osborne Park and Mount Lawley to ensure assets are market ready for long-term commercial tenancies, increasing the City's commercial portfolio revenue		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Activities will form part of Service delivery	

Redevelopment of Stirling Leisure Centres — Inglewood	2024/25 expenditure $1,607,738	On track
Design of new outdoor changerooms, splashpad, gym, heating and centralised administration area		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Scarborough Precinct Planning & Management Framework	2024/25 expenditure $87,365	On track
Review current planning framework, implement new precinct management approach and progress key projects to meet community expectations and attract investment opportunities		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Activities will form part of Service delivery	

Sportsfield Sustainability Renovation	2024/25 expenditure $1,189,717	Complete
Improve the standard of turf service for the City's high-use sports fields and playing surfaces		
Progress in 2024/25	Project complete	

Stirling City	2024/25 expenditure $111,608	Behind schedule
Undertake remediation investigation works for Hertha Reserve Landfill site to develop a Remediation Action Plan, prepare a detailed design to deliver mid-tier transit lanes for Scarborough Beach Road and collaborate with state agencies to prepare Land Staging and Subdivision Plans		
Progress in 2024/25	The project incurred some delays and did not achieve all planned milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Subdivision Development Works	2024/25 expenditure $139,255	On track
Subdivide the City's landholdings into residential lots for disposal in Bazar Terrace, Scarborough; and Virgil Avenue, Yokine		
Progress in 2024/25	The project progressed according to revised schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

A liveable City

Objective:

Create unique and liveable neighbourhoods and places

In the future, the City of Stirling will be known for its tree-lined streets, well-planned neighbourhoods and network of vibrant local centres. It will be important to balance new development and accommodate growth while maintaining the character and heritage of our local areas. We will plan to maintain the amenity of these local areas, ensuring they are thriving and liveable with a diverse range of housing. We will strategically plan for growth in activity centres and corridors to ensure our community has close access to their daily needs.

To achieve this objective the City will:

- Prioritise growth in local activity centres and corridors
- Improve the quality, liveability and identity of local areas
- Facilitate diverse housing choice for our community.

What has happened during 2024/25?

Planning and building within the City

The Planning and Building service units play a critical role in managing development across the City, ensuring it is safe, compliant and aligned with legislative and strategic frameworks.

Together, the business units assess and determine development applications, issue permits and certificates and investigate compliance matters under the *Planning and Development Act 2005*, Local Planning Scheme No. 3, *Building Act 2011*, and Building Regulations 2012. This integrated approach supports a well-structured built environment and maintains high levels of amenity across the City.

In the 2024/25 financial year, the Planning Services team received 1,757 development applications and determined 1,548 of these. These development applications covered residential, commercial, mixed-use, change-of-use and industrial proposals. The Planning Services team also determined 32 fast-track applications.

Major development approvals issued during the year included:

- Osborne Park – $12.8 million for a commercial development including a medical centre, childcare centre, office, gym and warehouse
- Osborne Park – $6.25 million for a commercial development including warehouse, storage units and a small bar
- Doubleview – $4.8 million for apartments and commercial tenancies
- Dianella – $4.2 million for additions to St Andrew's Grammar School.

The City's Building Services team achieved strong performance outcomes, determining 99 per cent of BA2 uncertified building permit applications within the statutory 25-day timeframe and 99 per cent of BA1 certified applications within the 10-day timeframe.

Significant building permits issued during the year included:

- Mirrabooka – $17.45 million for completing a new store
- Osborne Park – $14.1 million for office refurbishment
- Osborne Park – $11.56 million for converting a childcare centre
- Stirling – $9.25 million for 22 residential dwellings
- Osborne Park – $8.89 million for Stage 2 of a mixed-use development.

Planning reform

There has been continued progress in Western Australian planning reform during the 2024/25 financial year. As a key stakeholder and the largest metropolitan local government in Western Australia, the City participated in numerous reform working groups and workshops with the Department of Planning, Lands and Heritage (DPLH) and the Western Australian Local Government Association (WALGA).

Over the last year, the State introduced reform initiatives including the gazettal of the *Planning and Development Amendment (Metropolitan Region Scheme) Act 2024,* Planning and Development (Significant Development) Amendment Regulations 2025, Local Government (Development Assessment Panels) Regulations 2025, *Local Government Amendment Act 2024* and Planning and Development (Local Planning Schemes) Amendment (Single House Development) Regulations 2024.

The City also processed nine developments through the Development Assessment Panel system and four applications through the Significant Development Application pathway for determination by the Western Australian Planning Commission. Processing these applications involved providing detailed recommendations on complex developments and representing the interests of the City as a whole.

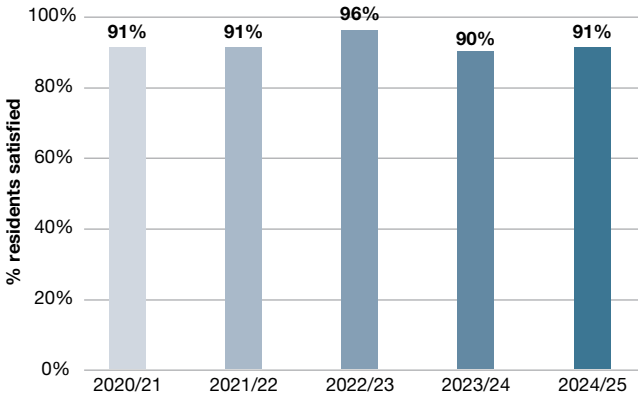
The City provided crucial submissions on major projects and strategic matters such as:

- Draft State Design Review Panel Guide
- Draft Local Government Design Review Panel Manual
- WALGA Draft Advocacy Position – State Development Applications and Decision Making
- Planning and Development (Local Planning Schemes) 2015 – Short Term Rental Accommodation
- Draft Mid-Tier Transport Planning Report.

The City remains a key stakeholder and working group participant in the continuing reform agenda.

We also remain committed to thoughtful planning that ensures a balanced mix of services and facilities across our suburbs. According to the 2024/25 annual residents' survey, 91 per cent of respondents are satisfied with the amenities in their neighbourhoods – a strong endorsement of our ongoing planning efforts to ensure community needs are met. Our five-year trend in this area is presented in Figure 27.

Figure 27: Satisfaction with services and facilities in local neighbourhoods



Local Planning Scheme No. 4

In August 2024, the Western Australian Planning Commission (WAPC) considered the draft Local Planning Scheme No. 4 (LPS4) and recommended the Minister for Planning and Lands require modifications to the proposed scheme before advertising. The Minister for Planning and Lands granted approval to advertise draft LPS4 on 25 September 2024, subject to modifications. LPS4 is the first step the City is undertaking to 'reset' our local planning framework by:

- Removing layers and complexity
- Enhancing readability and usability of the City's planning documents
- Providing greater clarity and consistency about how land can be used
- Ensuring development standards are easy to find.

Draft LPS4 was advertised between 18 October 2024 and 24 January 2025. In June 2025, Council considered a report on the advertising outcomes, including the City's responses to all 476 valid public submissions. Council resolved to support draft LPS4 with proposed modifications to address issues raised in submissions. Draft LPS4 was then provided to the WAPC and it was accepted by the Department of Planning, Lands and Heritage (DPLH) for final assessment and determination on 18 June 2025.

Local Planning Strategy review

Under State planning legislation, local governments are required to review their local planning frameworks (Report of Review) every five years to determine if the frameworks are fit for purpose.

On 11 June 2024, Council resolved to approve the City's Report of Review, recommending proceeding with the next step in resetting its local planning framework by preparing a new Local Planning Strategy.

On 30 September 2024, the WAPC wrote to the City advising it had considered the Report of Review and supported its intent, approach and agreement with the City's recommendation to prepare a new Local Planning Strategy.

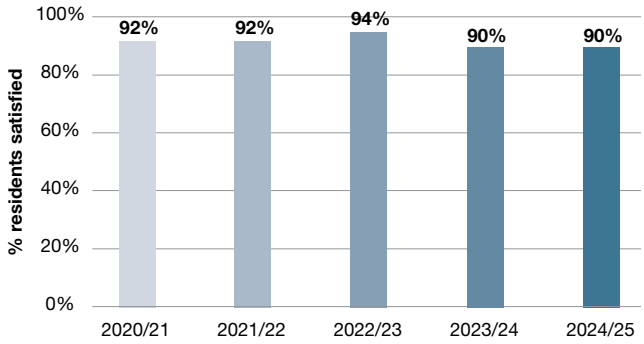
This next phase builds on community insights from the 2023 Urban Change Readiness Index, which highlighted a key opportunity to raise awareness about the scale of future population growth and the benefits of creating more housing in established areas.

The new Local Planning Strategy will be the key planning framework for future City planning and development. It will guide the growth and change of City neighbourhoods over the next 10 to 15 years, including housing, jobs, transport, and community spaces to accommodate the City's population growth, support the economy and protect the environment.

The Strategy will identify issues and opportunities and set the direction for planning and deliverable actions across four themes:

- Community, urban growth and settlement
- Economy and employment
- Environment
- Infrastructure.

Figure 28: Satisfaction with the local neighbourhood overall



Mirrabooka Town Centre improvements

The Mirrabooka Town Square is centrally located on Sudbury Road, between the Mirrabooka Bus Station and The Square Mirrabooka shopping centre. In 2024, Council committed $1 million to upgrade the Town Square. This project aims to catalyse improvements to the safety and vibrancy of the surrounding area.

Upgrade plans include new native trees and plants, bench seating, upgraded lighting and a wooden style deck. The improvements have led to a well-established Western Australian café committing to a long-term lease of the vacant ground floor of a building overlooking the Town Square.

Three new public art projects have been commissioned to enhance the space and foster a welcoming environment for the community and visitors. The projects include:

- A collaboration between two artists and Boyare Primary School students to create 30 painted street bollards along Sudbury Road, showcasing themes of culture, community and connection
- A local Nyoongar/Yamatji artist to design inclusive artwork for new shade sails, sharing stories of the Wadjak/Mooro people and celebrating 'Country, Community and Culture'
- A wood sculptor will carve local animals and plants into logs placed throughout the square, encouraging play and engagement with nature.

The Mirrabooka Town Square upgrade is expected to be reopened to the public by September 2025.

Scarborough Precinct Planning and Management Framework

Scarborough Beach is recognised as an area of significant natural amenity. Development WA (formerly the Metropolitan Redevelopment Authority) took over planning control of the area in 2014 with the aim of attracting high density redevelopment. This resulted in an approximately $70 million investment from the City and State government to upgrade and revitalise the Scarborough beach foreshore area.

In August 2023 planning control was handed back to the City. This included the planning framework prepared by Development WA. Despite the area's natural amenity, investment in the foreshore and a planning framework which provides significant development potential, very little redevelopment has occurred in the last 10 years.

Progressing the City's draft Local Planning Scheme No. 4 (LPS4) provided an opportunity for a comprehensive review of the area's planning framework. In 2024, the City's planning and economic development officers met with planning consultants, developers and industry representatives in one-on-one meetings to understand their experience with the existing planning framework to inform this review.

In 2024/25 the City engaged a consultant team to undertake feasibility scenario testing of key development sites in current market conditions and provide high level recommendations on modifying and investigating aspects of the planning framework. This analysis is one consideration for contemplating future incremental changes to the planning framework.

Private swimming pools

There are currently 13,011 private swimming pools across the City. The City must inspect each pool at least once every four years. During the 2024/25 financial year, over 3,435 properties with swimming pools were inspected, with more than 5,600 inspections completed in total. An additional 596 proactive inspections were attempted, however access issues meant barrier inspections could not be completed. These efforts help us continue contributing to the reduction of accidental drownings around swimming pools and spas.

Since the adoption of amendments to the Building Regulations 2012, particularly those relating to pool barrier inspection requirements, the City of Stirling has encountered several operational challenges that have impacted our ability to consistently meet legislated timeframes. Many property owners, particularly in the current economic climate, are struggling to prioritise the installation or modification of compliant safety barriers. Some are resistant to inspections, and without access, our enforcement powers are limited, outside of prosecution. We are working with owners, regulatory bodies, and other local governments to address these issues.

The City offers free consultation to future swimming pool or spa owners. By meeting with residents and discussing swimming pool and spa barrier requirements before construction, potential issues can be identified early. This helps residents feel informed and more at ease with the process. Our inspection results indicate this service has contributed to reducing the number of non-compliant swimming pools and spas at the first inspection.

The City ran an extensive and successful marketing campaign to inform and educate swimming pool owners about two new statutory inspection requirements. Beyond existing requirements, local governments are now required to inspect a swimming pool barrier within 30 days of installation and re-inspect any non-compliant barriers within 60 days of identifying non-compliance. This campaign targeted swimming pool owners to explain the new regulations and provide information on barrier compliance and safe practices around swimming pools.

Verges and crossovers

The Verge Control team assessed 1,095 crossover applications and granted 139 subsidies across the 2024/25 financial year.

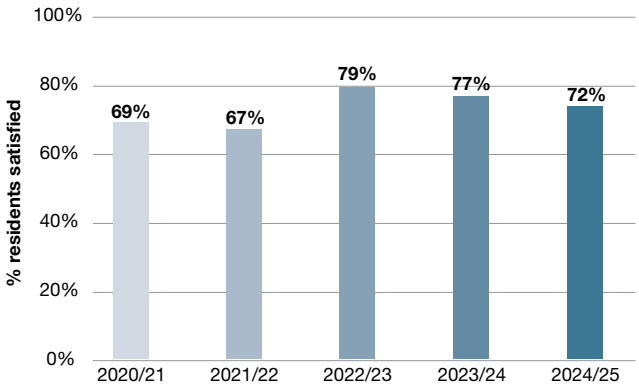
Additionally, the team assessed 815 verge applications, completing 851 post-construction inspections.

We continue to assess and approve crossover applications concurrent with Development Applications, rather than requiring a separate submission. This approach allows any crossover issues to be addressed before the Development Application is approved, eliminating the need for a separate application and streamlining the applicant's interaction with the City. This change continues to benefit our customers by providing a simpler, faster and more efficient process.

The City is currently reviewing its *Thoroughfares and Public Places Local Law 2009* to modernise requirements and introduce a contemporary new document. Additionally, through introducing deemed permits, the City plans to give residents more freedom to transform verge spaces into functional and beautiful areas.

Ongoing engagement with key representatives from peak industry bodies, such as the Master Builders Association and Housing Industry Australia WA, connects the City with industry to identify further opportunities to build relationships and deliver service improvements.

Figure 29: Satisfaction with the appearance of verges during building construction



The City continues to actively monitor community satisfaction on the condition and appearance of verges impacted by building activities. As illustrated in Figure 29, this remains a complex and ongoing challenge. Some notable improvements were observed in 2023 and 2024, though a slight satisfaction reduction was recorded in the most recent survey. The City remains committed to enhancing this aspect of our operations by reinforcing awareness among residents and builders about their responsibilities during construction periods.

Table 11: Performance in processing applications and inspections

	2024/25
Percentage of development applications processed within regulatory time frames	97%
Percentage of building permit applications processed within regulatory time frames	Certified 99% Uncertified 99%
Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements	95.3%
Percentage of crossovers, verge permit and verge treatment applications determined within 10 working days	100%

Heritage rebates

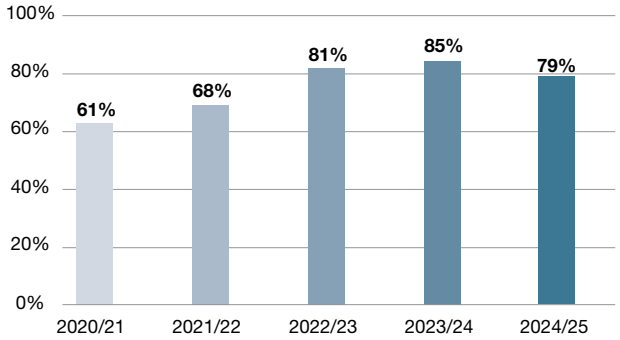
The City continues to assist residents in our heritage areas with heritage rebates to support protecting and enhancing our local heritage assets. During the 2024/25 financial year, the City received 25 applications for heritage rebates, with 17 successfully awarded funding. Of the successful applications, 13 applicants completed conservation works to their properties.

In total, the City awarded $45,202 in rebates for works to eligible properties, supporting a diverse range of projects that reflect our community's commitment to preserving our cultural and historical identity.

These outcomes demonstrate the continued interest in and value of the heritage program. The City remains committed to supporting property owners in maintaining and celebrating our shared heritage.

In September 2024, the City of Stirling's City Future team partnered with the Community Development Team to deliver a guided walking trail through Mount Lawley as part of the Walking Together Local Convo movement. The event highlighted several significant heritage sites and provided an opportunity for community members to connect with the area's rich cultural history in an accessible and engaging way.

Figure 30: Satisfaction with the City's heritage management



In October 2024, the City Future team presented at the Western Australian Local Government Association (WALGA) Planning Showcase, sharing insights into our approach to heritage management. The presentation highlighted the City's proactive and innovative strategies, including a suite of heritage incentives designed to support conservation efforts and celebrate our rich cultural history. The City continues to set a benchmark for best practice in local heritage planning, demonstrating a strong commitment to preserving places of significance for future generations.

Looking forward

The City's Local Planning Strategy (LPS) will be reviewed and updated during the year in alignment with the Local Planning Scheme No.4. Additionally, the upgrades to Mirrabooka Town Centre will be finalised bringing improved safety and vibrancy to the area.

An accessible and connected City

Objective:

Connect the community through sustainable and integrated transport networks

A well-connected City is a successful City – socially, environmentally and economically. As well as providing safe and accessible roads and parking, the City will have a network of cycleways and pathways to encourage residents and visitors to travel in more active and healthy ways. There will be a range of options for mobility, with improved public transport and integrated networks to enhance amenity and activity in local centres.

To achieve this objective the City will:

- Provide and maintain safe, accessible roads and parking
- Provide a safe network of cycleways and pathways to link people and places
- Advocate for improved public transport options to enhance activity and reduce reliance on vehicle use.

What has happened during 2024/25?

Design and construction

As part of the ongoing capital works program, the City delivered 15 road resurfacing projects, representing a $6 million investment in local infrastructure. This work was made possible through a collaborative funding model with support from the Metropolitan Regional Road Group (MRRG) and the WA Roads to Recovery Program. The partnership enabled broader project coverage and timely delivery, reinforcing the City's commitment to safe, reliable transport networks for residents and commuters.

In partnership with Main Roads WA, the City began upgrading the Main Street, Hutton Street, and Royal Street intersection. These improvements are designed to enhance pedestrian safety and accessibility, supporting the precinct's evolution into a vibrant, walkable community and small business hub.

Key features include:

- Installing a signalised pedestrian crossing connecting businesses on both sides of Main Street
- Installing a raised traffic-calming plateau at the Hutton Street–Main Street intersection
- Extending the 40 km/h speed limit further north along Main Street
- Introducing 40 km/h zones on Royal and Hutton Streets approaching the intersection.

This $6 million project is fully funded by the State Government's WA Recovery Plan and aligns with efforts to stimulate local employment and business growth through strategic infrastructure investment.

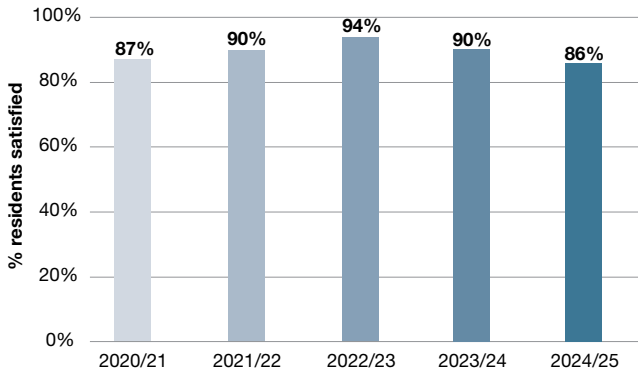
Additionally, a new dual-lane roundabout was constructed at the intersection of Beach Road and Honeywell Boulevard in Mirrabooka. This upgrade is part of a wider initiative to improve traffic flow, enhance safety, and reduce congestion in the area. Funded by the State Government, the project reflects a shared commitment to strengthening transport infrastructure across the region.

Road Renewal Program

The City completed five road intersection modifications and roundabout pre-deflection treatments as part of our 2024/25 Capital Works Program. These infrastructure upgrades enhanced road safety by effectively addressing issues related to speeding.

Figure 31 shows the City has historically enjoyed high levels of community satisfaction with road maintenance, however the results from the 2024/25 survey indicate a decline in satisfaction. The City will work to understand this result in the coming financial year.

Figure 31: Satisfaction with the City's maintenance of roads



Rights of Way program

The Rights of Way (ROW) Management Strategy continued to drive the improved amenity and safety for the laneways by businesses and homes. Roadworks in four ROWs included surface upgrades, drainage improvements and accessibility improvements. Nine energy-efficient street lighting upgrades were undertaken, improving overall safety and accessibility of these shared urban spaces.

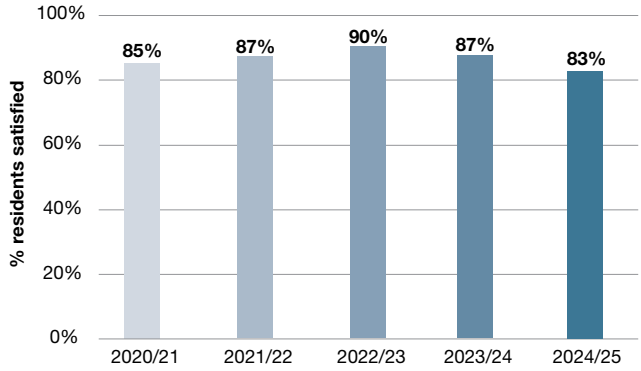
Footpaths program

Footpaths are a vital part of safe and healthy neighbourhoods. We are dedicated to fostering a connected and accessible community through our network of pathways and cycleways.

The City constructed approximately four kilometres of new footpaths at 14 locations supporting the City's Strategic Footpath Program.

Figure 32 highlights community satisfaction with the City's provision and upkeep of pedestrian pathways reported in the 2024/25 annual residents' survey. This year's result reflects a continued downward trend compared to previous years. The City will review the decline to ensure our footpaths remain safe, accessible, and aligned with community expectations.

Figure 32: Satisfaction with the City's provision and maintenance of pedestrian ways



Surveys

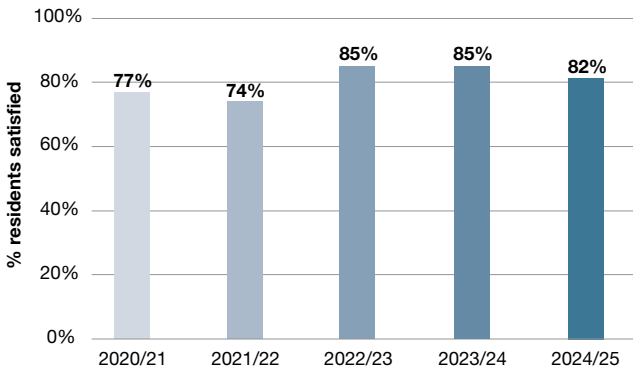
A total of 80 feature surveys and 32 service location surveys were conducted in the last financial year, providing essential information and data to develop designs for the City's extensive infrastructure improvement programs. During the year, 31 construction tasks were set out to ensure projects were implemented as planned. The scope of these tasks can vary from a single visit to those requiring multiple visits.

Additionally, 37 cadastral surveys, undertaken to confirm or determine legal boundaries, were completed.

Traffic Management Plans

Almost 1,000 Traffic Management Plans were reviewed and approved, including issuing Site Access Authority permits to parties involved in working on City roads. Additionally, 315 long-term, emergency and urgent works notifications were captured. More than 60 site-specific roadworks traffic management plans and their implementation were audited. Services continue to be supplied to all business units across the City and other parties relevant to road infrastructure and safety, ensuring timely, safe drive outcomes.

Figure 33: Satisfaction with the City's provision and maintenance of cycle ways



Maintenance

Completed City maintenance works, underpinned by the *Drainage Asset Management Plan* and *the Transport Asset Management Plan,* included:

- Undertaking road sweeping over 1,092 kilometres of road, three and a half times
- Inspecting 41 kilometres of drainage network by CCTV, compared with almost 30 kilometres last financial year
- Inspecting and maintaining 1,129 kilometres of footpaths and cycleways
- Inspecting 178 drainage sumps – twice – and undertaking necessary maintenance to reduce flooding
- Inspecting 315 carparks twice and undertaking necessary maintenance
- Inspecting 323 Public Access Ways (PAWs) and 355 Rights of Way (ROW) twice and undertaking required maintenance
- Responding to and completing 7,000 maintenance requests, including 1,800 path requests, 1,200 drainage requests,1,782 street sweeping requests, and 184 street lighting repairs.

In a major milestone, the City completed the final stage of our Glyphosate Reduction Program, which aimed to reduce glyphosate usage by at least 95 per cent by 2026. Using glyphosate to control weeds within the road reserve, along roads and footpaths has been phased out. Steam spraying is now used in all PAWs, ROWs, all footpaths, kerbing on local roads and median islands within precincts and sensitive areas such as schools, childcare centres, and nursing homes.

Transport

There has been a pleasing 1.3 per cent reduction in the number of overall reported traffic accidents on all roads in the City of Stirling between 2023 and 2024. Regrettably, the number of serious injury crashes has increased sharply, particularly those requiring medical treatment.

The City continues to collaborate with Main Roads WA under the Urban Road Safety Program to implement treatments in areas and precincts where clusters of crashes occur on local roads.

Table 12: Road traffic accidents

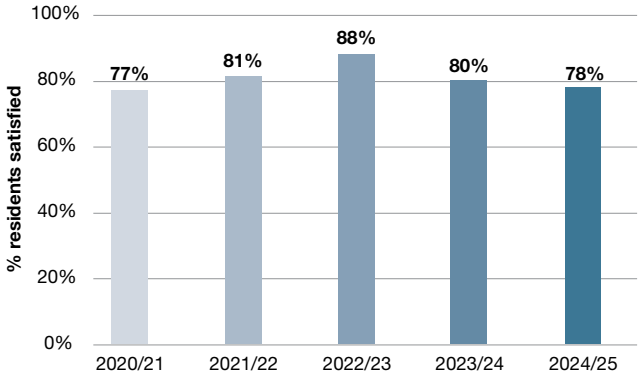
Number of reported road traffic accidents in the City					
Year	**2020**	**2021**	**2022**	**2023**	**2024**
Crashes	2,479	2,870	2,679	2,946	2,908

There has been a two per cent decrease in the (85th percentile) travel speed recorded on local access roads in the City since last year. This is the lowest annual value since records of travel speeds were first measured in the 1990s.

Table 13 : Travel Speed on Local Access Roads

85th Percentile Speeds on 50km/h Local Access roads in the City					
Year	**2020**	**2021**	**2022**	**2023**	**2024**
Speed (km/h)	48.3	47.2	47.6	47.7	47.0

Figure 34: Satisfaction with the City's provision of traffic calming and road safety



With a continued focus on road safety, the City undertakes a variety of community focused initiatives across each financial year.

In 2024/25 key activities included:

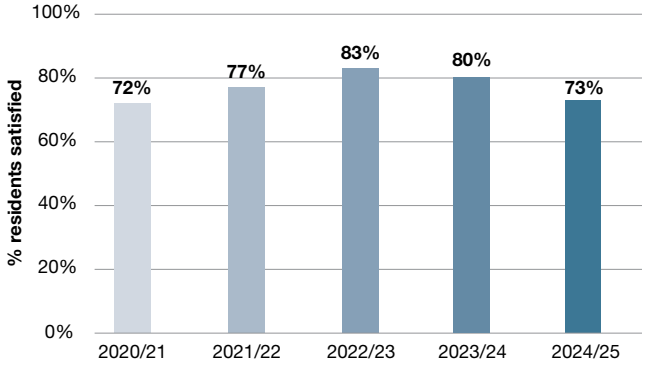
- **Road Safety Grants:** The City was awarded a road safety grant of $2,000 to run two well attended Bicycle Ready workshops in WA Bike Month in October 2024
- **Child Car Restraint Program:** We successfully rolled out the grant-funded Child Car Restraint Program, running three events and three workshops throughout the year. Workshops were delivered in partnership with the City's Women's Centre, along with a multicultural session held with Ishar. The checking stations were fully booked on all occasions, with up to 50 restraints checked each time
- **Learn To Ride:** The City continued to partner with the RAC, hosting three Learn to Ride programs for children and adults. Children's sessions were single workshops, while adult sessions were delivered over three weekends
- **Motorcycle Safety:** Following the retirement of the facilitator for the Ride Right motorcycle masterclasses, the City delivered a pilot motorcycle safety workshop at Driver Risk Management (DRM) at Perth airport. The pilot was well received by attendees and the City is now working with DRM to refine and expand the program based on participant feedback
- **Black Spot Program:** The City delivered a total of four Black Sport projects, which are expected to deliver over $10 million in crash cost savings over the life of the projects. Raised Safety Platforms were installed at the intersections of Stewart Street and Colin Road, Scarborough, Waterloo Road and Federal Street, Joondanna and Hamer Parade and Eighth Avenue, Inglewood. Additionally, pre-deflection was installed to slow vehicles entering the roundabout at Arkana Road and Princess Road, Balga. Completing an additional Black Spot project for a raised intersection plateau at the intersection of Central Avenue and Clifton Crescent has been continued into next financial year while the City works through some challenging design issues with Main Roads WA
- **Urban Road Safety Program:** The City, in partnership with Main Roads WA, continued our commitment to enhancing local road safety through the Urban Road Safety Program (URSP). This initiative, fully funded by the State Government, focuses on implementing low-cost, high-impact safety treatments. The URSP supported safety measures in Coronation Street and St Brigids Terrace in Doubleview
- **West Coast Drive:** Following extensive community consultation, pedestrian safety improvements, including three raised zebra crossings and a 40km/h speed limit, were implemented on West Coast Drive between Karrinyup Road and Beach Road. Ongoing monitoring of traffic and pedestrian activity will determine viability of future sites.

Parking wayfinding technology

The parking wayfinding solution was commissioned in February 2025 and successfully implemented in the Trigg Beach area. The system uses multiple technologies to determine parking bay availability, including CCTV, inground sensors and induction loops.

Wayfinding signage and the associated infrastructure was also installed within the Scarborough Foreshore Precinct, however project delays mean final signage installations are scheduled for installation early 2025/26. The system publishes parking bay availability data on the City's website offering customers valuable information to assist with journey planning.

Figure 35: Satisfaction with the City's provision of public parking



Note: Survey not undertaken in 2019/20 due to COVID-19

Hutton Street extension

This project incorporates a road extension of Hutton Street (now known as Mineral Road) from the current termination south of Scarborough Beach Road to Walters Drive. The extension is part of the long-term movement network within the Herdsman Glendalough Structure Plan area. The road will provide a direct connection between the commercial precinct and the Mitchell Freeway interchange, thus reducing the burden on other roads including Liege Street, Stephenson Avenue, Selby Street / King Edward Road and Harborne Street / Frobisher Street. The 2024/25 financial year experienced some delays with 85 per cent of the design completed. Full design completion is scheduled for December 2025.

An attractive and well-maintained City

Objective:

Ensure City assets meet current and future community needs

With people choosing to spend more time close to home and seeking local places to relax, connect and socialise, our public open spaces and facilities are under increasing pressure. The City is proud to have a reputation for delivering exemplary open spaces and facilities for our community. To ensure this continues, the City will deliver a comprehensive asset management process to provide quality, well-maintained facilities and open spaces that meet the needs of our current and future community.

To achieve this objective the City will:

- Provide quality, well-maintained facilities for the benefit of the community
- Provide quality, well-maintained sporting reserves, parks and open spaces for the community.

What has happened during 2024/25?

Asset management

The City continued to strengthen its asset management capability to ensure infrastructure meets evolving community needs.

In 2024/25, several key initiatives were delivered to support this objective, including:

- Building and Bridge Audits – Level 1 defect and Level 2 condition audits were completed across the City's entire building portfolio and bridge network, covering a total of 212 buildings, 117 sheds, 252 shade shelters and 7 bridges. These audits provide critical data to inform maintenance and future renewal planning
- Annual Defect Inspection Program – We conducted proactive City-wide defect inspections covering over 1,149 km of road reserve, targeting infrastructure risks such as footpath cracks, trip hazards, kerb damage, overgrown vegetation, and dangerous third-party assets. High-traffic areas such as Scarborough, Beaufort Street, shopping precincts, and Depot/Admin facilities were inspected more frequently to maintain safety and service standards
- Roads and Footpaths Valuation – The City revaluated the City's roads and footpath network in line with financial reporting requirements and asset lifecycle planning
- Strategic Asset Management Governance – We established the Strategic Asset Management Steering Group (SAMSG), a cross-functional body responsible for guiding infrastructure planning and capital project prioritisation. The group ensures alignment with the City's strategic plans and asset management policy objectives, provides oversight of the capital works program and supports sustainable, well-scoped, and community-focused investment decisions
- Building Level of Service (BLOS) Framework – The City implemented a BLOS framework to assess and benchmark the performance of City buildings. This framework supports evidence-based decision-making and prioritising capital investment
- Enterprise Asset Management (EAM) – The City progressed Phase 2 of the EAM system implementation, focusing on data integration, data quality improvements and enhanced reporting capabilities.

These initiatives contribute to delivering the City's Asset Management Plans, including the Building, Drainage, Parks and Open Space, and Transport Asset Management Plans.

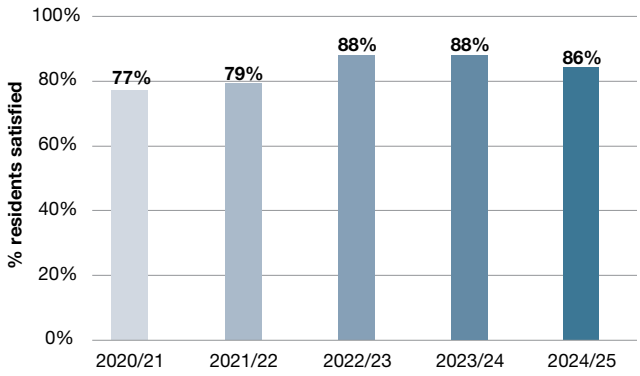
Building renewal projects

The City's 2024/25 building renewal projects were successfully delivered through strong collaboration between internal teams and external stakeholders. These upgrades improved the functionality and condition of several key community facilities, including refurbishments at Wembley Downs Tennis Club, Balcatta Soccer Club, Robertsbridge Clubrooms, the Organisation of African Communities WA facility in Nollamara, new State Emergency Service (SES) facilities in Osborne Park and the Yokine Bowling Club.

Infrastructure improvements also included a new toilet block at Yokine Reserve, a sewer upgrade at Henderson Centre and installing a fire hydrant in Nollamara. Additional enhancements, such as the roof replacement at Nollamara Community Centre and installing the Hamersley Book Nook library kiosk, furthered the City's offering of accessible and well-maintained public spaces. Each project relied on coordinated input across planning, design, asset management and construction to ensure efficient delivery, alignment with community needs, and high-quality infrastructure provision.

The City's annual residents' satisfaction survey provides valuable insight into community sentiment regarding public buildings, halls, and toilets. Figure 36 shows satisfaction levels remain consistently high, with 86 per cent of respondents expressing approval in the 2024/25 financial year. The City remains committed to delivering well-maintained, high-quality facilities that reflect community expectations, underpinned by robust asset management practices.

Figure 36: Satisfaction with the City's community buildings, halls and toilets



Hamersley Public Golf Course redevelopment

The City completed redeveloping the Hamersley Public Golf Course facilities. The modernised, vibrant facility provides a variety of golf activities including a new golf pavilion which incorporates a golf shop, hospitality facility, multipurpose room, supporting storage and administration areas. The facility also includes a separate two-level automated driving range, an upgraded car park and improved connectivity and wayfinding.

The City engaged Hodge Collard Preston Architects to develop the detailed design to redevelop the golf pavilion and driving range at Hamersley Public Golf Course. This initiative was designed to elevate the overall golfing experience and attract a diverse range of users. Cooper and Oxley were appointed as the principal contractor for the construction phase. Work began in October 2023 and was completed in December 2024, delivered on schedule and within budget.

Hamersley Public Golf Course won several awards in 2025 including:

- IPWEA – Best Public Works Project (Greater than $5 million)
- IPWEA – Excellence in Innovation Award
- National Awards for Local Government – Hamersley Golf Course Redevelopment (Productivity through Infrastructure).

More information about this important project can be found in the case study on page 169.

Bowling Clubs Future Directions Plan

The Building Better Bowls project provides a pathway to ensure the long-term sustainability, relevance, and community value of the City's 10 bowling clubs. The project focused on three key areas: financial sustainability, club governance, and asset condition.

Community input was gathered to capture the evolving needs of local communities, and a targeted survey was completed by Club Committee representatives to capture user group feedback. The project outlined key findings, challenges, opportunities and recommendations to guide future planning and investment to ensure clubs remain a conduit for community connection, health and vibrancy by providing important social hubs for all ages.

Planning will commence with Innaloo Sports Club, Osborne Park Bowling Club and Doubleview Bowling Club to scope facility improvements linked to significant election commitments. While these projects will not be completed this financial year, early engagement will help set them up for long-term success.

Stirling Leisure – Inglewood refurbishments

The City completed a major construction upgrade to the outdoor area at Stirling Leisure – Inglewood, delivering a range of enhancements aimed at improving community access and aquatic experiences.

Key deliverables included a new state-of-the-art L-shaped 50-metre pool with 14 lanes, LED lighting, water polo features, a submersible swim wall, and an accessible pool ramp. The project also featured a plant room upgrade, external landscaping, shade structures, and additional funding to provide part shade over the 50m pool and full shade over the learn-to-swim pool.

Following these upgrades, the City engaged an architect to develop a concept plan and budget for future redevelopment stages of the remaining facility with the aim to future-proof and enhance the value of this vital community asset.

Sports field sustainability renovation

This project was initiated to improve the standard of turf for the City's high-use sports fields and playing surfaces. Activities conducted across the year realised several benefits, including improved drainage, greater turf coverage, improved responsiveness to clubs and increased club awareness in helping maintain sports fields. The turf maintenance team developed procedures and annual schedules and used specialist equipment to help the City enhance the quality levels of nominated fields of play.

Results demonstrated improved drainage and faster turf recovery during the seasonal transition from winter to summer sports. The outcome is a more resilient playing surface that can endure the demands of winter sports while regenerating more rapidly. This success is driven by a targeted turf management program focusing on fertilisation, aeration, major renovations, wetting agents, turf sodding (rather than block turfing) and continuous monitoring of high-wear areas, both from ground level and via drone technology.

Through these efforts, the City maintains safe, playable surfaces while meeting our sustainability goals and preparing sports fields for further reductions in groundwater irrigation in the years ahead. As lighting upgrades and growing team numbers increase usage across reserves, it's essential to deliver a higher standard of community-level turf that can withstand greater wear sustainably.

Looking ahead, the program's next phase will explore soil biology in greater depth. This will help develop a more holistic approach to turf health and further enhance sustainability, ultimately reducing reliance on synthetic additives. In addition, a more comprehensive renovation and maintenance schedule is planned for reserves requiring extra attention, alongside the rollout of a new nutrition program designed to accelerate turf regeneration during seasonal changeovers.

Artist credit: '*First Light*' by Imogen Palmer, Toilet Facilities playspace – Yokine Reserve

Irrigation program

As part of the 2024/25 irrigation program supporting the endorsed Parks and Open Space Asset Management Plan, the City progressed toward improving environmental sustainability, efficient water management and enhancing public amenity. The program upgraded passive and sporting reserves, improving water use efficiencies and integrating upgrades to electrical switchboards, pumps, controllers and filtration systems, including dosing injection units.

Some key achievements include:

- Upgrading irrigation at 10 passive reserves
- Upgrading irrigation at three sporting reserves
- Implementing water-saving initiatives at three reserves as part of a three-year initiative under the Gnangara Waterwise Program (DWER)
- Installing filtration units and replacing pumps and controllers.

The program experienced several challenges, including limited contractor availability during peak periods and supply chain delays for key irrigation components.

The City will continue to assess the performance and effectiveness of injection units and prioritise upgrades on beyond useful life irrigation infrastructure, continuing to improve water efficiency, amenity and environmental resilience.

Early procurement strategies will help address contractor availability and the City will continue to seek grant funding to support sustainable irrigation to reduce water usage by 10 per cent by 2028.

Citywide Park Asset Refurbishment Program

Under the annual Citywide Park Asset Refurbishment Program, the City undertakes a range of refurbishments of existing assets to ensure they remain fit for purpose.

Across the 2024/25 financial year the assets upgraded under this program included:

- Playgrounds
- Park furniture, including seating, drinking fountains and paths
- Reserve fencing
- Reserve name signage
- Bushland and coastal signage
- Bushland and coastal fencing
- Bushland limestone tracks
- Passive and active reserve irrigation systems.

This important program of works ensures the City's parks, reserves and conservation areas remain safe, enjoyable and meet the community's expectations.

Community Parklands Upgrade program

The Community Parklands Upgrade program guides improvements to community parklands and reserves, ensuring they remain attractive and functional for residents and visitors to enjoy.

Upgrade works undertaken during 2024/25 include:

- Bradley Reserve, Innaloo – installing new BBQ area and shelter with picnic setting. Expanding play area with nature play items, upgrading existing pedestrian lighting and planting additional trees and shrubs

- Constance Nanson Reserve, Nollamara – playground upgrade including installing nature play items, planting additional trees and shrubs, and installing new picnic setting and benches, a path network and a water efficient irrigation system
- Joondanna Reserve, Yokine – upgrading the path network and playground, installing shade sails, refurbishing the existing shelter and installing an additional shelter, installing new public toilets, replacing the BBQ, upgrading existing pedestrian lighting, installing floodlighting and planting additional trees and shrubs.

Sports Reserve Infrastructure program

We upgraded sporting infrastructure across the City throughout the 2024/25 financial year. This work helps support the amateur sporting clubs that use City facilities.

Work completed under this program included:

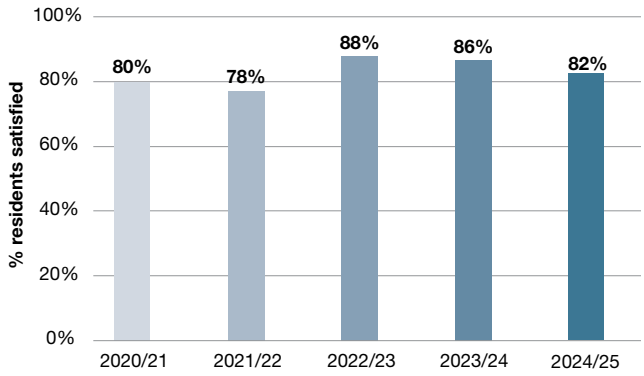
- Nollamara Bowls Club, Nollamara – converting turf green to synthetic green
- Princess Wallington Reserve, Balga – sports floodlighting upgrade
- Des Penman Reserve, Nollamara – sports floodlighting upgrade
- Fragrant Gardens Reserve, Mirrabooka – sports floodlighting upgrade
- Breckler Reserve, Yokine – sports viewing shelter
- Upgrading irrigation systems to active reserves at various locations.

Drainage program

The City completed over $3.8 million in drainage improvement projects during 2024/25, focusing on increasing stormwater capture and detention capacity. Works included installing new capture pits and pipes to reduce flooding in vulnerable areas, enhancing resilience and protecting urban environments during heavy rainfall events.

The City's annual residents' survey reports community satisfaction with stormwater management. While annual results may vary due to changing weather patterns, Figure 37 shows in 2024/25, 82 per cent of respondents expressed satisfaction with the City's approach. This feedback helps guide ongoing efforts to manage stormwater effectively.

Figure 37: Satisfaction with the City's stormwater management



The City also successfully trialled a project targeting preventative drainage maintenance, which included additional resources and equipment. This trial increased CCTV camera inspections of drainage lines and proactively identified structural issues, enabling a comprehensive repair and cleaning program. These measures significantly reduced reports of flooding into private properties following storm events.

Stirling City

The City has been working with the State Government to explore optimal ways to connect its heavy rail network to more potential users. This can be achieved through improving bus services and implementing mid-tier transit solutions.

The project entails a design plan to transform two traffic lanes into exclusive transit lanes for buses. These lanes will connect three key areas along Scarborough Beach Road and accommodate future transit options such as trackless trams or light rail.

The City reports on the progress of these projects.

Mid-Tier Transit (Scarborough Beach Road)

The City continues to work with the Public Transport Authority (PTA), Department of Transport (DoT), DPLH and Main Roads WA (MRWA) to improve bus services and deliver mid-tier transit solutions along Scarborough Beach Road.

The design of the mid-tier transit bus lanes is bolstered by the State Government's commitment to provide a 'Surf Cat' service to link the Stirling Train Station and Scarborough Beach Precinct.

Hertha Reserve Landfill Site

Hertha Reserve Landfill Site comprises approximately 32 hectares of mostly vacant land to the north and south of Cedric Street, Stirling within walking distance of Stirling Train Station. Future site development is constrained by issues related to ground stability and past contamination.

Over the last two years, the City has received several enquiries from sporting club organisations and other parties interested in establishing facilities on the site.

Contaminated site investigations are needed to understand the extent of the issues and whether any site remediation is necessary to allow future land development.

Several stages of this process were completed in 2024/25, including:

- Design concepts for various sporting proposals
- Preliminary Site Investigation (PSI) and Sampling Quality Analysis Plan (SQAP)
- Auditor reviews of PSI and SQAP
- Procuring and commencing a Detailed Site Investigation, including geotechnical analysis and annual ground monitoring/reporting.

Case Study

Hamersley Public Golf Course: Redefining Community Recreation

The redevelopment of Hamersley Public Golf Course stands as one of the City of Stirling's most ambitious and celebrated projects of 2024/25, directly supporting the Strategic Community Plan's objective to ensure City assets meet current and future community need. After more than 50 years of service, the course underwent a $20 million transformation, reopening in December 2024 as a modern, family-friendly destination.

The redevelopment delivered a state-of-the-art, two-storey automated driving range with Inrange ball-tracking technology, digital simulation gaming and hospitality service throughout the venue. The new pavilion houses a 500-person bar, restaurant, and function space, alongside a pro shop with a Zen Green Stage putting simulator. The project also included the City's largest-ever public art installation, inspired by the flowering cycle of the course's prominent tuart trees.

The response from the community has been extraordinary. In its first three months post-reopening, the redeveloped course attracted 132,000 visitors, including 32,000 to the driving range, where golfers hit three million balls - more than double the previous annual average. This surge in activity reflects the venue's transformation into a vibrant hub for families, social groups, and golfers of all ages.

Financial performance has also exceeded expectations. The course is projected to generate over $6 million in revenue for 2025/26, reinforcing its role as a vital recreational asset and a significant contributor to the City's long-term financial sustainability.

While the redevelopment has been an overwhelming success, it has not been without challenges. A temporary closure in late 2024 was required to complete essential works, and since reopening, parking capacity has emerged as a critical issue, with demand far exceeding available bays. This has led to plans for a $300,000 temporary overflow parking solution and a permanent upgrade in the future. The City also continues to monitor visitor safety and manage congestion to maintain a positive experience for all patrons.

Recognition has followed the opening of the facility. In 2025, the project won the Institute of Public Works Engineering Australasia (IPWEA) WA Excellence Awards for Best Public Works Project (Metropolitan), Excellence in Innovation, and the G.K. Watters Local Government Engineering Excellence Award for Western Australia's best local government engineering project. It also claimed the Urban Development Institute of Australia (UDIA) WA Award for Social and Community Infrastructure and the National Awards for Local Government's Productivity through Infrastructure category.

Looking ahead, the City will continue activating the venue through events, hospitality offerings, and community programs, ensuring sustained economic and social benefits. Hamersley Public Golf Course exemplifies the City's aim to create an active and healthy community with quality, well maintained facilities.

Key result area

Our Natural Environment

The City continues to work proactively to address climate change and improve the health of our natural environment. We are committed to cutting carbon emissions; enhancing energy efficiency across our fleet, facilities and parks; investing in renewable energy; using water wisely; reducing waste; recovering more materials and ensuring responsible disposal. To support biodiversity, the City also delivers initiatives helping to restore and conserve natural areas and green our neighbourhoods.

To achieve these goals, the City has implemented a broad range of strategies, policies, initiatives, educational programs, and community incentives. Aligning with *Australia's Climate Change Bill 2022* and the Paris Agreement's net zero emissions target by 2050, the City has set a bold goal to reduce carbon emissions by 70 per cent and use 100 per cent renewable electricity by 2030.

Water is a valuable and essential resource. Our sports grounds, green spaces, trees, natural areas and facilities rely on dependable water sources and effective water management. Through the *Waterwise Council Action Plan 2021-2026,* the City delivers initiatives for improved Waterwise park designs, infrastructure upgrades and innovative irrigation practices, while also providing advice and opportunities for our community to conserve water and adopt waterwise practices.

The City recognises the importance of urban forests in preserving biodiversity, reducing urban heat, and creating greener, more attractive neighbourhoods. Tree canopy coverage benefits wildlife and contributes to the physical and mental wellbeing of our residents.

With landfill sites nearing capacity, our challenge is to foster a low waste circular economy and find ways to reduce waste generation, recover more resources and minimise the environmental impacts of waste. Supporting the Western Australian Government's *Waste Avoidance and Resource Recovery Strategy 2030,* the City is working to meet these ambitious goals. We remain committed to building a resilient and sustainable future.

The services, projects, programs and other activities delivered under the 'Our natural environment' key result area are outlined in the following sections across four outcome areas:

- An energy-smart City
- A water-wise City
- A biodiverse City
- A waste-wise City.

As a local government, we strive to ensure that the work undertaken as part of this key result area contributes to the Sustainable Development Goals shown opposite.

Highlights – Our natural environment

7 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

Active *Sustainable Energy Action Plan 2020-2030* in place

Achieved KPI of **50% renewable electricity** provision

Completed

$1.2M

grant from ARENA Future Fuels Fund for EV charging infrastructure

Community satisfaction with services for

95% waste collection

95% recycling

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Gold Waterwise Aquatic Centre status maintained at all three of the City's aquatic centres

$334,000 WALGA Urban Greening Grant

218 residents supported to create waterwise native verge gardens to reduce water use and increase biodiversity through our Sustainable Verge Program

15 LIFE ON LAND

13,679 new trees planted

4,845 free trees to residents

18,847 waterwise plants to residents

3 GOOD HEALTH AND WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES

9,660 participants in community sustainability initiatives and events

Plants established in conservation reserves across the City:

16,310 in bushlands

12,842 in wetlands

13,137 in coastal dunes

14 LIFE BELOW WATER

Water quality monitoring program of City wetlands continued

Removal of pest fish species occurred at numerous lakes and wetlands to mitigate their detrimental effect on water quality

Service performance

The City of Stirling uses a 'balanced scorecard' approach to measure service performance across four key areas: customer service, financial, people and quality. The City services that most directly contribute to the 'Our natural environment' key result area are outlined below.

Key

On track	✓
Below expectation	×
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
City Trees	$9,067,247	✓	×	✓	✓
Conservation & Wildlife	$3,743,597	✓	✓	✓	✓
Resource Recovery	($815,152)	✓	×	✓	×
Sustainability	$1,497,734	✓	✓	✓	✓
Waste Operations	($2,119,957)	✓	✓	✓	✓

Net cost consists of revenue (excluding reserve funding) and expenses (including corporate overheads).

× Financial – performance outside City thresholds in relation to budget variances for net cost.

× Quality – performance outside targets for key performance indicators specific to service provision.

Strategic project performance

Progress summaries for the strategic projects associated with the 'Our natural environment' key result area are provided below.

City Greening Initiative	2024/25 expenditure $2,510,407	On track
Plant trees and shrubs within the City's parks, reserves, natural areas and streetscapes to increase urban tree canopy to meet City targets by 2025		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Energy Smart City Support	2024/25 expenditure $64,520	Complete
Implementation of the Sustainable Energy Action Plan (SEAP) to provide sustainable energy corporate support		
Progress in 2024/25	Project complete	

Gnangara Waterwise Council	2024/25 expenditure $237,866	On track
Improve groundwater efficiency through irrigation system upgrades, redesigning parks and investigating alternative water sources		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Recycling Centre Balcatta Redevelopment	2024/25 expenditure $1,222,340	On track
Staged implementation of FOGO to meet the State Government's resource recovery targets		
Progress in 2024/25	The project progressed according to amended schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

Tree Retention and Planting on Development Sites	2024/25 expenditure $0	Complete
Raise awareness in the community about the benefits of retaining and planting trees on residential properties and ensure tree compliance obligations for new developments are met		
Progress in 2024/25	Project complete	

An energy-smart City

Objective:

Transition to net zero emissions

Local government plays a key role in contributing to national and international emissions reduction targets. Recognising this, the City sets targets and a clear direction to reduce carbon emissions. The City will support our community and work with other levels of government to act to reduce emissions and create a more sustainable future.

To achieve this objective, the City will:

- Improve the City's energy management and maximise energy efficiency
- Increase the City's generation, storage and use of renewable energy supplies
- Support, engage and guide our community to transition to net zero emissions.

What has happened during 2024/25?

To contribute to global climate change action and show environmental leadership in the sector, Council endorsed the City's *Sustainable Energy Action Plan (SEAP) 2020-2030* in 2021.

The SEAP has a corporate focus on the City's operations and has two main targets:

- Achieve 100 per cent renewable electricity supply by 2030
- Reduce carbon emissions by 70 per cent by 2030.

The City aims to generate and use more renewable energy with a key focus on solar installations, going gas-free, transitioning fleet to electric, exploring battery storage technologies and procuring power purchase agreements.

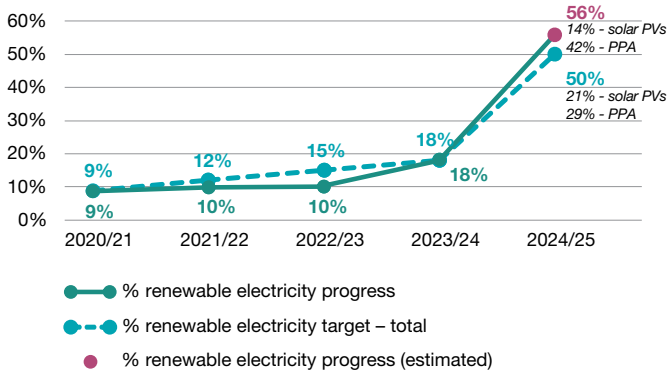
Energy Improvement Program

Under the City's Energy Improvement Program and Sustainable Energy Action Plan initiatives, the City implemented measures including:

- Continuing to develop our solar and battery projects to increase solar capacity at Herb Graham (100kW) and Stirling Leisure – Balga (125kW) and installing a 10kW/54kWh battery at Balga Community Centre. These projects, now under construction and due for completion by late 2025, are expected to cut emissions by 215 tonnes of carbon dioxide equivalent (tCO_2-e) and save $79,386 in energy costs each year
- Conducting a feasibility study on an integrated solar car park system for the Stirling Administration and Civic Centre
- Achieving a total of 1,689kW of solar PV panels across the City, equivalent to approximately 280 medium-sized home solar PV systems. The City's combined solar PV systems reduced greenhouse gas emissions by 1,178tCO_2-e and saved $553,744 in annual energy costs in 2024/25.

By the end of the 2024/25 financial year, renewable energy provided 56 per cent of the City's electricity. Solar installations at 17 sites generated 14 per cent of this result, and 42 per cent was procured through Renewable Energy Certificates (RECs) under the City's Power Purchase Agreement.

Figure 38: Renewable electricity provision (% of total electricity demand)



Source: Azility 2025 and FPA spreadsheets

Electric vehicles

The City is transitioning our fleet to electric vehicles to be powered by renewable electricity.

Key achievements toward this goal in 2024/25 included:

- Procuring 12 electric vehicles and installing 20 electric vehicle charging stations.
- Completing $1.2 million grant project from the Australian Renewable Energy Agency (ARENA) Future Fuels Fund for corporate and public EV charging infrastructure. This enabled the City to install chargers at Stirling Administration and Civic Centre and Operations Centre for City fleet vehicle. Also, chargers were installed at Scarborough Beach Foreshore (North) and Stirling Leisure – Hamersley Public Golf Course for public use
- Applying for the State Government's Charge Up Workplace Grants Program (Round 3) to install electric vehicle chargers at Stirling Food Service (Meals on Wheels) in Balcatta. These chargers will support our community delivery fleet and potential future electric buses.

Table 14: *Sustainable Energy Action Plan 2020-2030* targets and performance in 2024/25

	Performance 2024/25	Progress	KPI 2025	Target 2030
Renewable electricity provision (% of total electricity demand)	56% (estimated)	On track	50%	100%
Operational emissions	9,960 t (estimated)	Off track	8,915t (35% reduction)	5,030t (70% reduction)

Energy conservation and efficiency program

The City aims to improve our energy management and maximise energy efficiency, with a key focus on high efficiency HVAC (heating, ventilation and air conditioning) and irrigation.

Supporting the City's *Energy Improvement Program and Sustainable Energy Action Plan,* activities in 2024/25 included:

- Conducting a feasibility study on using heat pumps at Stirling Leisure – Inglewood as an alternative to geothermal heating
- Maintaining the geothermal heating system at Stirling Leisure – Scarborough in early July 2025. The system is now operating
- Completing annual irrigation pump upgrades. Superseded pump models were replaced with more efficient models suitable to duty requirements
- Completing the annual upgrade program for energy-efficient LED floodlighting at Des Penman Reserve, Nollamara, Princess Wallington Reserve, Balga, Fragrant Gardens Reserve, Mirrabooka and Aintree Eglington Reserve, Hamersley
- Implementing an Environmentally Sustainable Design (ESD) management practice for buildings and capital projects to implement energy efficient best practice for major refurbishments and new builds
- Contributing to the gradual decarbonisation of the Southwest Interconnected System electricity grid (SWIS) through the City's renewable electricity power purchase agreement (PPA) and solar installations.

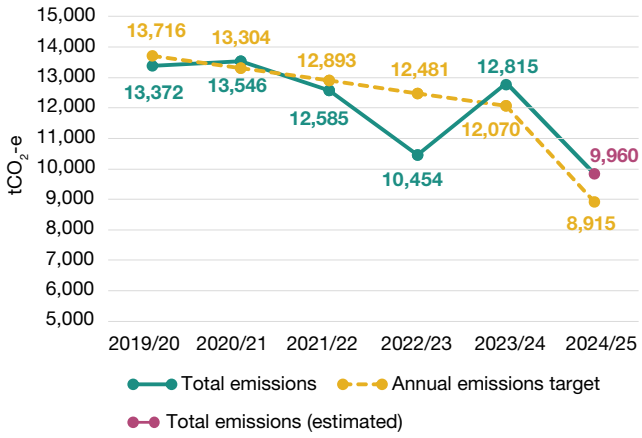
Operational emissions

As of 30 June 2025, the City had not yet received all final utility bills, therefore emissions data is estimated. These estimates show total emissions of approximately 9,960 tonnes of CO_2-e, which is above the 2025 KPI of 8,915 tonnes in the Sustainable Energy Action Plan (KPI 35% reduction by 2025).

The emissions increase was due to the unexpected maintenance of the geothermal heating system at Stirling Leisure – Scarborough resulting in continued gas use. System maintenance was completed and the geothermal heating system returned to service in July 2025.

Once final billing is completed, expected in October 2025, the City will purchase additional Renewable Energy Certificates to offset the outstanding greenhouse gas emissions to enable the City to meet its KPI of 35% carbon emissions reduction by 2025.

Figure 39: Operational emissions



Source: Azility 2025

Data and monitoring program

The City aims to improve data management for strategic decision making and reporting, with a key focus on energy data quality, monitoring systems and emissions reporting systems.

Activities completed in 2024/25 included:

- Conducting a comprehensive review of energy use, greenhouse gas emissions and billing data to improve the accuracy of the online energy and emissions reporting portal
- Upgrading Building Management Systems (BMS) at the Administration Centre and Civic Centre to enhance energy efficiency and operational control
- Installing Load Management Systems (LMS) for newly deployed electric vehicle chargers at the Administration Centre, Civic Centre, Scarborough Beach Foreshore (north), and Hamersley Public Golf Course
- Introducing a universal RFID card system, allowing users to access all electric vehicle chargers with a single card across multiple charging platforms
- Implementing a centralised monitoring system for all electric vehicle chargers to track usage and performance
- Installing solar monitoring systems and carrying out monthly quality checks to ensure optimal performance and data reliability.

Energy-smart City community support

A key objective of the City's Strategic Community Plan is to support, engage and guide our community to net zero emissions. Households, businesses and community groups can achieve significant combined energy savings which translate into greenhouse gas emissions reductions.

To support our community to act to reduce their greenhouse gas emissions and impacts on global warming, we provide education, resources and tools.

The City provided a variety of energy initiatives throughout the year to support our community on their energy-smart journey.

Energy-smart tools and engagement

The City continued our annual Living Green education program to support residents to reduce energy use at home. We held educational workshops, including sessions on improving efficiency and saving money on bills, and on solar and battery considerations.

Home energy toolkits

Bolstering the City's 12 existing home energy toolkits, the State Government's Energy Efficient Pilot Program provided our libraries with five new kits featuring thermal imaging cameras in March 2025. These enable residents to detect heat loss and assess insulation effectiveness in their homes.

Residents borrowed 61 home energy toolkits throughout the year, comprising 56 of the original toolkits and five new thermal imaging kits.

For more information about the energy saving resources on offer visit www.stirling.wa.gov.au/energy

Home sustainability support

The City provided 142 households with energy audits and advice through the Home Sustainability Support (HSS) program. The program assisted 218 residents with in-home support to save energy in their homes.

Advice provided ranged from simple efficiency improvements to appliances, such as turning down the thermostat on a gas storage hot water system (32 homes) and running air conditioners at optimal temperatures (69 homes), through to installing LED globes (80 homes) and solar panels (40 homes). Simple tips, like turning off standby power, were also communicated (122 homes).

Free products, such as power boards with individual switches and LED globes, were provided to help participants on their energy saving journey.

Participants were surveyed on their experience with registering and completing the HSS and 30 per cent of participants completed the feedback survey. Saving energy drove 77 per cent of participants to register for the HSS.

Participant feedback was positive: 95 per cent of participants were satisfied with the service and 95 per cent planned to act after their session.

Community emissions

The City has reported operational emissions for more than a decade, and has now introduced a new City-wide community emissions profile.

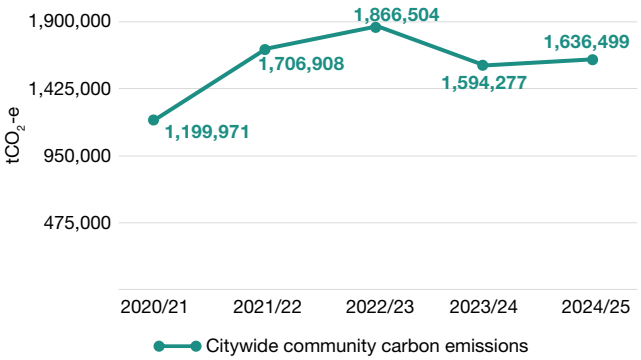
Energy partners Western Power and ATCO Gas assisted in this process by providing anonymised community energy utility information at a suburb level.

The City developed a community emissions profile meeting the Global Protocol for Community-Scale Greenhouse Gas Inventories (GPC) standards. In 2024/25 the emissions from our community's use of electricity, gas, transport, waste, water demand (wastewater pumping) and industrial processes and product use were calculated to be 1,636,499tCO_2-e.

The five-year trend suggests emissions have increased since 2020/21. The coinciding COVID-19 pandemic is noted as this may have influenced results. Community emissions peaked in 2023 at 1,866,503tCO_2-e and have since been declining. The 2024/25 emissions of 1,636,499tCO_2-e are a two percent increase above the five-year average (see figure 40: Community emissions below).

Reporting our community's emissions creates a baseline for measuring improvement and committing to achieve meaningful change. Global greenhouse gas emissions have increased temperatures and caused drying conditions that are impacting our community and environment. The City is committed to supporting our community to act by reducing emissions and working toward a net zero future.

Figure 40: Community emissions



Data sources: Western Power (electricity), ATCO Gas (gas), Google Environmental Insight Explorer (transport), City of Stirling (waste) and Ironbark Consultancy (wastewater, IPPU).

A water-wise City

Objective:

Ensure a sustainably managed water supply and a healthy and balanced urban water system

Water is a vital natural resource and it is essential the City finds ways to conserve and protect our water sources into the future. A drying climate and increased water demand continue to pressure our water sources. The City must find innovative ways to ensure our green areas and spaces continue to thrive without impacting our natural environment. We will ensure that water across the City is managed in a sustainable, equitable and resilient way so our community and ecosystems can prosper into the future.

To achieve this objective, the City will:

- Maximise the City's water efficiency and increase use of alternative water supplies
- Improve water quality monitoring, stormwater management and reduce water pollutants
- Support, engage and guide our community to conserve and protect water resources.

These objectives will be achieved through the City's *Waterwise Council Action Plan 2021-2026,* which sets holistic actions across City operations, buildings/facilities and policies and guidelines.

What has happened during 2024/25?

Gold Waterwise Council accreditation

The City successfully maintained Gold Waterwise Council accreditation for demonstrating commitment and innovation in sustainable water management. In the penultimate year of our five-year *Waterwise Council Action Plan 2021-26*, corporate actions supporting the accreditation focused on conserving groundwater and investigating alternate water sources, monitoring and optimising scheme water efficiency, and improving stormwater management and water quality.

Key community-focused actions included waterwise education, sustainable verge support, plant giveaways and the Home Sustainability Support program.

Gnangara Waterwise Councils Grant program

The second-year actions in our Gnangara Waterwise Councils Grant program were implemented successfully. This multi-year grant from the Department of Water and Environmental Regulation is helping the City prepare for 10 per cent reductions to our groundwater allocations from 2028 by supporting multiple groundwater conservation projects.

This year the City developed a suite of groundwater conservation initiatives and conducted data analysis, modelling and scenario planning for water sourcing and targets. Through this grant, we also transformed Constance Nanson Reserve in Nollamara into a Watersmart Demonstration Park.

Alternative irrigation water sources, identified during the program last year, present the most significant opportunity to save precious groundwater and secure water supplies for the green spaces relied on by our community. These were investigated further this year and centred around stormwater harvesting for park irrigation.

Water demands and trends

Total City water demand (5,107ML)	
96%	groundwater, used for irrigating public open space and watering trees
0.5%	reuse of stormwater for irrigating public open space
3.5%	scheme water, mostly used in City buildings/facilities

Data source: Water Corporation, City bore meters & CIMS

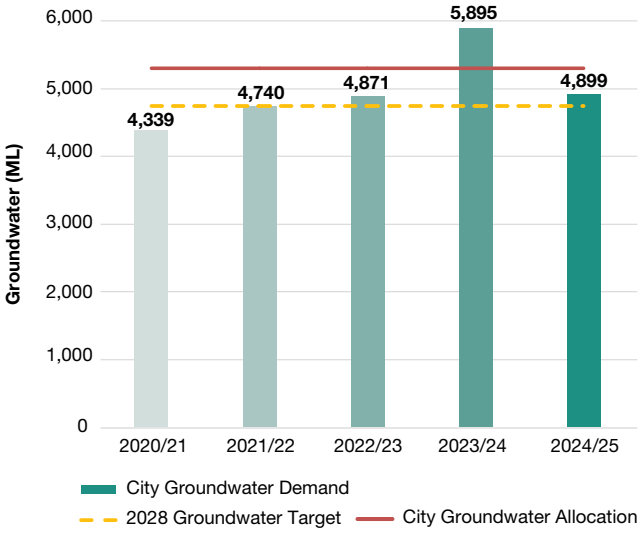
	2024/25 vs 5-year average	Comments regarding water consumption in 2024/25
City scheme water demand	+7%	182ML scheme water used across all facilities and operations. This was 5.8% more than last year
City groundwater demand	-1%	City consumed 92% of its total groundwater allocation This was 4,898ML for irrigation of public open space.
Community scheme water demand	+7%	26,761ML scheme water was used by the community.
Community groundwater demand	No reliable estimate reported by DWER this year	

Source: Water Corporation, City CIMS and bore meters, DWER

Resident household (home and garden) daily water use is estimated to be

345L/day

Figure 41: City groundwater demand vs current allocation and 2028 groundwater target



Source: City Bore meters and CIMS, DWER

Key achievements

Groundwater conservation

Groundwater makes up 96 per cent of our water use primarily used for irrigating our green spaces. Our future groundwater supply is threatened, and the City's primary focus is on conserving and effectively managing groundwater.

After completing an alternative water source option study and a review of groundwater reduction methods, the City developed a set of groundwater conservation initiatives to 2028 to protect this precious resource.

Through data analysis and modelling, we analysed how these initiatives could help meet groundwater targets, explored future water availability scenarios and the possible risks to public open spaces and the community.

This work was the first step in an ongoing process to better understand the dynamics of our groundwater consumption and dependent values and to prepare for a more resilient future.

Gnangara Waterwise Council Grant

Our groundwater conservation projects co-funded by the Gnangara Waterwise Council Grant (DWER) continued. These projects will assist the City in meeting 10 per cent groundwater cuts in 2028 while maintaining quality green space for community under a drying climate.

Actions completed under these projects in 2024/25 included:

- Implementing a stormwater quality and flow monitoring program at multiple sites, conducting site feasibility studies and completing scoping and high-level stormwater treatment systems design for stormwater harvesting projects for park irrigation. This work progresses the project idea which was identified last year
- Transforming Constance Nanson Reserve in Nollamara into a Watersmart Demonstration Park, showcasing best-practice water budgeting, efficiency and reducing demand through landscaping and irrigation techniques, as well as increased greening and amenity upgrades. This will be complemented by waterwise educational signage incorporating Nyoongar kep Katitjin (water knowledge) which is due for installation in 2025/26
- Completing landscaping and irrigation designs for five similar waterwise park upgrades due to be implemented next year through improving collaboration between teams for better water and community outcomes.

Waterwise park upgrades

As part of the 2024-2025 Irrigation Program supporting the endorsed Parks and Open Space Asset Management Plan, the City delivered significant progress towards achieving environmental sustainability, efficient water management, and enhancing public amenity, including:

- Completing 10 passive reserve irrigation upgrades focusing on 10 per cent water savings through system sprinkler reconfigurations and efficiency improvements
- Upgrading three sporting reserves to high-efficiency turf irrigation systems and installing dosing injection units to deliver waterwise wetting agents
- Installing 35 groundwater draw-point flowmeters to improve consumption monitoring
- Installing filtration units and replacing pumps and controllers to enhance water quality and improve system lifespan.

Scheme water efficiency and monitoring

Scheme water use in City buildings and facilities continued to be monitored and improved. Initiatives undertaken to support this included:

- Investigating regularly water use anomalies, leaks and high water-use alerts
- Improving water efficiency through proactive monitoring and infrastructure upgrades at the City's aquatic centres. Digital metering via the Building Management System allows for real-time tracking of water usage, while staff conduct twice-daily checks of all water sources to promptly identify and report leaks. Backwashing is now performed based on pressure readings to minimise unnecessary water loss, and older mains water piping in plant rooms is being progressively replaced to reduce leakage
- Completing major upgrades at Stirling Leisure Centre – Inglewood, significantly improving water conservation. The outdoor pool shells were demolished and rebuilt to eliminate the risk of structural leaks and the outdoor pool plant room was completely reconstructed with new filters and water-saving technologies. Surrounding landscaping was also replaced with drought-tolerant, water-efficient plants, supporting the City's broader sustainability goals.

All three of the City's aquatic centres maintained Gold Waterwise Aquatic Centre status through our ongoing water efficiency and monitoring initiatives. These enable live data analysis, detailed understanding of consumption via submetering, fast leak detection and reduced water use through efficient fittings and fixtures.

Water quality management

We continued improving our overall score in the LGA (Local Government Authority) Annual Nutrient Survey, achieving a result of '94 per cent'. Excelling.

We again incorporated nutrient best management practices to help protect the health of waterways and waterbodies across the six hydrological catchments which fall within the City's boundaries. These practices included soil testing and leaf tissue analysis before applying fertiliser; water quality monitoring; development controls to prevent nutrient pollution; providing nutrient education to the community; and preventing nutrients from organic material and sediments entering waterbodies and drains.

We continued to protect wetland water quality through:

- Continuing wetland water quality sampling and initiating work to strategically review and improve our sampling program. This will provide better understanding of contaminant issues and pollution pathways across the City and enable us to be better informed in our responses
- Implementing bioremediation plantings to detoxify contaminants at Waverley Pola Reserve, Shearwater / Spoonbill Reserve, Cedric Grebe island, Careniup Wetland, Star Swamp Wetland and Carine Regional Open Space.
- Monitoring the eradication of pest fish from Lake Gwelup and continuing the removal of pest fish species at Careniup Wetland, Princeton Estate and Jackadder Lake to mitigate their detrimental effect on water quality through silt bed disruption and their contribution to algae blooms.

Improved stormwater management

The City improved stormwater systems to increase capture capacity, reduce flooding, increase onsite infiltration to replenish the groundwater aquifer, reduce pressure on the drainage network and improve stormwater quality by capturing pollutants to protect the environment.

This was achieved through actions including:

- Installing new detention and infiltration tanks on Maitland Street, Balga; and Edward Street, Osborne Park to reduce road ponding and property flooding during major storm events
- Requiring new developments to design and construct drainage outfalls using recycled concrete or limestone aggregate to neutralise acidic water over the underlying high PRI soil media to filter out legacy nutrient loads. Waterwise native planting was used for further uptake of nutrient loads from surface runoff
- Installing a custom made large gross pollutant trap to stop large solid waste, coarse sediment, oil and silts from entering the extensive upstream catchment area into the Albert Street Branch Drain. This was in addition to the required standard Water Corporation baffled pit.

Engaging and supporting our community

As a Gold Waterwise Council in 2024/25, the City continued to support our community with waterwise education and engagement activities. This included workshops, incentives for waterwise verges and waterwise plant giveaways.

The City supported Edith Cowan University on a project to develop and provide water conservation strategies in its community gardens. The Verge Mulch Starter Pack (formerly Sustainable Verge Program) supported 218 residents to create waterwise native verge gardens to reduce their water use.

Outcomes of this project included:

- 44 per cent of participants removed water intensive lawn
- Seven per cent replaced concrete with mulch and plants, helping to replenish precious groundwater supplies
- 38 additional verge trees will be provided to program participants.

A new pilot program has been launched offering incentives to people installing waterwise verges in new home builds within the City.

Free Tree and Waterwise Plant Giveaway

The Free Tree and Waterwise Plant Giveaway has grown in popularity, with the program fully subscribed in just 24 hours. This year, 23,692 trees and plants were distributed at six events. The event inspired our community to enhance their gardens with waterwise trees and plants and increase tree canopy cover. The Waterwise Plant Giveaway is proudly co-funded by Water Corporation's Waterwise Greening Scheme. To learn more, please refer to the 'biodiverse City' section on page 184.

Waterwise education

The City continued our annual Living Green education program to support residents to reduce water use at home. Activities delivered in 2024/25 included:

- Delivering workshops to 137 residents on waterwise topics including Helping your Native Plants Thrive and the Verge Mulch Starter Pack program
- Contributing to a community workshop highlighting how the City's community gardens have become a platform for Edith Cowan University (ECU) water conservation research. Supported by the City, ECU installed efficient water saving wicking beds at Inglewood Mt Lawley Community Garden. The research gathered aims to contribute towards Perth being a leading waterwise City by 2030
- Distributing native and waterwise plants to the community at a NAIDOC week event in Mirrabooka and at two pop up events at Karrinyup Shopping Centre.

Home Sustainability Support

Our Home Sustainability Support (HSS) program provided in-home support to assist 218 residents across 142 households to reduce water in their homes. Saving water was a key motivator for 71 per cent of participants to register for the HSS. Advice provided to improve household water use included support to reset irrigation control boxes and set appropriate station run times, benefits of using a sink (rather than running water) to wash dishes and identifying and fixing leaks. Free water saving products, such as soil improvement products and wetting agents, were provided to help participants make improvements. Feedback from the program indicated 95 per cent of participants were satisfied with the service and 95 per cent planned to take action after their session (30 per cent of participants completed the feedback survey).

A biodiverse City

Objective:

Support biodiversity in our natural and urban environment with connected healthy ecosystems

The City is fortunate to have a biodiverse natural environment with unique native flora and fauna. It is critical that we all conserve, protect and enhance these areas to ensure they exist for future generations. We will plant and manage a diverse canopy of trees to cool our City, provide habitat for wildlife and create attractive, green streets and open spaces as our climate changes. We will also work with our community to support programs which increase our biodiversity and create a thriving and resilient urban ecology.

To achieve this objective, the City will:

- Conserve, protect and enhance natural ecosystems and biodiversity
- Plan and adapt to climate change impacts
- Increase tree planting and retain trees across the City
- Support, engage and guide our community to connect with nature and improve biodiversity across the City.

What has happened during 2024/25?

Wildlife recovery

The City's Wildlife Recovery program focused on threatened and endangered wildlife such as black cockatoos and improving habitat for insects. We installed bird waterers at Millet Park and Rannoch Tay Reserve, fitted 15 wildlife nesting boxes, established bee hotels in conservation reserves and created habitats for pollinating insects in stag trees.

To help protect and conserve our native flora and fauna, the City undertook seasonal fox and cat trapping, a calicivirus release targeting rabbits along our coastal dunes and aquatic pest fish control.

The City investigated roaming domestic cat activity in conservation reserves not currently listed as Cat Prohibited Areas. This focused on recording cat presence to understand activity throughout the City. Based on this investigation and subsequent report, recommendations were made to designate additional reserves as Cat Prohibited Areas in the new City of Stirling *Cat Local Law 2025.*

The pest control program removed invasive animals from our natural areas.

Pest control outcomes
22 cats
2 foxes
48 koi
142 pearl cichlids

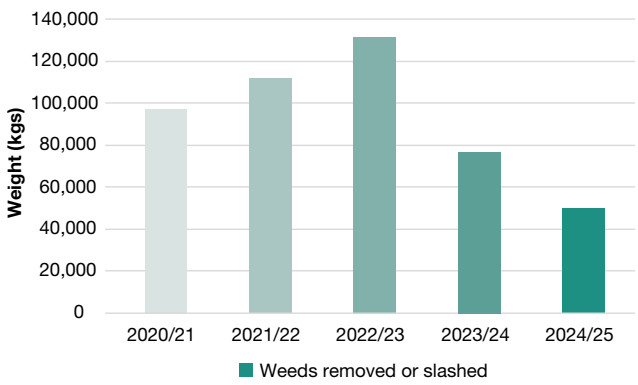
Source: Natural Area Consulting Management Services, Wetland Research and Management (part of SLR)

Weed control

The City is purposeful in controlling weeds in conservation reserves. As part of the City's integrated weed management program, City employees, contractors and volunteers manually removed over 50,186kg (50 tonnes) of weeds that threatened our reserves over the last year.

This years' total was influenced by prolonged high temperatures and low rainfall, which delayed weed growth in the first half of the year. The City uses manual, mechanical and chemical methods of weed control as part of a holistic weed management program. Figure 42 outlines the weight of weeds removed by slashing, dead wooding and hand weeding during the past few years.

Figure 42: Conservation weed removal through manual and mechanical methods



Environmental restoration

During the 2024/25 financial year the City managed 40 active restoration projects across a range of habitats, including bushlands, wetlands and coastal dunes. Aiming to enhance biodiversity, each project undergoes restoration appropriate to the environment, from pre-planting to post-planting, post-fire restoration, planting, watering, weed control and erosion control.

The number of plants established in conservation reserves in 2024/25 was:

- 16,310 in bushlands
- 12,842 in wetlands
- 13,137 in coastal dunes.

Ecological condition surveys

To better develop resilient habitat for flora and fauna, the City assesses conservation reserve conditions every five years. The City developed an assessment tool to evaluate vegetation health, identify biodiversity threats and support the City to make informed decisions to enhance biodiversity protection. Condition assessments were undertaken at 27 sites throughout the 2024/25 financial year.

Biodiversity corridors

The modelled the City-wide biodiversity corridors, including using Circuitscape analysis to better understand how fauna currently moves through the urban landscape. This work was possible through NatureLink with $25,000 funding provided by Water Corporation.

To further this analysis, the City undertook Western Australia's first environmental DNA (eDNA) study within an urban biodiversity corridor. Guided by biodiversity corridor modelling, a site in Balga was selected to establish a baseline of fauna across various urban environments, including public open spaces, bushland reserves, and verge areas. This initiative formed part of the Balga Neighbourhood Greening Program, which aims to deliver targeted greening outcomes across the Balga Ward. Future sampling will be conducted to assess whether this innovative method can detect measurable ecological changes over time.

Conservation partnerships

Protecting our natural environment is a shared responsibility. Partnerships with industry leaders allows the City to leverage the most recent and innovative solutions to make better decisions and undertake meaningful work to protect the City's biodiversity.

The City partnered with Edith Cowan University (ECU) to undertake eDNA aquatic monitoring of the fauna in six of our wetlands. By extracting DNA from water samples, we can achieve a much more detailed analysis of the fauna present in these wetlands compared to traditional monitoring methods.

The City also partnered with ECU to survey quenda throughout Star Swamp Bushland in spring 2024 and autumn 2025, which resulted in 11 quenda being tagged and recorded.

Streetscape Horticulture Program

The City's Streetscape Horticulture Program is vital in enhancing urban landscapes through targeted, low-impact renewal works. Rather than undertaking full capital redevelopment or complete redesigns, the program focuses on making strategic, minor improvements to existing streetscapes. These enhancements may include refreshing planting beds, introducing new plant varieties and improving overall visual appeal while maintaining the original design intent.

A key component of the program involves revisiting streets where median trees have failed due to environmental stress, poor soil conditions or other factors. New trees are planted to restore canopy cover and maintain the integrity of the streetscape.

During the winter 2024 planting season, 9,230 shrubs and ground covers and 92 new trees were planted, contributing to greener, more resilient urban environments across the City.

City Nursery

The nursery propagates and grows plants and tree stock used to landscape parks, medians, roundabouts, street verges, reserves and bushland revegetation. This work has expanded in recent years to include providing stock for sustainable verges support and free tree giveaways to City residents.

Total trees and plants produced by our nursery in 2024/25	
3,723	Trees for City projects (streets, reserves, park upgrades and conservation areas)
19,625	Plants for City projects (streets, reserves, park upgrades and conservation areas)
12,470	Plants for residents and community
35,818	**Total**

Plan and adapt to climate change impacts

A high-level review of the City's *2013 Climate Change Adaptation Plan* was completed during 2024/25. A key component of the review was to assess how local climate impacts are changing. Observed changes were compared to the original 2013 projections.

Two variables were above the projections used in the 2013 Plan and currently tracking above the 'high emissions' projections for the near future (2030):

- Increasing temperatures, including the number of hot days and warm spells
- Drying conditions, with declining average rainfall and groundwater recharge and storage.

With the improved understanding of local climate variables and impacts, a City-wide high level risk assessment was completed. Several opportunities were identified for the City to prepare for and better adapt to present and future increasing climate change impacts.

Key recommendations included aligning climate risk management and adaptation planning within standard planning processes (Integrated Planning and Reporting Framework) and undertaking community consultation to better understand which climate change aspects are important for our community.

Implementing the key recommendations will assist the City to ensure its services and operations can continue to be delivered and meet community needs within the challenges of a changing climate. Community consultation on this important issue is planned as part of the Strategic Community Plan engagement during 2025.

Coastal Adaptation

The City continued implementing the Coastal Hazard and Risk Management and Adaptation Planning (CHRMAP) endorsed in 2023. The CHRMAP classified Mettams Pool and Watermans Bay as high risk of being impacted by coastal erosion and recommended the City undertake a detailed Coastal Adaptation and Options Assessment to determine the preferred coastal protection techniques.

The Coastal Adaptation and Options Assessment outcomes for Mettams Pool and Watermans Bay were endorsed by Council in May 2025. Assessed against the key success criteria from the CHRMAP, the preferred option for both locations was sand nourishment.

Mettams Pool was identified as being higher priority than Watermans Bay due to the extended predicted lifespan of the geotextile containers in place at Watermans Bay.

Following the outcome of the recently completed Options Assessment process for Mettams Pool and Watermans Bay, and in line with CHRMAP, the City intends to develop detailed design and a Foreshore Management Plan for the preferred sand nourishment option at Mettams Pool. The City intends to apply to the State Government for funding assistance toward these projects.

Actions completed during the 2024/25 financial year included:

- **Trigg Beach:** the City upgraded the Trigg Beach zig-zag pedestrian access ramp opposite Clarko Reserve in February 2025 through rock armouring works to protect the ramp from total loss in future storms. The protection was extended 15 metres north to protect and reinstate the eroding dune system and rear of the ramp
- **Mettams Pool:** the City undertook our fourth sand nourishment at Mettams Pool in March 2025 to preserve beach amenity and reduce the impact of coastal erosion. Approximately 5,000m^3 of sand was harvested from 950 metres of beach south of Trigg Island and used to renourish the buffering dune and beach at Mettams. These works were partly funded by a State Government Coastal Adaptation and Protection grant
- **North Beach Jetty:** previous storm damage had eroded the dune supporting the access road to North Beach Jetty. Urgent protection works were undertaken in May 2025 to install rock armouring and reinstate the dune between the summer and winter seasons
- **Hamersley Pool:** the City replaced the revetment protecting the retaining walls to West Coast Drive at Hamersley Pool in June 2025, using 34 Kyowa rock bags craned into place overnight. This was the first use of Kyowa rock bags in WA, demonstrating the City's willingness to adopt innovative solutions.

In the coming year, the City will continue to implement recommendations from the CHRMAP.

Urban Forest

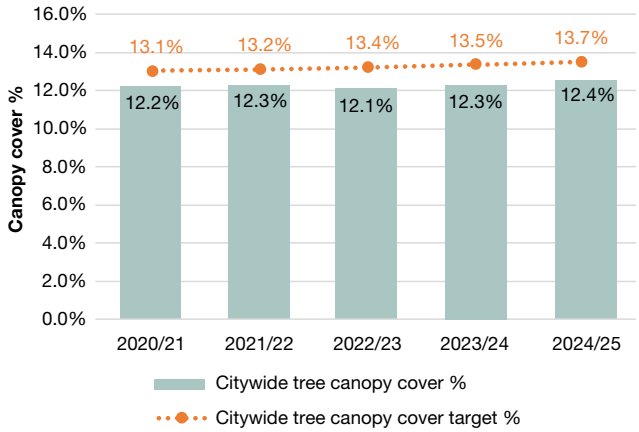
Aerial canopy mapping and City-wide canopy cover

The City's aims to achieve an average tree canopy cover target of 18 per cent by 2040. To measure this, annual aerial surveys are conducted to monitor vegetation and tree canopy on private, State Government and City land. All trees three metres or taller are considered to contribute to canopy.

In 2024/25, tree canopy cover across the City was 12.4 per cent; this has remained largely unchanged over the past decade. This relative plateau is occurring because any canopy gains from ongoing tree planting and maintenance are being offset by canopy losses, primarily on residential land. Residential land continues to have the highest rate of decline compared to all other land types; a trend observed since monitoring began in 2012. Monitoring shows that more than 240,000 square metres of significant canopy cover was lost City-wide in 2024/25.

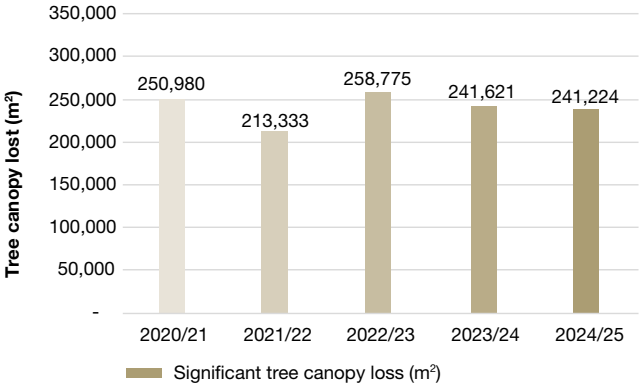
The City is not on track to meet the Council-endorsed target of 18 per cent by 2040. To be on track in 2024/25, the equivalent of approximately 1.4 square kilometres of additional canopy, or 39,000 mature medium sized trees would be needed City-wide across State, private and City-managed land.

Figure 43: Citywide tree canopy cover



Source: Airborne multispectral imagery provided by SpecTerra

Figure 44: Citywide significant tree canopy loss



Over 3 million m²

of significant tree canopy has been lost since 2012. This is equivalent to 88,000 mature trees (medium sized), or an area the size of Innaloo.

New target for City tree canopy

To focus efforts where impact is most achievable, Council endorsed a new City tree target in February 2025. This target is to have 30 per cent tree canopy cover across City-managed land by 2040.

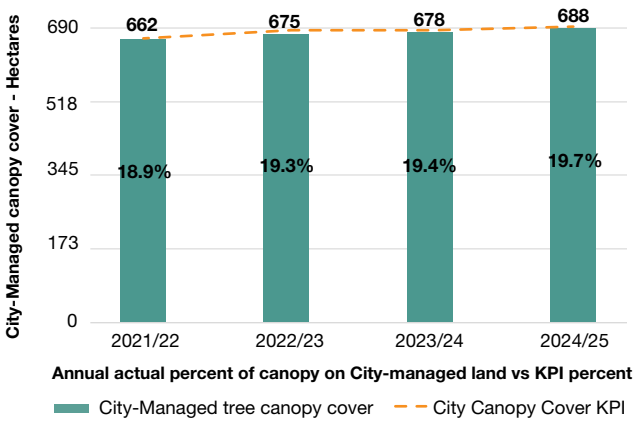
To reach this new target, the City needs to plant 96,000 trees over 16 years, an average of 6,000 trees per year, while aiming to keep annual canopy loss below approximately six hectares per year. As overall canopy cover expands however, a proportionate increase in canopy loss is also expected.

This target prioritises increased care and maintenance of existing and new City trees. The City will also continue to support the community through incentives, education and engagement.

Despite the City's overall tree canopy remaining static at around 12 per cent since 2012, tree canopy on City land has improved. Across City managed land such as our streets, parks and reserves, City tree canopy has grown to nearly 20 per cent.

Data from 2021/22 onwards reflects a consistent methodology for defining City-managed land. Between 2021/22 and 2024/25, City managed canopy increased by nearly one per cent – the equivalent canopy of nearly 24,000 medium-sized mature trees.

Figure 45: City-managed land canopy cover against annual target

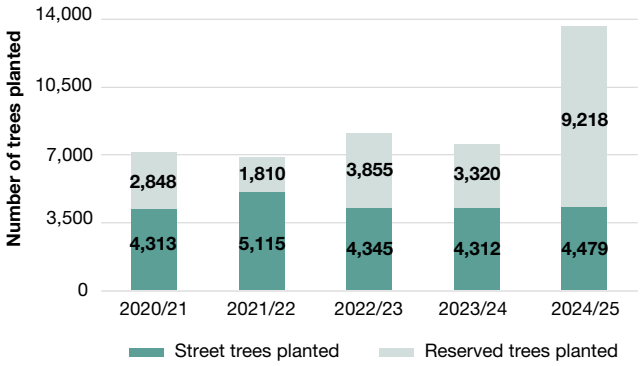


City Greening Initiative

The City planted 5,847 trees in the 2025 planting season. This comprised 4,479 on streets and 1,368 in reserves through the City Greening Initiative.

The City also secured $334,000 of funding from the Department of Water and Environmental Regulation (DWER) through the WALGA Urban Greening Grant Program. With this funding, the City carried out a new method of tree planting, and an additional 7,850 trees and 4,500 shrubs were planted using broadacre planting techniques. This meant a combined total of 9,218 trees were planted in City reserves over the last financial year.

Figure 46: Trees planted on City managed land



Supporting our community

The City continued to provide our community with opportunities and tools to enhance and protect our natural environment and support urban greening.

Free tree and waterwise plant giveaway

To help keep our neighbourhoods cool, green and waterwise, the City provided free trees and waterwise plants at six events for our community. These included a variety of species for both verges and private gardens to reduce garden water use, improve biodiversity and provide flowering/fruiting periods for wildlife and colourful streetscapes. The Waterwise Plant Giveaway is proudly co-funded by Water Corporation's Waterwise Greening Scheme.

These programs have been running for eight years. Outcomes in 2024/25 included:

- Providing 4,845 trees to the community
- Providing 18,847 waterwise WA-native plants to the community
- Welcoming 3,004 participating residents.

Community Planting Program

As part of the City's Community Planting Program, seven events hosting more than 230 attendees created opportunities for community to get involved in increasing biodiversity.

Weekend events for residents were held at Waverly Pola Reserve, Carine Regional Open Space, Trigg Beach and Scarborough Beach. Weekday school planting days were held in partnership with St Andrew's Grammar School at Meadow Brook Montclair Reserve, Churchlands Senior Highschool at Abbeybrook Reserve/Memory Place and Dianella Secondary College Education Support Centre at Cottonwood Reserve. Attendees enjoyed opportunities to get out into nature and act toward supporting local biodiversity.

Support for sustainable verges

City residents were eligible for the Verge Mulch Starter Pack Program (formerly Sustainable Verge Program), which provided mulch vouchers, education resources and encouragement to source native plants from the Waterwise Plant Giveaway as incentives for completing verge renovations. The program was delivered to 218 residents to help improve biodiversity, enhance street appeal and attract local birdlife.

Additionally, the City piloted two new verge assistance programs:

- Residents along the Balga Biodiversity Corridor and nearby areas were supported to plant native, waterwise verge gardens. Participants were supported with ground preparation, mulch and plants and participated in a community verge planting day. This initiative helps create connected green spaces for local wildlife, complementing the City's broader Greening Initiative and ecological modelling by NatureLink. For further details, see page 186.
- Residents who built a new home in the past year were provided with incentives to create native, waterwise mulched verges instead of installing grass or pavers. These incentives included mulch vouchers, educational workshops and seasonal native plants, all aimed at reducing water use and increasing local biodiversity.

Home Sustainability Support

Our Home Sustainability Support Program provided in-home support to assist 218 residents across 142 households to enhance biodiversity in their homes. Enhancing biodiversity was a key motivator for 72 per cent of participants to register for the program. Tree canopy cover was a key motivator for 44 per cent of participants. Biodiversity advice provided to residents included planting trees and native plants, reducing paved areas and/or astroturf, installing habitat with an insect hotel and providing water using a bird or bee bath. Products provided to help residents on their biodiversity journey included free insect hotels, bee baths and bird baths. Feedback from the program indicated 95 per cent of participants were satisfied with the service and 95 per cent planned to take action after their session (30 per cent of participants completed the feedback survey).

Environmental education and engagement

The City supported and delivered environmental education, events and engagement to assist the community to care for biodiversity in actionable ways, from their backyard to the bush.

This support included:

- Delivering the September 2024 School Holiday program at Henderson Environmental Centre. The program featured building fauna shelters with Mandy Bamford, and reptile and bird education with Critters Up Close and WA Birds of Prey
- Collaborating on a community partnership project with Hikewest to develop introductory urban hiking sessions for multicultural communities and seniors to experience and engage with nature
- Supporting WA Tree Festival, a month-long celebration of trees delivered collaboratively with other local governments and supported by WALGA. The festival collectively delivered over 100 events to 9,000 participants
- Delivering the April 2025 School Holiday Program featuring children's nature journalling with guided walks in Star Swamp. Adult focused mindful in nature walks were hosted at Breckler Park and Trigg Bushland and cubby building nature play workshops were held at Bina Parkland
- Supporting Aboriginal knowledge sharing through guided walks and experiences such as the Bunuru walk with Perth NRM and Preston Culbong and National Reconciliation Week Planting Day at Carine Regional Open Space. The City collaborates with Aboriginal Elders and external stakeholders to develop educational signage on trails
- Delivering educational workshops, including on backyard biodiversity, Polyphagous Shot Hole Borer and partnering with ECU and Murdoch universities on Quenda research
- Delivering education sessions on how to plant a verge garden, support native plants, grow soil and save water, and use wicking beds as part of the Living Green Education Series
- Developing a Nature Journalling Program aiming to involve citizen scientists in collecting observational data to validate environmental DNA (eDNA) data as part of the Balga Neighbourhood Greening Program
- Expanding the Schools Bushcare Program from two to four schools, welcoming St Mary's Anglican Girls' School and St Andrew's Grammar School
- Engaging community at Kaarakin Black Cockatoo Conservation Centre with Rex the Baudin's Black-Cockatoo at the City's free tree and plant giveaway. Their community engagement raised awareness of the decrease in Black Cockatoo numbers due to loss of foraging habitat, highlighting the importance protecting and restoring remnant bushland and backyard biodiversity for these endangered birds
- Supporting custodianship of new street trees by offering residents three ways to engage: assisting the team with planting their tree; naming and tagging their street tree and applying for a New Plant Pack which included fertiliser and soil wetter
- Launching the Lake Gwelup Story Trail with a celebratory community event for 200 attendees.

Environmental volunteers

The City offers residents, community groups, schools and businesses the opportunity to volunteer for environmentally sustainable activities. By collaborating with stakeholders, we provide hands-on experiences that contribute to biodiversity and environmental outcomes within our City. In total, the community contributed 8,140 hours towards environmental initiatives supported by the City, including:

- Volunteers from eight conservation groups contributed approximately 6,249 hours
- Wider community volunteers contributed 575 hours through the Community Planting Program and 191 hours at Free Tree and Plant Giveaway events
- Schools contributed 1,217 hours through the Community Planting Program and the new Schools Bushcare Program
- The City of Stirling Turtle Tracker team dedicated 349 hours.

A recognition event was held to celebrate and acknowledge our environmental volunteers' consistent dedication to protecting and enhancing our environment. Delivered as part of National Volunteer Week, more than 70 participants across our community gardens, conservation volunteers, sustainability groups and wildlife rehabilitators came together for networking, keynote speakers and afternoon tea.

Aiming to boost environmental volunteering, a new awareness campaign to was launched in 2025 to coincide with National Volunteer Week. The campaign, 'The Best Connections are in found in Nature,' featured a direct mail initiative targeting senior's groups, retirement villages and Autumn clubs, as well as toy libraries and playgroups to engage young families. A series of videos showcasing current volunteers was also produced to highlight the benefits of getting involved.

Community gardens

The City has seven community gardens, encouraging biodiversity, social connection and learning. Each garden receives dedicated support and funding from the City to ensure it grows and thrives. This year, our community gardens offered:

- An active community of 177 members
- A busy events calendar, hosting 212 busy bees, workshops, open day events and gardening events
- A wide range of activities for 1,808 community participants.

In October, representatives from four Community Gardens participated in the first City of Stirling Community Gardens Open Day. The gardens offered education workshops on creating biodiverse and productive gardens and insight into waterwise garden techniques to use organic waste, cuttings and garden waste to improve the soil.

Visitors enjoyed garden tours, raffles, refreshments and children's activities and were able to purchase plants and seeds direct from their local community garden.

Community-led greening

This year the City trialled a new community greening program, supporting community-led projects to plant, care and maintain local Pedestrian Access Ways (PAWs). Since launching in October 2024, three applications have been approved and two of these have been installed. Another three applications are underway.

City business units collaborated to provide a supported process for passionate community members to implement grass roots waterwise greening projects to improve biodiversity in their neighbourhood.

Approved projects were also eligible to apply for a Quick Grant of up to $2,000 per project through the Community Grants Program, Sustainable Communities Funding Stream. These funds assisted with purchasing approved soil improvements, WA native waterwise forestry tube stock, mulch and other organic products to help these new biodiversity corridors thrive.

Trees and development

In September 2024 the City launched the Tree Planting and Retention Trial to proactively ensure tree planting and retention compliance on private residential land. The initiative identified 1,094 properties for investigation, with four key milestones guiding its success.

To date, matters at over 600 properties have been resolved, with 1,085 advanced trees planted and 46 significant trees retained. The project has delivered strong outcomes, including improved internal processes and clearer guidance for landowners regarding their obligations in responding to development. The trial has now transitioned into a core operational activity.

At the same time, City officers progressed several strategic initiatives to strengthen tree protection and increase canopy cover across all land use zones. A key achievement was preparing and approving a Scheme Amendment to establish a voluntary Significant Tree Register for trees on private land, which was gazetted on 22 October 2024.

To support this, Local Planning Policy 6.17 – Significant Tree Register was adopted by Council on 15 October 2024, providing an implementation framework.

Additionally, the City undertook a comprehensive review of the Local Planning Policy framework to ensure trees in non-residential areas are provided with optimal conditions to thrive and reach maturity. As part of this review, residential tree planting provisions were removed from the local framework, recognising that State Planning Policy 7.3 – Residential Design Codes now governs these areas. The amended Trees and Landscaping Policy, reflecting these changes, is scheduled for Council consideration in August 2025.

A waste-wise City

Objective:

Support a low-waste, circular economy that protects our environment from the impacts of waste

The City aims to support a circular economy which reduces consumption and recaptures waste to be reused or recycled. To achieve this, we will provide a comprehensive waste management and recycling service to our community to reduce the impact of waste on our environment. We will also reduce waste generated through our own operations and engage and educate our community to reduce, reuse and recycle.

To achieve this objective, the City will:

- Increase the City's use of recycled and recyclable materials
- Reduce the City's waste generation
- Improve resource recovery for all waste streams across the City
- Support, engage and guide our community to reduce waste generation and divert waste from landfill.

What has happened during 2024/25?

Community events and initiatives

Throughout the 2024/25 financial year, the City hosted 38 community waste education workshops and engagement events for 1,983 attendees. Around 470 school and kindergarten students attended 19 waste education incursions.

Events were held at locations across the City, covering a range of waste sorting and waste avoidance themes ranging from food, textile and pet waste, to composting organics and reducing plastic waste. At each workshop residents learned new skills to reduce waste and support a circular economy.

Our Sustainable Style Workshop and Clothes Swaps continued to be our most popular events in 2024/25, with 163 attendees bringing over 720kg of clothing, shoes and accessories for swapping. This year they were held in Inglewood and Hamersley. Repair Café volunteers from Transition Town Stirling assisted with small repairs on the day and promoted their monthly events in Doubleview to attendees.

During Plastic Free July in 2024, the City expanded our waste avoidance initiatives to include a rebate for Modern Cloth Nappies (MCN). The rebate supports families to learn about the benefits and practicalities of replacing or supplementing disposable nappies with modern cloth nappies to help reduce their waste.

The Waste Engagement team hosted workshops and pop-up events at Stirling Libraries Baby Rhyme-time sessions to promote the rebate. Since its introduction in July 2024, over $1,600 in MCN rebates have been paid to residents.

Our Reusable Sanitary Product rebates, introduced in March 2024, have also continued to be popular. Over $2,300 was rebated in 2024/25, assisting residents to adopt more sustainable practices in their everyday lives.

In early 2025, the City implemented a new approach to reduce illegal dumping and guide residents toward the correct waste disposal path for household waste. The program's multi-pronged approach included a marketing campaign to raise awareness of our online on-demand waste collection services, compliance interventions and monitoring cases, and waste avoidance workshops and education. This approach is already leading to positive outcomes, with residents booking on-demand collections or delivering items to Recycling Centre Balcatta.

Waste management and recycling

The City provides a comprehensive waste management and recycling service to its community and enjoys very high levels of community satisfaction with its collection services and recycling services. The community reported satisfaction rates 95 per cent for both services in 2024/25.

Waste management is a challenging area of operations and the City is committed to incrementally improving performance results in line with the State Government's *Waste Avoidance and Resource Recovery Strategy 2030.*

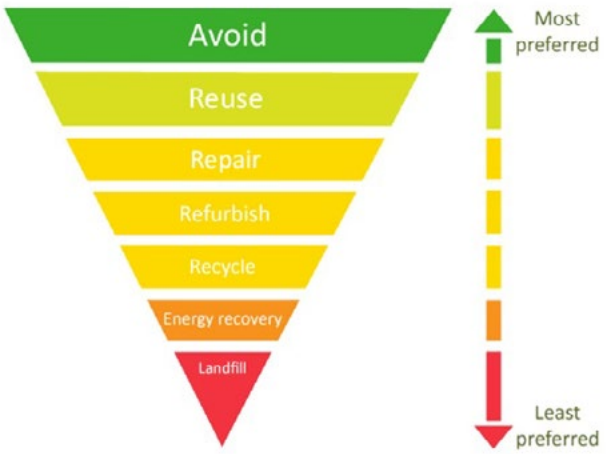
The City provided feedback last year to the Waste Authority and DWER on their draft strategy update, which will inform developing a five-year roadmap to deliver the waste strategy targets and priorities. Further updates are underway, with release of the second draft due in early 2026 and final strategy adoption in mid 2026.

The City is actively exploring alternative waste treatment options to increase resource recovery and reduce landfill use. We continue to monitor developments in strategic waste management, including potentially introducing a FOGO service in the future.

Encouraging residents to change behaviours around waste and encouraging sustainable consumption are challenges in waste management and recycling. Through our series of waste avoidance workshops and initiatives, we continue to guide residents to follow the principles outlined by the waste hierarchy (Figure 42) to encourage an active, local, circular economy.

The City also continues to advocate to industry for increased product stewardship programs to ensure manufacturers and importers consider their full product lifecycle. This will assist local government with the overall costs of recycling and disposal and shift responsibility from being solely with consumers.

Figure 47: The waste hierarchy



Source: *Waste Avoidance and Resource Recovery Strategy 2030* Consultation draft May 2024, Waste Authority WA.

Waste generation

Domestic

In 2024/25, City residents put 81,554 tonnes of general waste and recyclables into the three-bin system, a two per cent increase compared to the previous year. This consisted of 45,538 tonnes being placed into the red lid waste bin (56 per cent), 16,490 tonnes being placed into the yellow lid co-mingled waste bin (20 per cent) and 19,525 tonnes being placed into the lime green garden organics (GO) waste bin (24 per cent

Street litter

In 2024/25, 961 tonnes of general waste was placed in the public area bins located in local parks, reserves, bus stops and streets.

Three-bin system

Diversion

The City operates a three-bin Garden Organics (GO) system. A standard service comprises a 240L GO bin, 240L recycling bin, and 140L general waste bin. The City diverted 38 per cent of waste put into the three-bin system from going to landfill. This comprised zero per cent of waste from the red-lid general waste bin, 75 per cent of waste from the yellow-lid recycling bin, and 97 per cent of waste from the lime-green-lid GO bin.

While the tonnage collected from yellow-lid kerbside recycling bins was slightly down on the previous financial year, refunds received for 10 cent containers recovered in recycling bins continues to benefit the City. In the 12 months up to March 2025, over $444,700 was refunded under the Container Deposit Scheme (CDS).

Funds received for eligible 10 cent containers are split equally between the recycling processor and the City. With over 1 billion containers recovered and recycled in WA since its inception in 2020, this program is a great way to demonstrate the value of resource recovery, product stewardship, and how residents can take an active part in developing a circular economy.

Tonnes collected	% diverted from landfill
45,538	0%

Tonnes collected	% diverted from landfill
16,491	75%

Tonnes collected	% diverted from landfill
19,525	97%

Municipal solid waste recovery

The Western Australian Government's *Waste Avoidance and Resource Recovery Strategy 2030* sets a target to divert 70 per cent of municipal waste. This refers to the waste collected by local governments, typically from households, small businesses, and public spaces, including general waste, recyclables and organic waste.

In 2024/25, the City continued to implement a range of municipal waste collection and recycling services, collecting approximately 123,779 tonnes of municipal waste, and diverting 51,897 tonnes (42%) from landfill.

On-demand waste services

The City has a range of on-demand waste collections, allowing residents to book a collection to dispose of their unwanted items at their convenience. These services have been promoted in 2025 with our 'Un-delivered' marketing campaign raising awareness in the community.

These on-demand services include:

- Skip bin hire – one 3m^3 skip bin
- E-waste – up to six electronic waste items
- Mattresses – up to six mattresses or bed bases
- White goods – up to four items.

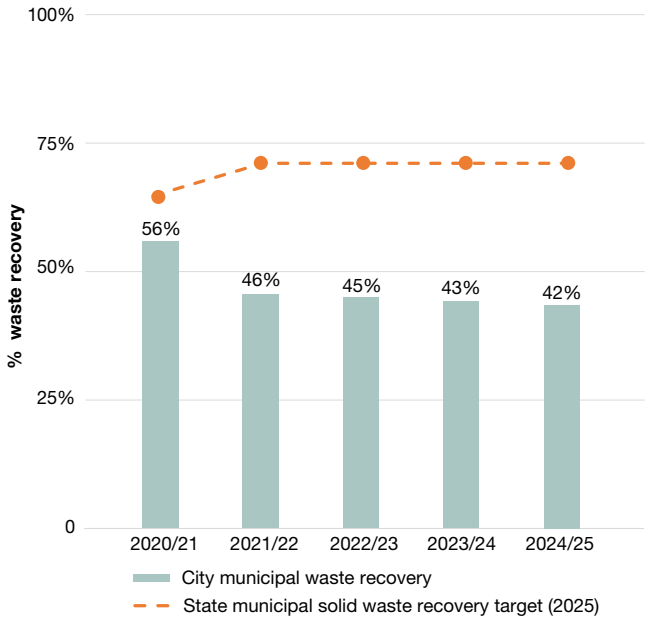
Households can access each of the above services once per financial year. Residents may also purchase an additional skip bin collection at a subsidised rate.

In addition to these on-demand services, City ratepayers also receive a set of tip passes with their rates notice each financial year. These passes give access to the Recycling Centre Balcatta for disposal of up to one tonne of green waste, up to one tonne of household mixed waste, up to one tonne of residential construction waste, two fridges and two mattresses each financial year.

Municipal waste

The State Government has set a target for local governments to divert 67 per cent of municipal waste from landfill by 2025. The municipal waste stream includes waste from the three-bin system, skip bin waste, green waste, white goods, e-waste and mattresses. In 2024/25, the City continued to implement a range of municipal waste collection and recycling services which resulted in 42 per cent of municipal waste being diverted from landfill. The reduction in recovery rates over the last few years is primarily due to the Containers for Change Scheme, which is not measured on our municipal waste data any longer. The tonnes of recovered materials from this scheme have moved from the co-mingled bin to dedicated locations. Additionally, the City has seen a drop in recovery tonnes for mattresses.

Figure 48: Municipal solid waste recovery target



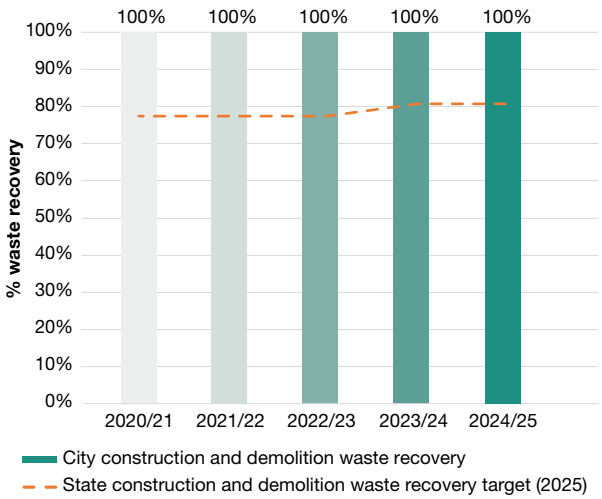
Source: City of Stirling Mandalay weighbridge system and contractor data 2025

Construction and demolition waste

Construction and demolition waste includes all waste associated with building and renovating. This includes waste received at the Recycling Centre Balcatta by trailer, truck or skip bin, and waste collected by contractors from City-run projects.

The State Government's recovery target is for 80 per cent of construction and demolition waste to be diverted from landfill by 2030. Figure 44 illustrates that the City has exceeded State targets and achieved 100 per cent recovery of construction and demolition waste every year for the past five years.

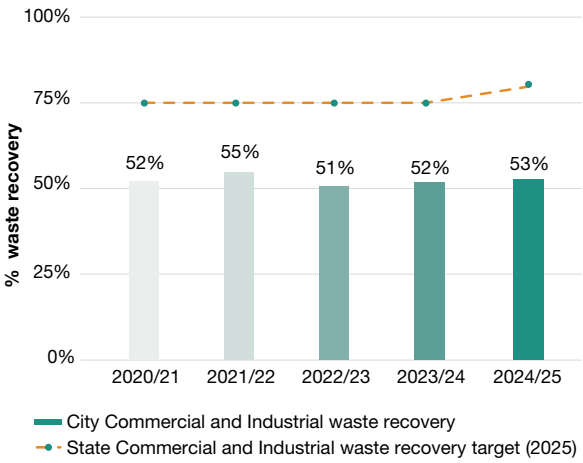
Figure 49: Construction and demolition waste recovery target



Commercial and industrial waste

Commercial and industrial waste includes the solid waste generated from commercial, industrial, government and public premises across the greater metropolitan area that is collected or accepted by the City. The State Government has set a recovery target of 80 per cent of commercial and industrial waste to be diverted from landfill by 2030. In 2024/25, the City collected 22,127t of commercial and industrial waste of which approximately 53 per cent was diverted from landfill.

Figure 50: Commercial and industrial waste recovery target



Hazardous waste

The City hosts one of nine Perth metropolitan Household Hazardous Waste (HHW) Program permanent drop-off facilities at Recycling Centre Balcatta (RCB). Here, householders can dispose of unwanted household chemicals at no charge. The program is funded by the Waste Authority through the Waste Avoidance and Resource Recovery Levy, administered by the Western Australian Local Government Association (WALGA).

In 2024/25, the City received, processed and recovered approximately 554t of household hazardous waste through the RCB. The materials brought into the RCB, listed in order of from highest tonnes to lowest, were paint, car batteries, gas cylinders, batteries, flammable liquids, engine coolants, household chemicals, aerosol cans, pesticides and fluorescent tubes.

Recycling Centre Balcatta Redevelopment

RCB is one of the busiest operational sites in the City. The facility is open 362 days a year, receiving an average of 500 visitors per day.

Residents can drop off items for dedicated recycling programs and safely dispose of household hazardous waste, general waste and car tyres. It also hosts the popular Balcatta Recycling Shop, operated by Workpower, where reusable items can be dropped off and visitors can shop sustainably.

The ageing infrastructure at RCB will impact operational capacity. Due to the current state of the asset, Council has supported progressing a renewal.

Looking forward

The City will move into design and construction steps to redevelop RCB in 2025/26. The new site design will provide better access and operational flow for all users and improve amenity for residents attending the RCB to drop off items for alternative recycling schemes.

In 2025/26, the City will continue to expand the 'Un-delivered' marketing campaign to increase awareness in the community of the City's on-demand verge collection services. With our combined approach of marketing combined with further developing our compliance measures and waste education program, we will reduce the incidence of illegal dumping in the City.

The Waste Engagement team will develop further events and workshops for residents to support them in reducing and sorting waste correctly. They will also support improving our internal corporate waste practices.

The City remains committed to exploring all options that support our Sustainable Stirling Strategic Community Plan objective: to be a waste-wise City, supporting a low-waste, circular economy that protects our environment from the impacts of waste.

Case Study

City of Stirling Nursery – growing through challenges

Nestled within the Hamersley Golf Course, the Nursery is a cornerstone of the City's greening and sustainability efforts. Accredited by the Nursery and Garden Industry Association, the nursery adheres to rigorous best practice guidelines that ensure high-quality plant production across a range of disciplines, including pest and disease management and irrigation monitoring. It also recently gained EcoHort accreditation, supporting systems to minimise its ecological footprint.

The nursery cultivates over 150 species of climate appropriate and waterwise plants, including both native and exotic varieties suited to drier climates. Producing between 35,000 and 55,000 plants annually, plants are grown from predominantly locally collected seeds and cuttings, with propagation occurring year-round and peaking in spring and early summer. The nursery's output supports a wide range of the City's projects, from street tree, parks and project plantings, to free trees for residents and endemic species grown for bushland and coastal dune revegetation.

Despite its success, the nursery faces mounting challenges. Demand for trees continues to rise due to the City's expanding Urban Forest Plan and conservation initiatives. External supplies are increasingly unreliable, with some stock sold out years in advance. Compounding this issue is the nursery's limited physical space, which restricts its ability to scale operations, while shade from large tuart trees affects plant quality.

Educationally, the nursery serves as a platform for inclusive learning, currently engaging students with special education needs from Belridge Secondary College. The nursery also offers an annual traineeship.

Key result area

Our Leadership

The *Local Government Act 1995* gives local governments the authority to uphold the good governance of their districts. This enables them to make decisions, enact local laws, and deliver essential services and facilities, provided these actions are not limited by the Act or other legislation.

The City of Stirling is Western Australia's most populous local government. To navigate future opportunities and challenges the City must establish a clear strategic direction – planning effectively, setting priorities and managing organisational performance with precision.

It is important the City invests in developing and motivating its workforce, ensuring the organisation is equipped to meet emerging demands and embrace new possibilities.

The City also recognises that meaningful community engagement and collaboration are key to driving continuous improvement and delivering outcomes that reflect the aspirations of its residents.

The City is committed to enhancing the quality of life for our community and making decisions that serve the public interest. Our approach to governance is anchored in principles such as goal clarity, ownership of processes, inclusive participation, mutual respect, recognition of roles, strong relationships and accountability.

Through professionalism and responsiveness, the City remains dedicated to being recognised as a leading local government: one that listens, adapts, and delivers with integrity.

The services, projects, programs and other activities delivered under the 'Our leadership' key result area are outlined in the following sections across three outcome areas:

- A well-governed City
- A customer-focused City
- A capable and efficient City.

As a local government, we strive to ensure that the work undertaken as part of this key result area contributes to the Sustainable Development Goals shown opposite.

Highlights – Our leadership

Customer service and engagement

89%
satisfaction with online services

9,700
webchats conducted

78% satisfaction with the way in which we keep residents informed

136,000
phone calls

43,000
direct online enquiries
through to our Customer Contact Centre

8,900 customer visits to our Administration Centre front counter

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

New City of Stirling **website launched**

Continued development of artificial intelligence (AI) technologies

17 PARTNERSHIPS FOR THE GOALS

$972,036
distributed through the City's Community Grants Program

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

Major focus applied to ensure greater equity between the City's two workforce agreements

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

5 year
City-wide compliance self-assessment process completed

Largest public attendance at Electors' General Meeting in past 10 years

Substantial completion of *Accountable Stirling Action Plan 2023-2025*

Service performance

The City of Stirling uses a 'balanced scorecard' approach to measure service performance across four key areas: customer service, financial, people and quality. The City services that most directly contribute to the 'Our leadership' key result area are outlined below.

Key

On track	✓
Below expectation	×
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Compliance, Risk & Information Management	$9,282	✓	✓	×	✓
Council Governance	$53,816	✓	✓	✓	✓
Customer Experience	$555,931	✓	✓	✓	✓
Executive Services	($20,093)	✓	✓	✓	✓
Financial Accounting	$8,249	✓	✓	✓	✓
Financial Planning	($15,858)	✓	✓	×	✓
Fleet Services	$803,521	×	✓	×	✓
Human Resources Operations	($16,069)	✓	✓	✓	✓
Human Resources Services	($14,945)	✓	✓	✓	✓
Marketing & Communications	($24,820)	✓	✓	✓	✓
Project Management Office & Business Systems	$3,256,605	✓	✓	✓	✓
Property Services	($277,401)	✓	×	✓	✓
Purchasing, Procurement & Contracts	$10,420	✓	×	✓	✓
Rates & Receivables	($188,674,526)	✓	✓	✓	✓
Strategy & Performance	$7,290	✓	✓	✓	✓
Technology Services	($47,563)	×	✓	✓	✓
Workplace Health & Safety	$6,097	✓	✓	✓	✓

Net cost consists of revenue (excluding reserve funding) and expenses (including corporate overheads).

× Customer service – performance outside City targets in relation to response times to customer and/or Elected Member enquiries.

× Financial – performance outside City thresholds in relation to budget variances for net cost.

× People – performance outside City targets for management of annual leave liability, performance appraisals and/or employee turnover.

Strategic project performance

Progress summaries for the strategic projects associated with the 'Our leadership' key result area are provided below.

Community Grants Program	2024/25 expenditure $885,647	On track
Provision of grants to the community		
Progress in 2024/25	The project progressed according to schedule and was completed for the year	
Plans for 2025/26	Continue with program as outlined in the Corporate Business Plan 2025-2029	

Human Resources Information System Implementation	2024/25 expenditure $66,833	On track
Implement a new human resource platform to support learning management and human resources administration		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Will form part of annual information and communications technology program	

Industrial Relations Plan	2024/25 expenditure $108,818	Complete
Undertake initiatives to meet requirements of the WA State Industrial Relations System		
Progress in 2024/25	Project complete	

Local Focus Fund	2024/25 expenditure $99,700	On track
Support small, high-priority City-led initiatives identified through community engagement in a timely and reactive approach to local issues		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

New Website	2024/25 expenditure $176,787	Complete
Upgrade the City's website to ensure improved functionality and digital integration		
Progress in 2024/25	Project complete	

Workplace Health & Safety Program	2024/25 expenditure $462,751	On track
(Introduced as part of budget review process) Support small, high-priority City-led initiatives identified through community engagement in a timely and reactive approach to local issues		
Progress in 2024/25	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2025/26	Continue with planned deliverables as outlined in the Corporate Business Plan 2025-2029	

A well-governed City

Objective:

Provide accountable and ethical governance

Transparent and ethical governance contributes to public trust and confidence in Council decision making, and the City is committed to this process. This practice of good governance will be responsible, clear and aligned with legislative requirements to ensure we support the best interests of our community. We will continue to monitor and improve our accountability and integrity and be an active contributor in the local government sector.

To achieve this objective the City will:

- Comply with legislation, standards and obligations
- Undertake conscious and effective management of risk
- Provide local government sector leadership.

What has happened during 2024/25?

Compliance Audit Return

The City continued its strong compliance performance, completing the Department of Local Government, Sport and Cultural Industries' 2024 Compliance Audit Return for the period 1 January to 31 December 2024. The return was reviewed by the Audit Committee and adopted by Council in February 2025.

The City identified one area of non-compliance, relating to the format of a report published on the 2023/24 financial year training completed by Elected Members by 31 July 2024. The City published the required information in register format, instead of the specific format required under the *Local Government Act 1995.* Processes and procedures have now been established to ensure the City complies with the format obligation.

Compliance Self-Assessment

In the 2024/25 financial year we completed the five-year, City-wide Compliance Self-Assessment process, applying a targeted, risk-based approach to assess high-priority compliance obligations across all the City's Business Units.

During the year, the City assessed compliance for the Corporate Information Services, Customer and Communications, Engineering Services and the Property Services Business Units. The assessments focused on financial, legislative/regulatory and reputational risk consequences with minimal controls in place.

All key compliance obligations for each business unit have been established, aligned to relevant legislation and the potential consequences of non-compliance determined. The 2024/25 compliance self-assessments also included recommendations from the Regulation 17 Risk, Compliance and Internal Controls Review completed in 2022.

The outcomes of each assessment were reported to the City's Audit Committee and Council.

Non-Compliance Reporting

The year also marked a significant milestone in the way any instances of non-compliance are reported. In December 2024, the City finalised a centralised reporting process, establishing a structured framework for reporting and managing non-compliance. This implementation is the result of an Internal Audit recommendation and was also a key action in the *Accountable Stirling Action Plan (ASAP) 2023-2025.*

Risk Management – *Accountable Stirling Action Plan (ASAP) 2023-2025* Completion

2024/25 saw the substantial completion of the City's *Accountable Stirling Action Plan (ASAP) 2023-2025* – a key document and roadmap to drive and mature the City's Risk, Integrity and Compliance frameworks.

The ASAP comprises five themes: Key Documentation Review, Refinement of Processes and Procedures; Establishment of New Reporting Protocols; Assessment, Analysis and Reporting; and Training Awareness.

The City substantially progressed the determined actions under each theme, including:

- Reviewing and updating the City's Employee Code of Conduct, Social Media Management Practice, Integrity and Misconduct Management Practice, Recruitment and Selection Management Practice and the new Conflicts of Interest Management Practice
- Completing 52 Service Risk review workshops with Business Unit Managers and Service Leads. This process reviewed the risks at the Service Area level and identified 133 service risks
- Developing risk treatment plans and reporting channels for Service Risks to improve and strengthen existing controls. A directorate service risk profile was presented to the November 2024 Audit Committee meeting
- Conducting fraud and misconduct training with People Leaders in August and September 2024, leading to developing Fraud Risk Assessments and a Fraud and Corruption Control Plan
- Rolling out risk-themed Key Performance Obligations (KPOs) to all Business Unit Managers and including Risk Management Accountability in all position description templates.
- Developing and refining Key Risk Indicators and Strategic Risks.

Freedom of Information

The *Freedom of Information Act 1992* gives the public the right to apply for access to documents held by the City of Stirling (subject to some limitations). It also provides a means to ensure that personal information held by the City is accurate, complete and up to date. The City maintained its commitment to transparency and accountability, responding to 72 Freedom of Information requests in accordance with the *Freedom of Information Act 1992.*

Local laws and Council policies

In the 2024/25 financial year, the City reviewed several local laws, including:

- City of Stirling Prevention and Abatement of Dust & Liquid Waste Local Law 2002
- City of Stirling Local Government Property Local Law 2009
- City of Stirling Pest Plant Local Law 2012
- City of Stirling Waste Management Local Law 2010.

The City sought feedback on two statements in reviewing each local law:

- Please provide any comments you may have on the local law
- Is there anything you would like to change about the local law?

The outcomes of the consultation were presented to Council for consideration, which resolved to amend the City of Stirling *Local Government Property Local Law 2009* at a future date.

The City also commenced the local law-making process for two proposed local laws – the City of Stirling *Cat Local Law 2025* and the City of Stirling *Shopping Trolley Local Law 2025*. Both proposed local laws underwent public consultation, and consultation outcomes are scheduled to be presented to Council meetings in the 2025/26 financial year.

The City reviewed several policies, including our suite of Elected Member related policies. Refer to page 40 for a full list of the policies reviewed across 2024/25.

Meeting governance

On 24 March 2025, the City held its Electors' General Meeting, providing an opportunity for electors to receive the 2023/24 Annual Report, 2023/24 Financial Statements and the Auditor's Report. Representatives at the meeting voted to accept these documents and there was then an opportunity to discuss any other general business. The meeting was attended by 184 people, the largest attendance in the past 10 years. Attendees raised a total of 24 motions, of which 17 were carried and four were lost. Three motions were not suitable for consideration.

The City continued to strengthen governance in Council meetings through implementing and providing submissions relating to *Local Government Act 1995* reform. On 1 January 2025, new regulations came into effect mandating Council meeting livestreaming for Band 1 and Band 2 local governments. While the City has been livestreaming its Council meetings since 2020, the City reviewed its livestreaming arrangements and continued to invest in audio-visual infrastructure to support implementing the regulations.

The City continues to implement other aspects of reform as it is proclaimed and comes into force.

International Anti-Corruption Day 2024

On Monday 9 December 2024, the City marked International Anti-Corruption Day with a dynamic and engaging campaign themed 'Conflicted? Let the Code of Conduct, Values and Employee Conflicts of Interest Management Practice guide your actions'.

This theme encouraged employees to reflect on ethical decision-making and navigate complex situations using the City's integrity framework. The campaign was designed and delivered collaboratively by the Corporate Compliance team with support from the Customer and Communications, Parks and Environment and Community Development business units.

Community Grants Program

The City of Stirling's Community Grants Program continued to deliver significant benefits to the community during the 2024/25 financial year, supporting initiatives that align with the City's Strategic Community Plan, Sustainable Stirling 2022–2032.

A total of $972,036 was distributed across 247 successful applications, enabling local organisations, groups and individuals to deliver projects that foster community wellbeing, creativity, sustainability and innovation via five grant streams including:

- Active & Healthy Communities – 139 projects
- Locally-led & Creative Communities – 67 projects
- Sustainable Communities – 18 projects
- Vibrant Communities – 19 projects
- Innovative & Productive Communities – 4 projects

Further details on the successful projects can be found on the City's website here City of Stirling - Supported projects. These projects collectively strengthened

social connections, promoted healthy lifestyles, fostered creativity, and advanced sustainability across the City. The program remains a cornerstone of the City's commitment to building a resilient, inclusive and vibrant community.

Sustainable procurement and investment

Striving to be a sector leader in sustainable development, the City recognises the need to consider the impacts from our services and operations. Sustainable procurement and investment practices support improved sustainability outcomes while also achieving value for money.

Table 15: Sustainable procurement performance in 2024/25 compared to the average (period as stated)

Sustainability area	Result 2024/25	% change compared to average	Years of data to calculate average	Indicator
Tenders assessing sustainability impact (% of tenders)	46%	NA	1	NA
Recycled asphalt use in road projects (8,610t laid)	30%	4% increase	5 years	↑
Construction and inert waste (% reused)	96%	1% decrease	4 years	↓
Office paper (reams purchased)	3,426	22% increase	5 years	↑
Emissions from waste contractor fuel (not a complete inventory) (tCO_2-e)	1,645	2% decrease	5 years	↓
Street light emissions (tCO_2-e)	5,679	14% decrease	5 years	↓
Divestment from fossil fuels (% of all investments)	29%	17% decrease	5 years	↓

Table 16: Financial implications of 2024/25 sustainable procurement activities

Sustainability area	Result 2024/25	% change compared to average	Years of data to calculate average	Indicator
Divestment from fossil fuels (total $ non fossil fuel investments)	$20.3 million invested	27% decrease	5 years	↓
Recycled asphalt use in road projects (8,610t laid)	$27,000 savings	31% decrease	5 years	↓

Assessing sustainability impact

The City assesses the sustainability risk for tender procurements, providing an opportunity for suppliers to competitively demonstrate how they could improve sustainability outcomes. This year 59 of the total 129 contracts delivered (46 per cent) considered sustainability impacts.

Sustainability criteria are used to identify the impact of the procurement and how it will be assessed, including:

- **Materials choice:** reduce consumption of raw materials by increasing the use of renewable, recycled and reusable materials
- **Waste-wise:** reduce waste generation and increase diversion from landfill through recycling, reuse and innovation
- **Energy-smart:** reduce energy consumption and carbon emissions by eliminating use, improving energy efficiency and increasing demand for renewable energy sources
- **Waterwise:** increase water conservation through reuse and harvesting, improving water efficiency and/or improving water quality
- **Biodiversity and tree canopy:** protect and enhance biodiversity in both natural and urban areas by considering impacts to plants, animals and trees, including roots
- **Chemical use and pollution:** reduce the use of toxic chemicals and pollution to air, land and water
- **Social:** improve labour standards, conditions for workers and equity, in addition to the Statement of Business Ethics.

Sustainable materials and supply chain reporting

The City is improving reporting on our sustainability performance within the supply chain. Materials reporting is a useful indicator of the volume of products the City consumes, which impacts demand for new material as well as extraction, production and transport requirements.

The City currently reports on office paper consumption, recycled asphalt use (instead of virgin asphalt), waste contractor transport emissions and construction and inert waste material disposal.

The number of reams of office paper purchased by the City increased in 2024/25. The increase is inconsistent with a downward trend for office paper purchased since 2021. The jump is thought to be due to a change in stationery ordering and storage practices across the City. The new process is likely to have increased the number of reams being stored within the administration areas. The City will reconcile this in the next financial year.

Asphalt and concrete are major products the City uses to deliver essential services. Work is ongoing to incorporate recycled materials that meet performance and safety requirements. In 2024/25, the City laid 2,583t of recycled asphalt, accounting for 30 per cent of total asphalt used.

A secondary benefit of using recycled asphalt was financial savings of $27,000. It is a great outcome for the City to achieve financial savings while increasing the use of recycled materials. However, the cost savings have decreased since the project began in 2020/21. The cost savings vary with demand for and pricing of products, for example crumb rubber.

With the City's construction and inert waste, 96 per cent of these materials, including concrete, steel and organic matter are reclaimed to be re-used.

This has decreased by one per cent compared to the 4-year average, because the clean, or Grade 1, concrete product hasn't been collected, and Grades 2 and 3 concrete products have been combined. This has resulted in slightly lower diversions from landfill.

Value chain emissions outside the City's direct control

The City contracts out some of our waste collection services. This year the fuel consumption emissions from this outsourced service totalled 1,645 tonnes carbon dioxide equivalent. These emissions have decreased slightly this year, by two per cent.

Streetlights within the City are predominantly owned by Western Power, at 98 per cent. The City pays a tariff for energy, supply, maintenance and replacement costs. The tariff is not based upon actual consumption; it is a fixed rate depending on the lamp type.

Streetlights have an estimated energy demand of 35,870GJ in 2024/25, with emissions of 5,679 tonnes carbon dioxide equivalent. This is a 14 per cent decrease when compared to the five-year average. When the emissions were calculated they were treated as 'Scope 3', which means the streetlights are outside of the control of, or not owned by, the City. Including streetlight emissions in this way aims to provide transparency about the environmental impact of providing this service. The City will continue to identify other emissions in the value chain and will report them when available.

Investment choices – divesting from fossil fuels

The City has an Investments Policy that aligns with Council's values of environmentally and socially responsible investment criteria, giving preference to financial institutions that do not invest in or finance the fossil fuel industry.

At the end of June 2025, the City had 29 per cent of its investments, $20.3 million, in banks that do not finance the fossil fuel industry. Unfortunately, this is a 17 per cent decline from the five-year average performance.

Two changes have contributed to this. Suncorp Bank was acquired by ANZ Bank in July 2024, and ANZ invests in fossil fuels. The City has also invested in Rabo Bank for the first time, which earns money from fossil fuels. The City continues to investigate ways to improve our responsible investment portfolio.

A customer-focused City

Objective:

Deliver excellent customer service

The City is committed to communicating and engaging with our community openly and inclusively to ensure they can participate in decision making and help shape our future. We will proactively seek feedback and genuinely listen to the voices of all people in our community to understand their needs and set priorities. We will also continue to make it easier for our customers to receive services and access information online to improve the customer experience.

To achieve this objective the City will:

- Provide consistent, responsive and efficient customer service
- Involve, engage, and inform our community
- Transform the City's digital environment to increase access to the City.

What has happened during 2024/25?

The City remains dedicated to delivering outstanding customer service, a commitment clearly outlined in our service pledge on page 15.

Throughout the year, we have continued to evolve and respond to our customers' changing needs, designing experiences that are seamless, inclusive, and easy to navigate. Whether the enquiry is straightforward or complex, our goal is to ensure every customer feels supported, connected and empowered.

Our Customer Experience team engaged with our community through various channels throughout 2024/25, including:

- 8,900 customer visits to the front counter at our Administration Centre
- 136,000 phone calls to our Customer Contact Centre
- 43,000 direct online enquiries through to our Customer Contact Centre
- 9,700 webchats, providing another way to talk to our Customer Experience team in real-time.

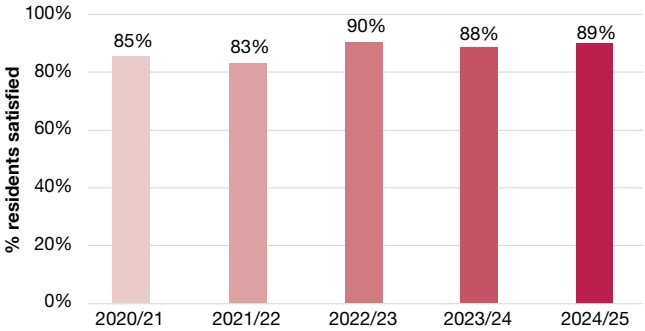
As part of our broader digital transformation, highlighted by the new website launch and enhanced self-service tools, customer channel performance demonstrated a shift in customer behaviour and service delivery outcomes.

Inbound phone calls decreased, indicating a reduced reliance on telephone-based support and successful transition toward digital-first engagement.

Digital channel trend increases suggest a meaningful behavioural shift, with more customers resolving enquires independently via self-service channels, or without the need for an in-person visit to the Administration Centre. This aligns with our channel shift strategy and enables the City to operate with greater efficiency, contributing to enhanced service quality.

Figure 51 provides the community's satisfaction with the City's online services provision. Results across the past three years have indicated very high levels of satisfaction, with 89 per cent satisfaction recorded for the 2024/25 financial year.

Figure 51: Satisfaction with the City's provision of online services



Ongoing enhancements to systems and team capability

Our customers remain at the heart of everything we do. We continue to listen, adapt and innovate to make accessing services easier and more efficient in the way most convenient for our customers. This year, we've built on previous improvements with a strong focus on team capability, cross-functional collaboration and operational efficiency.

A key focus has been our call coaching initiative, designed to enhance the skills and confidence of our Customer Experience team. The project delivered outstanding results, including a 94 per cent employee satisfaction rate, a 12.8 per cent improvement in team call quality, and a 3.65 per cent reduction in average handling time. These outcomes reflect the value of investing in our people and the positive impact on both team performance and customer experience.

The City's Customer Experience team partnered with our Waste Services team in a three-month initiative focused on cross-functional knowledge sharing. This collaboration helped uncover customer and employee pain points within systems and processes, opening opportunities to work more effectively together. By aligning efforts, we achieved faster outcomes for our customers and strengthened internal relationships that support long-term service improvements.

To better respond to fluctuating customer demand, we've expanded our multi-skilled officer model. This flexible staffing approach allows us to dynamically allocate resources where they're needed most, whether on phones, digital channels, or at front counter, ensuring our residents receive timely and effective support. During the 2024/25 financial year, our average wait time was 1.27 minutes, which is a 79.6 per cent improvement compared to the previous financial year. Our multi-skilled officer approach drove this improvement.

These enhancements reflect our ongoing commitment to continuous improvement and customer satisfaction. By investing in our people, systems, and partnerships, we're building a more responsive and resilient Customer Experience function that meets the evolving needs of our community.

Strengthening the customer experience

The City's Relationship Management System (RMS) continues to be a cornerstone of our Customer Engagement Strategy, enabling a more connected, responsive and data-driven approach to service delivery. Throughout the financial year, collaboration between the Customer Experience Service Improvement team and the RMS technical team drove meaningful enhancements across the organisation, within customer experience and across multiple service areas.

The teams have focused on embedding RMS capabilities more deeply across the City, ensuring more customer interactions are recorded and resolved with greater accuracy and accountability. This cross-departmental partnership has matured across the past 12-months to a strategic relationship that supports operational efficiency, data transparency and improved customer outcomes.

Community engagement – Local Focus Fund

The City's Local Focus Fund supported a series of locally-led initiatives that responded to community-identified needs and aspirations. These actions reflect the City's commitment to fostering a deeper culture of participation and ensuring the community is at the heart of decision-making.

Throughout the year, projects were delivered across the City's seven wards, addressing safety, inclusion, connection, and regeneration. Highlights included removing dog bowls near playgrounds in Hamersley to improve child safety, supporting Halloween events in North Beach and Menora and installing street furniture in Dianella to enhance local identity and economic vitality.

Environmental and cultural initiatives were also prioritised. These included greening efforts in Dianella, relocating wicking beds in Mirrabooka for better accessibility and supporting Aboriginal education programs that celebrated diversity and shared knowledge. The Ngalang Maya Wangkiny (Talking Our Place) initiative further strengthened community connection through storytelling across time and place.

Each project was guided by the City's engagement principles: managing expectations with clear purpose, using best-practice tools, building trust and starting where people are at. The fund enabled timely, meaningful actions that improved service delivery and strengthened relationships between the City and its communities.

This year's activities demonstrate how small, locally driven actions can generate lasting impact and reinforce the City's locally-led approach to civic life. More information about how the City engages with its community can be found on page 50.

Keeping our community informed

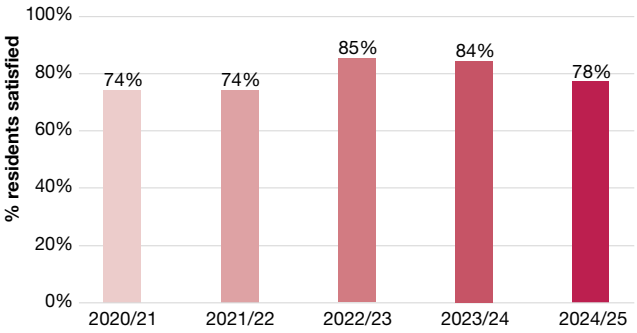
In addition to our community engagement approaches, we are committed to keeping our community informed and engaged by using a wide range of communication channels tailored to different audience preferences.

We share important updates about our services, events, initiatives and council decisions through a variety of platforms, including:

- Digital channels: the City's website, organic and paid social media, targeted e-newsletters and digital screens across City facilities
- Traditional channels: media coverage, street banners and printed materials such as brochures, posters, flyers, newsletters, signage and official documents.

By embracing this multi-channel approach, we ensure that vital information is accessible, inclusive and resonates with the many voices that make up our community.

Figure 52: Satisfaction with the way in which the City keeps residents informed



The City's annual residents' survey for 2024/25 found that 78 per cent of residents are satisfied with the way the City keeps them informed. Though this result had been improving in past years, this years' result is a six-percentage point reduction when compared to the previous year. The City will continue to assess its communication and engagement approaches and adjust them to ensure they meet our community's needs.

New website

After two years of careful planning, the City's new website went live successfully on 5 December 2024. The City's Digital team researched website user needs and sought feedback and valuable insights from our customers, business units, Executive Team and Elected Members.

Key features of the new website include:

- A refreshed design created with the community in mind and new colour palette that reduces the feel of a traditional local government website
- An updated leisure timetable that improves efficiency by automatically pulling class times from the leisure system, reducing duplication
- An overhauled sitewide search, with content reviewed to reduce jargon and replace with plain English where possible to improve the user experience
- Simpler navigation at 30 per cent fewer pages, with 70 per cent of pages accessible in just two clicks
- The report/request it page allows quick access to the most used forms, reducing user pain points and providing a one-stop-shop for requests.

Six months after launching the website, an overall increase of 3.2 per cent in total sessions showed steady growth rate in website visits. An increase in average session duration and engagement rate, paired with a decrease in bounce rate, suggests users find the website more useful and engaging. Metrics also indicate visitors are spending more time exploring the content, which reflects positively on the redeveloped website's usability and reference.

There was an 11.2 per cent increase in organic search sessions, with 77 per cent of users arriving by search engines. This indicates improved keyword performance and visibility and suggests content is now better aligned with user search intent thanks to the updates in search engine optimisation (SEO) and content structure during redevelopment.

A capable and efficient City

Objective:

Strive for operational efficiency, effectiveness and continuous improvement

The City of Stirling is the largest local government area by population in Western Australia and we are a consistent and strong performer within the sector. Through integrated and robust planning, we will continue to deliver our priorities and manage our resources responsibly to ensure the City's long-term sustainability. Our capable and engaged employees will encourage future thinking and seek opportunities to improve and collaborate within our organisation.

To achieve this objective the City will:

- Plan for the future, manage resources and measure performance
- Provide responsible financial and asset management
- Drive improvement and innovation to build capacity and increase efficiency and effectiveness
- Maintain a highly skilled and effective workforce.

What has happened during 2024/25?

On 25 June 2024, following a comprehensive development process, the City's *Corporate Business Plan 2024-2028* and 2024/25 Municipal Budget were formally adopted by Council by an absolute majority.

The City's Integrated Planning and Reporting Framework outlined on page 93 allows the City to optimise its planning, budgeting and resourcing to ensure a sustainable City, in line with our strategic intent. The integrated approach is supported by informing strategies, frameworks and plans such as:

- Long-Term Financial Plan
- Asset Management Framework
- Workforce Plan
- Local Planning Strategy
- Risk Management Framework
- Strategic Information Management Plan.

The City closely tracks Strategic Community Plan and Corporate Business Plan implementation, aligning with legislative obligations and guided by our own performance evaluation and reporting approach. As part of this commitment, we conduct an annual review of key operational performance indicators across all City services.

Given the breadth of functions delivered by the City, we maintain over 250 performance indicators to measure service effectiveness. This comprehensive review process enables us to evaluate performance, identify areas for improvement, benchmark outcomes and implement enhancements where needed.

Progress toward achieving the goals outlined in our strategic plans is transparently reported through the City's Annual Report. In addition, quarterly updates are provided to the Executive team and Elected Members, offering insights into service delivery and tracking key project milestones throughout the year.

We are confident this robust and integrated approach to planning, performance monitoring, and reporting will continue to support the City's success, now and into the future.

People management

As highlighted in the 'Our People' section of this report (see page 64), the City recognises that its dedicated workforce is its greatest asset. Our people are central to delivering both operational excellence and strategic outcomes. The City's People business unit drives impact and efficiency across the organisation, empowering staff to achieve the best possible results for our community.

Throughout the year, the City implemented a range of workforce-related initiatives designed to strengthen capability, enhance engagement and support continuous improvement. These projects included:

Industrial Relations system transition

The City's Industrial Relations strategy was completed and endorsed by the executive team. Focus shifted in the 2024/25 financial year to preparing for negotiations for both the Inside and Outside Workforce Agreements, which had nominal expiry dates of 30 June 2025.

Within this period, the City conducted detailed analysis of existing conditions and possible future changes to support us in creating a workplace that our people spoke proudly about.

Underscoring this was an intent to ensure wherever possible all employees had equity with employment conditions regardless of which Agreement covered the employee. Negotiations with respective Unions started in early June 2025. Negotiations will continue into the 2025/26 financial year.

Human Resources Information System (HRIS) Implementation

The start of this project was delayed due to several technical factors. Over time, the City changed scope and moved forward with a redefined focus. This led to implementing a Human Capital Management (HCM) platform over a simpler Human Resources Information System. The platform would encompass core configuration, timesheet and rostering, recruitment system integration, talent optimisation, performance management and learning management.

We reframed our business requirements to ensure the revised outcomes would be attainable and went to market to tender in February 2025. A strong response was received from both national and international vendors. An extensive evaluation was conducted, including detailed demonstrations of products to ensure solutions would meet the City's needs. A preferred vendor was selected through the evaluation process and a Council report was written for consideration in July 2025.

Safety Culture Maturity Program

There has been significant progress in this critical area of operations over the 2024/25 financial year. A safety ecosystem was developed, incorporating key safety frameworks and connections including organisational change and contractor management initiatives.

This has allowed for a more systemic approach in building and delivering key initiatives that are designed to mitigate risk and, more importantly, keep our people safe at work.

Key deliverables achieved during the year include updating and securing Council endorsement for the City's Workplace Health and Safety policy, implementing a Work Health Safety Management System, conducting a contractor management review, undertaking critical risks review, and facilitating improved leadership training and awareness. This body of work will continue into the 2025/26 financial year.

Corporate Information Services technology projects and upgrades

Aligned with the City's strategic goal of achieving greater efficiency and effectiveness, a continuous program of implementing information technology related upgrades, renewals and replacements is actively maintained.

Throughout 2024/25, a range of targeted projects were delivered as part of this ongoing commitment, including the development of artificial intelligence (AI) capability, cybersecurity enhancements, internal reporting improvements through data quality reviews and increased use of business intelligence tools, optimisation of City networks, and continued development of core systems relating to customer service, asset management and financial management.

The City's information technology program is a dynamic initiative, evolving with the rapidly changing digital landscape. We remain committed to ensuring that our systems and applications respond to current demands and emerging needs, empowering our workforce and enhancing service delivery for our community.

Looking forward

The 2025/26 financial year will see development of a new workplace health & safety (WH&S) system at the City.

Case study

Customer Experience at Scale: Setting the Benchmark for Service Excellence

Delivering outstanding customer service is at the heart of the City of Stirling's Strategic Community Plan, and in 2024/25, the City's Customer Experience team set a new standard for local government, earning national recognition and delivering measurable improvements for the community.

This year the City's Customer Experience team underwent a significant transformation. In 2024/25, the team introduced new digital tools, streamlined processes and enhanced training, making it easier for customers to access services and information. The City also strengthened its complaints management framework, using feedback to drive organisational learning and service enhancements.

Other initiatives included the rollout of QTRAC, a customer ticketing system for the City's Administration Centre, and Customer Relationship Management System training for Environmental Health Officers to improve process standardisation and reporting which eliminated delays and improved resolution times.

By year end, performance had shifted significantly. The City's Contact Centre achieved a 100 per cent improvement in callanswering speed, with 72 per cent of calls answered within two minutes and average wait times reduced from over seven minutes to 1.5 minutes. Firstcontact resolution rose to 73 per cent across telephone and digital channels, reflecting better knowledge management and system coaching. The team also realised an 8.24 per cent improvement in callhandling efficiency, driven by simpler pathways for common requests and targeted selfservice content, including wasterelated information that reduced avoidable calls.

These changes were supported by a conciergestyle approach at the City's fronter counter during the peak rates period, ensuring faster triage in the foyer while freeing customer experience officers to maintain service quality across channels. Overall, 95 per cent of customers at the front counter were served within five minutes, meeting and exceeding the City's service standards.

With the City handling approximately 9,000 in-person enquiries and nearly 200,000 phone and online interactions, these outcomes ensured that residents, businesses and visitors received timely, professional and friendly service.

Recognition of this work came at the 2025 Auscontact Excellence Awards, where the City was the only local government to win a national award. Rebecca Embleton-Smith was named Centre Manager of the Year, and the City was a finalist in two additional categories, including Employee Experience Initiative of the Year for its Stronger Together program.

Challenges remain, particularly in scaling digital channels while maintaining personalised service. The City continues to invest in technology and staff development, ensuring that service quality keeps pace with community needs and expectations.

Looking forward, the City will continue to enhance complaints handling, expand selfservice options and embed quality coaching and analytics to sustain performance. The 2024/25 results confirm that by putting the customer at the centre of everything it does, the City of Stirling is setting the benchmark for service excellence in local government.

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The City of Stirling conducts the operations of a local government with the following community vision:

A sustainable City with a local focus.

Principal place of business:
25 Cedric Street,
Stirling WA 6021

Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

City of Stirling

To the Council of the City of Stirling

Opinion

I have audited the financial report of the City of Stirling (City) which comprises:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report :

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Stirling for the year ended 30 June 2025 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.

Tim Sanya
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
16 December 2025

City of Stirling Financial Statements

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Statement by Acting Chief Executive Officer

The accompanying financial report of the City of Stirling has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 15th day of December 2025

INGRID HAWKINS

ACTING CHIEF EXECUTIVE OFFICER

Statement of Comprehensive Income

For the year ended 30 June 2025

	Note	2025 Budget $	2025 Actual $	2024 Actual $
Revenue				
Rates	2a, 25	166,424,866	166,042,228	160,080,943
Security service charge	2a	4,770,060	4,916,522	4,137,943
Grants & subsidies	2a	13,790,488	14,000,384	15,021,260
Contributions, reimbursements & donations	2a	2,287,456	4,040,245	3,056,584
Waste service charge	2a	45,753,935	48,058,892	45,403,791
Fees & charges	2a	21,053,879	23,797,280	20,270,361
Interest revenue	2a	10,000,000	10,836,094	11,345,930
Registrations/licences & permits	2a	4,150,920	5,238,557	4,244,396
Underground power	2a	1,352,976	1,406	125,194
Other revenue/income	2a	4,284,818	5,581,441	4,629,243
Total revenue from ordinary activities		**273,869,398**	**282,513,049**	**268,315,645**
Expenses				
Employee costs	2b	(111,969,899)	(117,908,345)	(107,110,470)
Materials & contracts direct maintenance of non-current assets		(32,302,716)	(34,992,395)	(30,602,107)
Materials & contracts other works		(75,178,327)	(74,189,721)	(69,856,878)
Underground power		-	(114,747)	(1,638,943)
Utility charges		(8,832,545)	(9,272,898)	(8,381,284)
Depreciation and amortisation		(51,093,486)	(56,506,909)	(51,789,769)
Finance costs	2b, 27	-	(34,951)	(8,079)
Insurance expenses		(2,223,204)	(2,039,393)	(2,462,107)
Other expenditure	2b	(4,059,899)	(4,813,525)	(3,995,917)
Total expenditure from ordinary activities		**(285,660,076)**	**(299,872,884)**	**(275,845,554)**
Net result from operating activities		**(11,790,678)**	**(17,359,835)**	**(7,529,909)**
Non-operating activities				
Capital grants & subsidies	2a	11,203,535	14,875,292	11,971,912
Gifted & acquired assets	2a	-	2,048,379	121,926
Share of profit/(loss) of associates accounted for using the equity method	20a	-	(3,264,242)	2,665,876
Profit on sale of Catalina land		6,080,000	15,455,664	15,676,633
Fair value adjustment to financial assets through profit and loss	4	-	(8,878)	4,203
Fair value adjustment to Investment Property		-	200,000	488,500
Profit on asset disposals		611,364	1, 376,172	1,250,687
Loss on asset disposals		(788,317)	(1,156,399)	(8,307,950)
Total non-operating activities		**17,106,583**	**29,525,988**	**23,871,787**
Net result	16b	**5,315,905**	**12,166,153**	**16,341,878**
Other comprehensive income				
Share of other comprehensive income of associates accounted for using the equity method	15, 20b, 20c	-	(297,119)	840,752
Changes in asset revaluation surplus	15	-	72,064,007	69,909,798
Total comprehensive income		**5,315,905**	**83,933,041**	**87,092,428**

This statement is to be read in conjunction with the accompanying notes.

Statement of Financial Position

For the year ended 30 June 2025

	Note	2025 $	2024 $
Assets			
Current assets			
Cash & cash equivalents	3, 16	168,810,992	161,892,443
Trade and other receivables	5a	17,368,337	17,097,560
Other assets	5c	4,817,241	3,869,740
Inventories	6	6,722,894	3,749,006
Contract Assets	7	2,109,404	2,096,563
Total current assets		**199,828,868**	**188,705,312**
Non-current assets			
Other financial assets	4	199,049	207,927
Trade and other receivables	5b	2,068,426	2,246,296
Inventory - land held for resale	6	59,098	106,354
Investment Property	11	6,200,000	6,000,000
Property, plant & equipment	8a	830,278,067	818,077,616
Infrastructure	8c	1,750,972,937	1,682,682,786
Intangibles	9	3,636,215	2,501,444
Right of use assets	10a	474,307	70,961
Investments	20a	53,866,656	67,466,111
Total non-current assets		**2,647,754,755**	**2,579,359,495**
Total assets		**2,847,583,623**	**2,768,064,807**
Liabilities			
Current liabilities			
Trade and other payables	12	40,416,549	45,588,296
Other liabilities	13	2,665,075	3,095,464
Lease liabilities	10b, 27	109,745	5,654
Employee related provisions	14	19,968,162	19,316,096
Total current liabilities		**63,159,531**	**68,005,510**
Non-current liabilities			
Lease liabilities	10b, 27	377,774	68,532
Employee related provisions	14	1,307,343	1,184,831
Total non-current liabilities		**1,685,117**	**1,253,363**
Total liabilities		**64,844,648**	**69,258,873**
Net assets		**2,782,738,975**	**2,698,805,934**
Equity			
Retained surplus		1,066,362,537	1,080,669,952
Reserves - cash/investment backed	28	126,947,567	98,989,504
Revaluation surplus	15	1,589,428,871	1,519,146,478
Total equity		**2,782,738,975**	**2,698,805,934**

This statement is to be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2025

	Note	Retained surplus $	Reserves cash backed $	Revaluation surplus $	Total equity $
Balance as at 1 July 2023		**1,068,353,767**	**94,897,412**	**1,448,462,327**	**2,611,713,506**
Comprehensive income					
Net result		16,341,878	-	-	16,341,878
Share of other comprehensive income of associates	15, 20b, 20c	-	-	840,752	840,752
Change on revaluation of non-current assets	15	-	-	69,909,798	69,909,798
Total comprehensive income		**16,341,878**	**-**	**70,750,550**	**87,092,428**
Realisation of revaluation reserve upon disposal of assets	15	66,399	-	(66,399)	-
Transfers to reserves	28	(34,556,475)	34,556,475	-	-
Transfers from reserves	28	30,464,383	(30,464,383)	-	-
Balance as at 30 June 2024		**1,080,669,952**	**98,989,504**	**1,519,146,478**	**2,698,805,934**
Total equity as at 1 July 2024		1,080,669,952	98,989,504	1,519,146,478	2,698,805,934
Comprehensive income					
Net result		12,166,153	-	-	12,166,153
Share of other comprehensive income of associates	15, 20b, 20c	-	-	(297,119)	(297,119)
Change on revaluation of non-current assets	15	-	-	72,064,007	72,064,007
Total comprehensive income		**12,166,153**	**-**	**71,766,888**	**83,933,041**
Realisation of revaluation reserve upon disposal of assets	15	1,484,495	-	(1,484,495)	-
Transfers to reserves	28	(45,466,524)	45,466,524	-	-
Transfers from reserves	28	17,508,461	(17,508,461)	-	-
Balance as at 30 June 2025		**1,066,362,537**	**126,947,567**	**1,589,428,871**	**2,782,738,975**

This statement is to be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2025

	Note	2025 $	2024 $
Cash flows from operating activities			
Receipts			
Rates		166,356,800	159,027,497
Underground power		633,428	788,954
Fees from regulatory services		6,140,183	4,470,229
Service charges		76,698,357	70,168,399
Interest revenue		9,545,567	10,080,111
Grants, subsidies & contributions		17,627,687	16,933,730
Other revenue		6,916,690	4,138,789
		283,918,712	**265,607,709**
Payments			
Employee costs		(134,287,876)	(126,247,594)
Materials & contracts		(100,375,564)	(75,738,164)
Underground power		(114,746)	(1,517,017)
Utility charges		(9,272,898)	(8,381,285)
Insurance		(2,039,392)	(2,462,106)
Interest		(34,951)	(8,079)
Other expenditure		(4,767,283)	(4,519,408)
		(250,892,710)	**(218,873,653)**
Net cash from operating activities	16b	**33,026,002**	**46,734,056**
Cash flows used in investing activities			
New & redevelopment of community infrastructure		(36,762,058)	(25,224,502)
Payments for purchase of property, plant & equipment		(34,367,374)	(47,315,629)
Payments for principal portion of lease liabilities		(112,607)	(79,615)
Distributions from investment in associate	20c	23,333,333	10,000,000
Proceeds from sale of property, plant & equipment		6,925,961	4,073,824
Capital grants, subsidies & contributions		14,875,292	11,971,912
Net cash used in investing activities		**(26,107,453)**	**(46,574,010)**
Net increase in cash & cash equivalent		6,918,549	160,046
Cash & cash equivalents at beginning of reporting period		161,892,443	161,732,397
Cash & cash equivalent at end of reporting period	3	**168,810,992**	**161,892,443**

This statement is to be read in conjunction with the accompanying notes.

Statement of Financial Activity

For the year ended 30 June 2025

	Note	2025 Budget $	2025 Actual $	2024 Actual $
Operating activities				
Revenue from operating activities				
General rates	2a, 25	166,424,866	166,042,228	160,080,943
Security service charge	2a	4,770,060	4,916,522	4,137,943
Grants & subsidies	2a	13,790,488	14,000,384	15,021,260
Contributions, reimbursements & donations	2a	2,287,456	4,040,245	3,056,584
Waste service charge	2a	45,753,935	48,058,892	45,403,791
Fees & charges	2a	21,053,879	23,797,280	20,270,361
Interest revenue	2a	10,000,000	10,836,094	11,345,930
Profit on disposal of assets		611,364	1,376,172	1,250,687
Registrations/licences & permits	2a	4,150,920	5,238,557	4,244,396
Underground power		1,352,976	1,406	125,194
Other revenue	2a	4,284,818	5,581,441	4,629,243
Fair value adjustments to investment property	11	-	200,000	488,500
Total revenue from operating activities		**274,480,762**	**284,089,221**	**270,054,832**
Expenditure from operating activities				
Employee costs		(111,969,899)	(117,908,345)	(107,110,470)
Materials & contracts direct maintenance of non-current assets		(32,302,716)	(34,992,395)	(30,602,107)
Materials & contracts other works		(75,178,327)	(74,077,114)	(69,777,263)
Underground power		-	(114,747)	(1,638,943)
Utilities		(8,832,545)	(9,272,898)	(8,381,284)
Depreciation on non-current assets		(51,093,486)	(56,506,909)	(51,789,769)
Loss on disposal of assets		(788,317)	(1,156,399)	(8,307,950)
Fair value adjustment to financial assets		-	(8,878)	4,203
Interest expenses	2b, 27	-	(34,951)	(8,079)
Insurance expenses		(2,223,204)	(2,039,393)	(2,462,107)
Other expenditure	2b	(4,059,899)	(4,813,525)	(3,995,917)
Total expenditure from operating activities		**(286,448,393)**	**(300,925,554)**	**(284,069,686)**
		(11,967,631)	**(16,836,333)**	**(14,014,854)**
Non cash amounts excluded from operating activities	26a	51,270,439	67,740,173	54,277,553
Amount attributed to operating activities		**39,302,808**	**50,903,840**	**40,262,699**

Statement of Financial Activity (continued)

For the year ended 30 June 2025

	Note	2025 Budget $	2025 Actual $	2024 Actual $
Investing activities				
Inflows from investing activities				
Capital grants & subsidies	2a	11,203,535	14,875,292	11,971,912
Profit on sale of Catalina Land		6,080,000	15,455,664	15,676,633
Proceeds from disposal of assets		3,632,856	4,073,824	4,073,824
		20,916,391	34,404,780	31,722,369
Outflows from investing activities				
Total capital expenditure		(109,238,795)	(70,219,445)	(72,381,490)
		(109,238,795)	**(70,219,445)**	**(72,381,490)**
Non-cash amounts excluded from investing activities		-	1,645,033	193,614
Amount attributed to investing activities		**(88,322,404)**	**(34,169,632)**	**(40,465,507)**
Financing activities				
Inflows from financing activities				
Transfers from reserves	28	25,927,684	17,508,461	30,464,383
		25,927,684	17,508,461	30,464,383
Outflows from financing activities				
Payments for principal portion of lease liabilities	27	-	(112,607)	(79,615)
Transfers to reserves	28	(30,998,842)	(45,466,524)	(34,556,475)
		(30,998,842)	(45,579,131)	(34,636,090)
Amount attributed to financing activities		**(5,071,158)**	**(28,070,670)**	**(4,171,707)**
Movement in surplus or deficit				
Surplus at the start of the financial year		54,090,754	41,026,394	45,400,909
Amount attributed to operating activities		39,302,808	50,903,840	40,262,699
Amount attributed to investment activities		(88,322,404)	(34,169,632)	(40,465,507)
Amount attributed to financial activities		(5,071,158)	(28,070,670)	(4,171,707)
Surplus after imposition of general rates	26c	**-**	**29,689,932**	**41,026,394**

This statement is to be read in conjunction with the accompanying notes.

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Notes to and forming part of the financial statements

For the year ended 30 June 2025

1. Basis of preparation

The financial report of The City of Stirling, which is a Class 1 local government, comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the Local Government (Financial Management) Regulations 1996 prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The Local Government (Financial Management) Regulations 1996 specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

The Local Government (Financial Management) Regulations 1996 provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls;

and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 Property, Plant and Equipment, which would have required the City to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates. The use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment - note 8.
  - Infrastructure - note 8.
- Expected credit loss on financial assets - notes 5 and 7.
- Assets held for sale - note 6.
- Investment property - note 11.
- Estimated useful life of intangible assets - note 9.
- Measurement of employee benefits - note 14.

Fair value hierarchy information can be found in note 23.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

1. Basis of preparation (continued)

The Local Government Reporting Entity

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears in note 29 of the financial report.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- *AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current*
- *AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback*
- *AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*
- *AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for- Profit Public Sector Entities*
- *AASB 2023-3 Amendments to Australian Accounting Standards - Disclosure of Non-current Liabilities with Covenants: Tier 2*
- *AASB 2024-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements: Tier 2 Disclosures*
- *AASB 2023-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements*

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- *AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- *AASB 2024-4b Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*
- *AASB 2022-9 Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector*
- *AASB 2023-5 Amendments to Australian Accounting Standards - Lack of Exchangeability*
- *AASB 18 (FP) Presentation and Disclosure in Financial Statements - (Appendix D) [for for-profit entities]*
- *AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements - (Appendix D) [for not-for-profit and superannuation entities]*
- *AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments*
- *AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11*

These amendments are not expected to have any material impact on the financial report on initial application.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

2. Revenue and expenses

a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/ Refunds/ Warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - sale of stock	Kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

2. Revenue and expenses (continued)

a) Revenue (continued)

Revenue recognition

Rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Revenue recognised during the year under each basis of recognition by nature or type of goods or services is provided in the table below:

For the year ended 30 June 2025

Nature or type	Contracts with customers $	Capital grant/ contributions $	Statutory Requirements $	Other $	Total $
Rates	-	-	166,042,228	-	166,042,228
Grants, subsidies and contributions	9,699,990	-	8,340,639	-	18,040,629
Fees and charges	20,453,731	-	3,343,549	-	23,797,280
Registrations, licenses and permits	-	-	5,238,557	-	5,238,557
Service charges	-	-	52,976,820	-	52,976,820
Interest earnings	-	-	10,836,094	-	10,836,094
Other revenue	-	-	1,591,250	3,990,191	5,581,441
Capital grants, subsidies and contributions	-	14,875,292	-	-	14,875,292
Total	**30,153,721**	**14,875,292**	**248,369,137**	**3,990,191**	**297,388,341**

For the year ended 30 June 2024

Nature or type	Contracts with customers $	Capital grant/ contributions $	Statutory Requirements $	Other $	Total $
Rates	-	-	160,080,943	-	160,080,943
Grants, subsidies and contributions	9,371,825	-	8,706,019	-	18,077,844
Fees and charges	17,357,775	-	2,912,586	-	20,270,361
Registrations, licenses and permits	-	-	4,244,396	-	4,244,396
Service charges	-	-	49,666,928	-	49,666,928
Interest earnings	-	-	11,345,930	-	11,345,930
Other revenue	-	-	854,148	3,775,095	4,629,243
Capital grants, subsidies and contributions	-	11,971,912	-	-	11,971,912
Total	**26,729,600**	**11,971,912**	**237,810,950**	**3,775,095**	**280,287,557**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

2. Revenue and expenses (continued)

a) Revenue (continued)

Assets and services acquired below fair value	2025 Budget $	2025 Actual $	2024 Actual $
Contributed assets	-	2,048,379	121,926
Recognised volunteer services	-	-	-
	-	**2,048,379**	**121,926**

The City utilises volunteer services for community services.
Volunteer services are not recognised as revenue as the fair value of the services cannot be reliably estimated.

Interest revenue	2025 Budget $	2025 Actual $	2024 Actual $
Interest on reserve funds	3,900,000	5,585,236	5,122,195
Rates penalty interest	500,000	542,169	572,458
Other interest earnings	5,600,000	4,708,689	5,651,277
	10,000,000	**10,836,094**	**11,345,930**

Interest revenue	2025 Budget $	2025 Actual $	2024 Actual $
Charges on instalment plans	2,000	1,920	2,310

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

2. Revenue and expenses (continued)

b) The change in net assets resulting from operations was arrived at after charging the following items:

	2025 $	2024 $
Auditors remuneration		
Audit of the Annual Financial Report	162,580	152,300
Other services - grant acquittals	92,420	136,573
	255,000	**288,873**
Prior year has been restated to include audit fees for other services.		
Employee Costs		
Employee benefit costs	112,498,871	100,633,116
Other employee costs	5,409,474	6,477,354
	117,908,345	**107,110,470**
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	34,951	8,079
	34,951	**8,079**
Other expenditure		
Change in impairment loss on trade and other receivables	51,353	(309,408)
Change in impairment loss on contract assets	-	(214,082)
Donations, sponsorships and contributions	3,863,288	2,892,382
Election and other elected member expenses	898,884	1,627,025
	4,813,525	**3,995,917**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

3. Cash and cash equivalents

Cash on hand

	Note	2025 $	2024 $
Cash at bank and on hand - unrestricted		714,149	7,602,819
Term deposits		168,096,843	154,289,624
Total cash and cash equivalents	16a	**168,810,992**	**161,892,443**
Held as:			
Restricted cash and cash equivalents		145,527,638	116,360,385
Unrestricted cash and cash equivalents		23,283,354	45,532,058
		168,810,992	**161,892,443**

Material accounting policies

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in values.

Restricted financial assets

Restricted financial asset balances are not available for general use by the City due to externally imposed restrictions which may be specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

4. Other financial assets

Non-current assets	2025 $	2024 $
Financial assets at fair value through profit and loss		
Units in Local Government House Trust - opening balance	207,927	203,724
Movement attributable to fair value increment	(8,878)	4,203
Units in Local Government House Trust - closing balance	**199,049**	**207,927**

The City, along with other Local Government Authorities is a beneficiary of the Local Government Unit Trust. The City holds 10 units in the Trust.

As set out in the Trust Deed units in the Trust can only be issued to Local Government Authorities recognised under the Local Government Act and cannot be commercially traded.

Material accounting policies

Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise fair value gains and losses through profit or loss.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 21.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

5. Trade and other receivables and other assets

a) Trade and other receivables - current

		2025 $	2024 $
Rates and statutory receivables		8,384,856	7,971,143
Trade and other receivables		7,323,859	6,894,718
GST Receivable		1,724,029	2,253,631
		17,432,744	**17,119,492**
Less: Allowance for credit losses of trade and other receivables	21b	(64,407)	(21,932)
		17,368,337	**17,097,560**

b) Trade and other receivables - non-current

	2025 $	2024 $
Pensioner's rates and ESL deferred	1,906,814	2,067,670
Deferred debtors	161,612	178,626
	2,068,426	**2,246,296**

Disclosure of opening and closing balances related to contracts with customer

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:

	30 June 2025 $	30 June 2024 $	30 June 2023 $
Trade and other receivables from contracts with customers	7,323,859	6,894,718	7,901,452
Contract assets	2,109,404	2,096,563	1,926,658
Allowance for credit losses of trade and other receivables	(64,407)	(21,932)	(327,137)
Allowance for credit losses of contract assets	-	-	(214,082)
Total trade and other receivables from contracts with customers	**9,368,856**	**8,969,349**	**9,286,891**

c) Other assets	2025 $	2024 $
Interest due on investments not matured	2,611,102	1,922,540
Current prepayments	2,206,139	1,947,200
	4,817,241	**3,869,740**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

5. Trade and other receivables and other assets (continued)

Material accounting policies

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines. Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade and other receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers and amounts received as grants for the construction of recognisable non financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and are measured at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 21.

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

6. Inventories

Current	2025 $	2024 $
Construction materials & fuel	302,862	405,080
Land held for resale		
Cost of acquisition	37,557	53,894
Development costs	6,382,475	3,290,032
Total	**6,722,894**	**3,749,006**

Non-current	2025 $	2024 $
Land held for resale		
Cost of acquisition	106,354	167,946
Transfer to current inventory	(47,256)	(61,592)
Total	**59,098**	**106,354**

The following movement in land held for sale occurred during the year:

Land held for sale	Current $	Non-current $	Total $
Balance at beginning of the year	3,343,926	106,354	3,450,280
Land disposed/sold during the year	(63,593)	-	(63,593)
Land transferred from non-current to current inventory	47,256	(47,256)	-
Development costs	3,092,443	-	3,092,443
Balance at end of year	**6,420,032**	**59,098**	**6,479,130**

Material accounting policies

General

Inventories are measured at the lower of cost and net realisable value.
Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for development and resale is valued at the lower of cost and net realisable value.
Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

7. Contract assets

Current	2025 $	2024 $
Contract assets	2,109,404	2,096,563
Allowance for impairment of contract assets	-	-
Total	**2,109,404**	**2,096,563**

Significant accounting policies

Contract assets

Contract assets primarily relate to the City's right to consideration for work completed but not billed at the end of the period. Impairment of assets associated with contracts with customers are detailed in note 5b.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure

a) Movements in balances of property, plant & equipment

	Note	Land	Buildings	Total land and buildings
		$	$	$
Balance as at 1 July 2023		**446,489,659**	**308,435,894**	**754,925,553**
Additions		-	250,953	250,953
Disposals		-	(1,578,978)	(1,578,978)
Revaluation increments / (decrements) transferred to revaluation surplus		(810,547)	-	(810,547)
Reclassifications		(2,720,000)	(2,791,500)	(5,511,500)
Depreciation (expense)	8e	-	(6,260,653)	(6,260,653)
Transfers		-	5,294,031	5,294,031
Balance as at 30 June 2024		**442,959,112**	**303,349,747**	**746,308,859**
Comprises:				
Gross balance amount at 30 June 2024		442,959,112	309,602,178	752,561,290
Accumulated depreciation at 30 June 2024		-	(6,252,431)	(6,252,431)
Accumulated impairment loss at 30 June 2024		-	-	-
Balance at 30 June 2024		**442,959,112**	**303,349,747**	**746,308,859**
Balance at 1 July 2024		**442,959,112**	**303,349,747**	**746,308,859**
Additions		3,093,333	468,669	3,562,002
Disposals		(4,029,112)	-	(4,029,112)
Revaluation increments / (decrements) transferred to revaluation surplus		1,352,128	-	1,352,128
Reclassifications		-	(161,969)	(161,969)
Depreciation (expense)	8e	-	(8,935,398)	(8,935,398)
Transfers		-	39,715,036	39,715,036
Balance as at 30 June 2025		**443,375,461**	**334,436,085**	**777,811,546**
Comprises:				
Gross balance amount at 30 June 2025		443,375,461	349,619,529	792,994,990
Accumulated depreciation at 30 June 2025		-	(15,183,444)	(15,183,444)
Accumulated impairment loss at 30 June 2025		-	-	-
Balance at 30 June 2025		**443,375,461**	**334,436,085**	**777,811,546**

The fair value of property, plant and equipment is determined at least every five years in accordance with the regulatory framework, Local Government (Financial Management) Regulation 17A (2).
Refer to Note 8(b) for the year in which each asset category was assessed and level of fair value hierarchy.
Additions since date of valuations are shown at cost. At the end of each reporting period the valuation is reviewed and where appropriate fair value is updated to reflect current market conditions.

The reclassification relates to reclassification of an asset to Investment Property, see note 11.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

Plant and equipment $	Mobile vehicle and plant $	Furniture and equipment $	Recreation equipment $	Assets under construction $	Total $
9,110,547	**18,655,982**	**3,751,673**	**2,978,274**	**11,784,394**	**801,206,423**
353,940	13,600,570	531,465	69,135	24,016,749	38,822,812
(13,166)	(2,897,889)	(41,864)	(9,534)	-	(4,541,431)
-	-	-	-	-	(810,547)
-	-	-	-	-	(5,511,500)
(1,355,767)	(3,844,103)	(880,963)	(607,990)	-	(12,949,476)
946,484	(190,051)	-	912,229	(5,101,358)	1,861,335
9,042,038	**25,324,509**	**3,360,311**	**3,342,114**	**30,699,785**	**818,077,616**
16,736,474	40,799,753	10,005,680	6,616,976	30,699,785	857,419,958
(7,694,436)	(15,475,244)	(6,645,369)	(3,274,862)	-	(39,342,342)
-	-	-	-	-	-
9,042,038	**25,324,509**	**3,360,311**	**3,342,114**	**30,699,785**	**818,077,616**
9,042,038	**25,324,509**	**3,360,311**	**3,342,114**	**30,699,785**	**818,077,616**
275,511	9,119,255	796,339	373,710	21,177,779	35,304,596
(3,693)	(3,225,394)	(9)	(99,627)	-	(7,357,835)
-	-	-	-	-	1,352,128
-	-	-	-	-	(161,969)
(1,450,227)	(4,633,813)	(941,987)	(641,146)	-	(16,602,571)
2,809,894	41,594	295,499	1,051,352	(44,247,273)	(333,898)
10,673,523	**26,626,151**	**3,510,153**	**4,026,403**	**7,630,291**	**830,278,067**
19,766,174	43,005,699	11,067,475	7,761,860	7,630,291	882,226,489
(9,092,651)	(16,379,548)	(7,557,322)	(3,735,457)	-	(51,948,422)
-	-	-	-	-	-
10,673,523	**26,626,151**	**3,510,153**	**4,026,403**	**7,630,291**	**830,278,067**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure (continued)

b) Carrying amount measurements

i. Fair value - as determined at the last valuation date

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Land	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2023	Price per hectare / market borrowing rate
Non-specialised buildings	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2023	Price per square metre / market borrowing rate
Specialised buildings	3	Cost approach using replacement cost to calculate value, and then adjusted to take account of accumulated depreciation.	Independent registered valuers and Management Valuation	June 2023	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the City to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure (continued)

b) Carrying amount measurements (continued)

ii. Cost

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Plant & equipment	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Mobile fleet & plant	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Furniture & office equipment	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Recreation equipment	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Assets under construction	2	Cost approach using cost of goods or service at acquisition	Cost	Not applicable	Not applicable

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure (continued)

c) Movements in balances of infrastructure

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Note	Roads	Drainage	Footpaths
		$	$	$
Balance as at 1 July 2023		**1,092,674,504**	**267,593,989**	**115,743,172**
Additions		-	-	-
Disposals		-	-	-
Revaluation increments / (decrements) transferred to revaluation surplus	15	-	70,720,345	-
Depreciation (expense)	8e	(23,987,119)	(5,918,482)	(2,751,339)
Transfers		13,785,719	5,337,280	2,082,834
Balance as at 30 June 2024		**1,082,473,104**	**337,733,132**	**115,074,667**
Comprises:				
Gross balance amount at 30 June 2024		1,173,472,782	337,733,132	125,490,062
Accumulated depreciation at 30 June 2024		(90,999,678)	-	(10,415,395)
Accumulated impairment loss at 30 June 2024		-	-	-
Balance at 30 June 2024		**1,082,473,104**	**337,733,132**	**115,074,667**
Balance at 1 July 2024		**1,082,473,104**	**337,733,132**	**115,074,667**
Additions		-	-	-
Disposals		(13,148)	(257,591)	-
Revaluation increments / (decrements) transferred to revaluation surplus	15	46,115,179	-	24,596,700
Depreciation (expense)	8e	(23,920,368)	(6,019,972)	(2,570,223)
Transfers		10,355,975	2,718,207	3,088,827
Balance as at 30 June 2025		**1,115,010,742**	**334,173,776**	**140,189,971**
Comprises:				
Gross balance amount at 30 June 2025		1,115,010,742	340,190,182	140,189,971
Accumulated depreciation at 30 June 2025		-	(6,016,406)	-
Accumulated impairment loss at 30 June 2025		-	-	-
Balance at 30 June 2025		**1,115,010,742**	**334,173,776**	**140,189,971**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

Other engineering infrastructure	Reserves	Reticulation and other parks	Lighting	Assets under construction	Total
$	$	$	$	$	$
18,421,958	**49,864,394**	**50,979,537**	**20,266,714**	**9,270,490**	**1,624,814,758**
-	-	-	-	33,989,971	33,989,971
-	(6,589,660)	-	-	-	(6,589,660)
-	-	-	-	-	70,720,345
(803,748)	-	(3,438,148)	(1,299,907)	-	(38,198,743)
465,038	3,371,551	2,846,581	2,720,729	(32,663,617)	(2,053,885)
18,083,248	**46,646,285**	**50,387,970**	**21,687,536**	**10,596,844**	**1,682,682,786**
19,681,888	46,646,285	57,252,948	24,253,692	10,596,844	1,795,127,633
(1,598,640)	-	(6,864,978)	(2,566,156)	-	(112,444,847)
-	-	-	-	-	-
18,083,248	**46,646,285**	**50,387,970**	**21,687,536**	**10,596,844**	**1,682,682,786**
18,083,248	**46,646,285**	**50,387,970**	**21,687,536**	**10,596,844**	**1,682,682,786**
146,642	189,776	157,782	47,357	36,465,526	37,007,083
-	-	-	-	-	(270,739)
-	-	-	-	-	70,711,879
(902,479)	-	(3,820,299)	(2,005,490)	-	(39,238,831)
588,901	5,617,781	5,201,580	4,088,716	(31,579,228)	80,759
17,916,312	**52,453,842**	**51,927,033**	**23,818,119**	**15,483,142**	**1,750,972,937**
20,417,431	52,453,842	62,612,310	28,389,765	15,483,142	1,774,747,385
(2,501,119)	-	(10,685,277)	(4,571,646)	-	(23,774,448)
-	-	-	-	-	-
17,916,312	**52,453,842**	**51,927,033**	**23,818,119**	**15,483,142**	**1,750,972,937**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure (continued)

d) Carrying amount measurements of infrastructure

i) Fair value - as determined at the last valuation date

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Roads	3	Cost approach using current replacement cost	Independent valuation	June 2025	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Drainage	3	Cost approach using current replacement cost	Independent valuation	June 2024	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Footpaths	3	Cost approach using current replacement cost	Independent valuation	June 2025	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Other engineering infrastructure (including bridges)	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Reticulation & other parks	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Lighting	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

ii) Cost

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Reserves	3	Actual cost of acquisition	Actual cost	June 2025	Actual cost
Assets under construction	2	Historical cost of acquisition	Actual cost	June 2025	Purchase costs and current stage of works

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure (continued)

e) Depreciations

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Artwork	Not Depreciated
Artwork - public	50 years
Buildings	10 to 50 years
Furniture & equipment	3 to 10 years
Plant & equipment	6 to 20 years
Mobile vehicles & plant	1 to 10 years
Recreation equipment	5 to 10 years
Roads	20 years to infinite
Drainage	30 to 100 years
Footpaths	15 to 60 years
Other engineering infrastructure	15 to 150 years
Reticulation & other parks infrastructure	10 to 75 years
Lighting	20 to 35 years
Reserves	Not Depreciated
Right-of-use (plant and equipment)	Based on the remaining lease term
Intangible assets - computer software licence	5 years

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Fully depreciated assets still in use

The gross carrying value of assets held by the City which are currently in use yet fully depreciated are shown in the table below:

By asset class	2025 $	2024 $
Plant & Equipment	1,918	1,190
Mobile Vehicles & Plant	13,668	13,668
Furniture & Office Equipment	338,014	940
Recreation Equipment	7,212	6,779
	360,812	**22,577**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure (continued)

f) Material accounting policies

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost. Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the City's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right of use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2).* Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable value

In accordance with *Local Government (Financial Management) Regulation 17A(2),* the carrying amount of non financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvement that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvement) on land vested in the City.

Whilst the regulatory framework only required a revaluation to occur every five years, it also provides for the City to revalue earlier if it chooses to do so. For land, buildings and infrastructure, increase in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit and loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

8. Property, plant, equipment and infrastructure (continued)

f) Material accounting policies (continued)

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on Revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

a) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or

b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C),* the City is not required to comply with AASB 136 Impairment of Assets to determine the recoverable amount of its non-financial assets that are land and buildings and infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount.
These gains and losses are included in the statement of comprehensive income in the period in which they arise.

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

9. Intangible assets

Intangible assets - non-current	Computer Software $	Work in progress $	Total $
Balance as at 1 July 2023	2,495,884	533,597	3,029,481
Additions	264,893	-	264,893
Amortisation	(562,767)	-	(562,767)
Work in progress	-	(230,163)	(230,163)
Balance as at 30 June 2024	**2,198,010**	**303,434**	**2,501,444**
Balance as at 1 July 2024	**2,198,010**	**303,434**	**2,501,444**
Additions	502,538	-	502,538
Amortisation	(543,012)	-	(543,012)
Work in progress	-	1,175,245	1,175,245
Balance as at 30 June 2025	**2,157,536**	**1,478,679**	**3,636,215**

Material accounting policies

Computer Software

Costs associated with maintaining software programmes are recognised as an expense as incurred.

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the City are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software.
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight line basis over the individual asset's useful life from the time the asset is held ready for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

10. Leases

a) Right-of-use assets

Movement in the carrying amounts of each class of right of use asset between the beginning and the end of the current financial year.

	Right of use assets - land $	Right of use assets - plant and equipment $	Right of use assets - Total $
Balance as at 1 July 2023	**2,000**	**140,649**	**142,649**
Additions/terminations	(100)	7,195	7,095
Depreciation expense	-	(78,783)	(78,783)
Balance as at 30 June 2024	**1,900**	**69,061**	**70,961**
Gross balance as at 30 June 2024	5,000	284,588	289,588
Accumulated depreciation as at 30 June 2024	(3,100)	(215,527)	(218,627)
Balance as at 30 June 2024	**1,900**	**69,061**	**70,961**
Balance as at 1 July 2024	**1,900**	**69,061**	**70,961**
Additions/terminations	-	525,941	525,941
Depreciation (expense)	(100)	(122,495)	(122,595)
Balance as at 30 June 2025	**1,800**	**472,507**	**474,307**
Gross balance as at 30 June 2025	5,000	810,529	815,529
Accumulated depreciation as at 30 June 2025	(3,200)	(338,022)	(341,222)
Balance as at 30 June 2025	**1,800**	**472,507**	**474,307**

* Right of use assets additions are non-cash additions. Refer to note 27.

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2025 $	2024 $
Depreciation of right-of-use assets	122,495	78,783
Finance charge on lease liabilities	34,951	8,079
Total amount recognised in the statement of comprehensive income	**157,446**	**86,862**
Total cash outflow from leases	34,951	8,079

The right of use asset of Land relates to a parcel of land for use by the City for 50 years.

The City does not have the option to purchase the leased land at the expiry of the lease period.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

10. Leases (continued)

b) Lease liabilities

	2025 $	2024 $
Current	109,745	5,654
Non-current	377,774	68,532
	487,519	**74,186**

The City has various leases relating to plant and equipment. The lease term varies between 2 and 5 years. The measurement of lease liabilities does not include variable lease payments and any future cash outflows associated with leases not yet commenced to which the City is committed.

Refer to Note 27 for details of lease liabilities.

The City has not revalued the right of use assets relating to plant and equipment as the difference between the fair value and carrying amount is immaterial.

Secured liabilities and assets pledged as securities

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

Material accounting policies

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease. Leases for right of use assets are secured over the asset being leased.

Details of individual lease liabilities required by regulations are provided at Note 27.

Right-of-use assets - valuation measurement

Right-of-use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured zero cost (i.e. not included in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 8 under revaluation for details on the material accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

10. Leases (continued)

c) Lessor - Property, Plant and Equipment Subject to Lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

	2025 $	2024 $
Less than 1 year	2,931,436	2,728,371
1 to 2 years	3,034,036	2,837,506
2 to 3 years	3,140,227	2,951,006
3 to 4 years	3,250,135	3,069,046
4 to 5 years	3,363,890	3,191,808
> 5 years	18,670,102	17,979,380

Amounts recognised in profit or loss for Property, Plant and Equipment Subject to Lease

	2025 $	2024 $
Rental Income	2,931,436	2,728,371

The City leases premises to clubs and other community institutions with rentals payable monthly. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. These premises are not considered investment property as they are leased for use in the supply of services to the community.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Although the City is exposed to changes in the residual value at the end of the current leases, the City typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases.

Expectations about the future residual values are reflected in the fair value of the properties.
Refer to note 11 for details of leased investment property.

Material accounting policies

The City as lessor

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease. The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (e.g. legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term. When a contract is determined to include lease and non-lease components, the City applies AASB 15 to allocate the consideration under the contract to each component.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

11. Investment property

	2025 Actual $	2025 Budget $	2024 Actual $
Non-current assets - at reportable value			
Carrying balance at 1 July	6,000,000	-	5,511,500
Acquisitions	-	-	-
Net gain from fair value adjustment	200,000	-	488,500
Closing balance at 30 June	**6,200,000**	**-**	**6,000,000**

Amounts recognised in profit or loss for investment properties	
Rental income	384,410
Fair value gain recognised in profit or loss	200,000

Leasing arrangements

Investment properties are leased to tenants under long term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows:

Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:

	2025 Budget $	2025 Actual $	2024 Actual $
Less than 1 year	482,075	482,075	318,444
1 to 2 years	-	412,208	-
2 to 3 years	-	328,780	-
3 to 4 years	-	-	-
4 to 5 years	-	-	-
> 5 years	-	-	-
	482,075	1,223,063	318,444

The investment property is leased to tenants under operating leases with rentals payable monthly. Lease income from operating leases where the City is a lessor is recognised in income on a straight-line basis over the lease term.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index rate. Although the City is exposed to changes in the residual value at the end of the current leases, the City typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the property.

Refer to note 10 for details of leased property, plant and equipment not classified as investment property.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

11. Investment property (continued)

Material accounting policies

Investment properties

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the City.

In accordance with *Local Government (Financial Management) Regulation 17A(2),* the carrying amount of non-financial assets that are investment properties, are shown at their reportable value.

Reportable value for the purposes of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date.

Revaluation

In accordance with the regulatory framework, investment properties are required to be revalued whenever required by AASB 140 and, in any event, every 5 years.

Fair value of investment properties

A management valuation was performed to determine the fair value of the investment property.
The main Level 3 inputs used in the valuation were discount rates, yields, expected vacancy rates and rental growth rates estimated by management based on comparable transactions and industry data.

12. Trade and other payables

Current	2025 $	2024 $
Trade payables	5,916,649	14,173,724
Accrued creditors	10,773,341	11,658,296
Accrued payroll liabilities	3,741,341	1,643,048
Income received in advance	4,070,222	3,837,814
Bonds and deposits held	15,914,996	14,275,414
	40,416,549	**45,588,296**

Material accounting policies

Financial liabilities

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished, and the City recognises revenue for the prepaid rates that have not been refunded.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

13. Other liabilities

	2025 $	2024 $
Current		
Contract liabilities from contracts with customers	1,796,621	1,874,600
Capital grant/contributions liabilities	868,454	1,220,864
	2,665,075	**3,095,464**
Reconciliation of changes in contract liabilities		
Opening balance	1,874,600	1,642,924
Additions	1,796,621	1,874,600
Revenue from contracts with customers included as a contract liability at the start of the period	(1,874,600)	(1,642,924)
	1,796,621	**1,874,600**

The aggregate amount of the performance obligation unsatisfied (or partially unsatisfied) in relation to these contract liabilities was $1,796,621 (2024: $1,874,600).

The City expects to satisfy the performance obligations from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.

	2025 $	2024 $
Reconciliation of changes in capital grant/contributions		
Opening balance	1,220,864	978,587
Additions	868,454	1,220,864
Revenue from capital grant/contributions held as a liability at the start of the period	(1,220,864)	(978,587)
	868,454	**1,220,864**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

13. Other liabilities (continued)

Performance obligations for each type of liability are expected to be recognised as revenue in accordance with the following time bands:

	Contract liabilities $	Liabilities from transfers for recognisable non-financial assets $
Less than 1 year	1,796,621	868,454

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

Material accounting policies

Contract liabilities

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent performance obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Grant liabilities represent the City's performance obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied.

Grant liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

14. Employee related provisions

	2025 $	2024 $
Current provisions		
Annual Leave	8,042,774	7,746,238
Long service leave	11,925,388	11,569,858
	19,968,162	**19,316,096**
Non-current provisions		
Annual leave	-	-
Long service leave	1,307,343	1,184,831
	1,307,343	**1,184,831**
Total employee related provisions	**21,275,505**	**20,500,927**

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2025 $	2024 $
Amounts are expected to be settled on the following basis:		
Less than 12 months after the reporting date:	2,072,885	2,349,163
More than 12 months from the reporting date	19,202,620	18,151,764
	21,275,505	**20,500,927**
Expected reimbursements of employee related provisions fromother local governments included within other receivables	**-**	**-**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

14. Employee related provisions (continued)

Material accounting policies

Employee benefits

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations.

Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

15. Revaluation surplus

	2025 Actual Opening balance $	2025 Actual Changes on revaluation of assets $	2025 Actual Realisation on disposal of assets $	2025 Actual Closing balance $
(a) Plant & equipment revaluation reserve	6,066	-	-	6,066
(b) Mobile vehicle and plant revaluation reserve	44,917	-	-	44,917
(c) Furniture and office equipment revaluation reserve	786,412	-	-	786,412
(d) Recreation equipment revaluation reserve	13,690	-	-	13,690
(e) Roads revaluation reserve	614,245,131	46,115,179	-	660,360,310
(f) Drainage revaluation reserve	220,554,920	-	-	220,554,920
(g) Footpaths revaluation reserve	62,891,587	24,596,700	-	87,488,287
(h) Other engineering infrastructure revaluation reserve	16,886,312	-	-	16,886,312
(i) Reserves revaluation reserve	31,827,308	-	-	31,827,308
(j) Other parks infrastructure revaluation reserve	-	-	-	-
(k) Reticulation revaluation reserve	-	-	-	-
(l) Land revaluation reserve	426,041,290	1,352,128	(1,484,495)	425,908,923
(m) Building revaluation reserve	126,693,254	-	-	126,693,254
(n) Equity accounted investments				
- Catalina Regional Council	716,667	(716,667)	-	-
- Mindarie Regional Council	18,438,924	419,548	-	18,858,472
Total	**1,519,146,478**	**71,766,888**	**(1,484,495)**	**1,589,428,871**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

2024 Actual Opening balance $	2024 Actual Changes on revaluation of assets $	2024 Actual Realisation on disposal of assets $	2024 Actual Closing balance $
6,265	-	(199)	6,066
44,917	-	-	44,917
852,612	-	(66,200)	786,412
13,690	-	-	13,690
614,245,131	-	-	614,245,131
149,834,575	70,720,345	-	220,554,920
62,891,587	-	-	62,891,587
16,886,312	-	-	16,886,312
31,827,308	-	-	31,827,308
-	-	-	-
-	-	-	-
426,851,837	(810,547)	-	426,041,290
126,693,254	-	-	126,693,254
305,000	411,667	-	716,667
18,009,839	429,085	-	18,438,924
1,448,462,327	**70,750,550**	**(66,399)**	**1,519,146,478**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

16. Notes to the statement of cash flows

a) Reconciliation of cash

For the purpose of the Statement of Cash Flows, cash and cash equivalents includes cash on hand, cash at bank and investments in short term money market activity. All trust monies are excluded.

Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2025 $	2024 $
Cash & cash equivalents		**168,810,992**	**161,892,443**

b) Restrictions

The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

	Note	2025 $	2024 $
The following restrictions have been imposed by regulations or other externally imposed requirements:			
- Cash and cash equivalents	3	145,527,638	116,360,382
		145,527,638	**116,360,382**
Reserves - cash/investment backed	28	126,947,567	98,989,504
Bonds and other payables	12	15,914,996	14,275,414
Contract liabilities for contracts with customers	13	1,796,621	1,874,600
Grants for transfers for recognisable non-financial assets	13	868,454	1,220,864
Total restricted financial assets		**145,527,638**	**116,360,382**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

16. Notes to the statement of cash flows (continued)

c) Reconciliation of net cash used in operating activities to change in net assets.

	2025 $	2024 $
Net result	12,166,153	16,341,878
Non-cash items		
(Decrease)/increase in impairment	42,475	(519,287)
(Loss)/gain on LG Unit trust	8,878	(4,203)
Fair value adjustment to investment property	(200,000)	(488,500)
Net (profit)/loss on disposal of non-current assets	(219,773)	7,057,263
Gifted and acquired assets	(2,048,379)	(121,926)
Depreciation	56,506,909	51,789,769
Changes in assets and liabilities		
Increase/(decrease) in employee entitlements	774,578	835,956
Increase/(decrease) in payables & provisions	(5,834,544)	1,046,822
Increase/(decrease) in income in advance	232,408	346,095
(Increase)/decrease in receivables	(823,944)	(1,995,447)
(Increase)/decrease in prepayments	(258,939)	21,685
(Increase)/decrease in inventory	(2,926,632)	1,332,355
(Increase)/decrease in investments	(10,030,995)	(16,773,782)
(Increase)/decrease in contract assets	(12,841)	(169,905)
(Increase)/decrease in lease liabilities	525,940	7,195
Capital grants and subsidies	(14,875,292)	(11,971,912)
Net Cash from Operating Activities	**33,026,002**	**46,734,056**

d) Undrawn borrowing facilities

	2025 $	2024 $
Credit standby arrangements		
Bank overdraft limit	500,000	500,000
Bank overdraft at reporting date	-	-
Total amount of credit unused	**500,000**	**500,000**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

17. Contingencies

Contaminated sites

In compliance with the Contaminated Sites Act 2003, the City has two road reserves adjacent to privately owned sites that are listed in the Department of Water and Environmental Regulation (DWER) contaminated site register. The road reserves are considered as affected sites and are located:

- Adjacent to a site classified as "Contaminated – Remediation Required" in North Beach Road, Gwelup, and-
- Adjacent to a site classified as "Possibly Contaminated – Investigation Required" in Walter Road West, Dianella

The City also has a former landfill at Civic Place, Stirling listed in the DWER contaminated site register as "Contaminated – remediation required". The area was used as a former landfill (for the disposal of degradable and household wastes). Asbestos containing-material is present in the stockpiled silos at the site.

Until the City investigates to determine the presence and scope of contamination, assess the risk, and agree with DWER on the need and criteria for remediation of a risk-based approach, the City is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the DWER Guidelines.

18. Capital commitments

	2025 $	2024 $
Contracted for		
- capital expenditure projects	5,339,969	15,764,782
- plant & equipment purchases	29,121,021	19,351,510
	34,460,991	**35,116,292**
Payable		
- not later than one year	34,460,991	35,116,292

The capital expenditure projects outstanding at the end of the current and previous reporting period represent various constructions works throughout the City.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

19. Related party transactions

a) Elected member remuneration

Fees, expenses and allowances to be paid or reimbursed to elected council members	Note	2025 Budget $	2025 Actual $	2024 Actual $
Mayor				
Annual allowance		93,380	97,398	93,811
Meeting attendance fees		50,907	51,562	49,665
Annual allowance for ICT expenses		3,500	3,500	3,500
Travel and accommodation expenses		2,000	161	104
		149,787	**152,621**	**147,080**
Deputy Mayor				
Annual allowance		23,345	24,350	23,446
Meeting attendance fees		31,127	34,378	30,368
Annual allowance for ICT expenses		3,500	3,500	3,500
Travel and accommodation expenses		2,000	663	871
		59,972	**62,891**	**58,185**
All Other Council members				
Meeting attendance fees		428,840	446,917	432,050
Annual allowance for ICT expenses		45,500	45,500	45,500
Travel and accommodation expenses		26,000	11,525	11,673
		500,340	**503,942**	**489,223**
	19b	710,099	719,454	694,488
Mayors allowance		93,380	97,398	93,811
Deputy mayors allowance		23,345	24,350	23,446
Meeting fees		510,874	532,857	512,083
Telecommunications allowance		52,500	52,500	52,500
Travelling expenses		30,000	12,349	12,648
		710,099	**719,454**	**694,488**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

19. Related party transactions (continued)

b) Key Management Personnel (KMP) compensation

The total of remuneration paid to KMP of the City during the year are as follows:

	Note	2025 $	2024 $
Short-term employee benefits		1,577,619	1,652,787
Post-employment benefits		148,689	149,320
Other long-term benefits		37,096	38,821
Council member costs	19a	719,454	694,488
		2,482,858	**2,535,416**

Short-term employee benefits

These amounts include all salary, paid leave and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to elected members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel and are detailed in Notes 19a and 19b.

ii. Other Related Parties

Outside of normal citizen type transactions with the City, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the City

There were no such entities requiring disclosure during the current or previous year.

iv. Associated entities accounted for under the equity method

The City is involved in associated arrangements with Catalina Regional Council and Mindarie Regional Council. See details of transactions in notes 19c and 19d.

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

19. Related party transactions (continued)

The City's main related parties are as follows:

c) Catalina Regional Council

The following related party transactions occurred with Catalina Regional Council (CRC) for the financial year ending 30 June:

	2025 Actual $	2024 Actual $
Fees and charges	848,875	637,670
Materials & contracts other works	1,432,287	928,474
Distributions received	23,333,333	10,000,000

d) Mindarie Regional Council

The following related party transactions occurred with the Mindarie Regional Council (MRC) for the financial year ending 30 June:

	2025 Actual $	2024 Actual $
Fees and charges	395,995	373,849
Materials & contracts other works	11,519,967	11,310,402
Amounts Payable to Related Parties:		
Trade and Other Payables	554,584	723,047

20. Investment in associates

a) Investment in associates

Set out in the table below are the associates of the City. All associates are measured using the equity method. Western Australia is the principal place of business for all associates.

Name of entity	% of ownership interest	2025 Actual $	2024 Actual $
Mindarie Regional Council (refer note 20b))	33.33	43,621,917	46,892,876
Catalina Regional Council (refer note 20c))	33.33	10,244,739	20,573,235
Total equity accounted investments		**53,866,656**	**67,466,111**

Share of profit/(loss) of associates accounted for using the equity method	Note	2025 $	2024 $
Share of profit/(loss) of Mindarie Regional Council	20b	(3,690,507)	2,225,521
Share of profit/(loss) of Catalina Regional Council	20c	426,265	440,355
		(3,264,242)	**2,665,876**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

20. Investment in associates (continued)

b) Mindarie Regional Council

The City, along with 6 other Councils is a member of the Mindarie Regional Council.
The Mindarie Regional Council's objective is to establish and operate a long-term refuse disposal site on Mindarie Super lot 118. The City has 1/3rd interest in Mindarie Regional Council.

The City has contributed one third of the land and establishment costs of the refuse disposal facility and it uses the refuse disposal facility at Mindarie to deposit non-recyclable waste collected by the City's domestic and commercial waste services.

The City currently has a contingent liability in relation to the Mindarie Regional Council.
Details of this contingent liability are provided in note 20(d).

The table below reflects the summarised financial information of the material investments in associates based on the audited results of the Mindarie Regional Council. This does not reflect the City's share of those amounts. They have been amended to reflect adjustments made by the City when using the equity method, including fair value adjustments and modification for differences in accounting policy.

Summarised statement of comprehensive income	2025 $	2024 $
Revenue	42,864,527	37,295,742
Interest revenue	3,905,924	3,098,542
Expenses	(46,842,291)	(24,292,231)
Finance costs	(1,625,092)	(1,255,386)
Depreciation	(9,311,232)	(8,451,384)
Profit/(loss) on disposal of assets	(63,356)	281,281
Net Result for the period	(11,071,520)	6,676,564
Other comprehensive income	1,258,643	1,287,255
Total comprehensive income Mindarie Regional Council	**(9,812,877)**	**7,963,819**
City's share of total comprehensive income	**(3,270,959)**	**2,654,606**

Summarised statement of financial position	2025 $	2024 $
Cash and cash equivalents	12,356,926	21,681,423
Other current assets	76,582,737	57,745,265
Total current assets	**88,939,663**	**79,426,688**
Non-current assets	100,809,040	103,118,451
Total assets	**189,748,703**	**182,545,139**
Current financial liabilities	(738,124)	(680,492)
Other current liabilities	(26,348,670)	(15,889,908)
Total current liabilities	**(27,086,794)**	**(16,570,400)**
Non-current financial liabilities	(5,145,302)	(5,702,532)
Other non-current liabilities	(26,650,855)	(19,593,578)
Total non-current liabilities	**(31,796,157)**	**(25,296,110)**
Total liabilities	**(58,882,951)**	**(41,866,510)**
Net assets	**130,865,752**	**140,678,629**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

20. Investment in associates (continued)

b) Mindarie Regional Council (continued)

Reconciliation to carrying amounts	2025 Actual $	2024 Actual $
Opening net assets 1 July	140,678,629	132,714,810
Profit/(Loss) for the period	(11,071,520)	6,676,564
Other comprehensive income	1,258,643	1,287,255
Closing net assets 30 June	**130,865,752**	**140,678,629**

Carrying amount of equity accounted investments	2025 Actual $	2024 Actual $
Carrying amount at 1 July	46,892,876	44,238,270
- share of associate's net profit/(loss) for the period	(3,690,507)	2,225,521
- share of associate's other comprehensive income arising during the period	419,548	429,085
Carrying amount at 30 June	**43,621,917**	**46,892,876**

c) Catalina Regional Council (CRC) (Tamala Park Regional Council prior to 1 August 2023)

The City has a 1/3rd interest in Catalina Regional Council (known as Tamala Park Regional Council prior to 1 August 2023). The Regional Council was formed to manage the development and sale of land at Catalina Estate on behalf of six local governments.

The City has determined it has significant influence over the Regional Council as it holds 33.33 percent of the voting rights, as the City has representation on Council, and participates in policy-making decisions including the decisions regarding contributions and distributions.

The Catalina Regional Council's activities centre around the development of part Lot 118 Mindarie. Lot 118 was initially purchased in 1981 to provide a refuse landfill site for member councils of the Mindarie Regional Council, this lot is now being developed with a purpose of creating a new urban land development and a new urban community.

The investment in Catalina Regional Council has been recognised at the value of its equity contributions. The City has undertaken a revaluation of its investments to fair value according to *Local Government (Financial Management) Regulations 1996.*

Summarised statement of comprehensive income	2025 Actual $	2024 Actual $
Revenue	-	8,000
Interest revenue	1,954,526	2,502,910
Expenses	(1,123,321)	(1,149,880)
Depreciation	(37,320)	(37,053)
Finance costs	(2,078)	(2,913)
Fair value adjustments to investment property	486,987	-
Net result for the period	**1,278,794**	**1,321,064**
Other comprehensive income	-	1,235,000
Total comprehensive income Catalina Regional Council	**1,278,794**	**2,556,064**
City's share of total comprehensive income	**426,265**	**852,021**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

20. Investment in associates (continued)

c) Catalina Regional Council (CRC) (Tamala Park Regional Council prior to 1 August 2023) (continued)

Summarised statement of financial position	2025 Actual $	2024 Actual $
Cash and cash equivalents	14,925,208	22,602,158
Other current assets	16,814,972	35,992,662
Total current assets	**31,740,180**	**58,594,820**
Non-current assets	56,606	3,841,864
Total assets	**31,796,786**	**62,436,684**
Other current liabilities	(1,024,416)	(628,116)
Total current liabilities	**(1,024,416)**	**(628,116)**
Non-current liabilities	(38,154)	(88,862)
Total non-current liabilities	**(38,154)**	**(88,862)**
Total liabilities	**(1,062,570)**	**(716,978)**
Net assets	**30,734,216**	**61,719,706**

Reconciliation to carrying amounts	Actual $	Actual $
Opening net assets 1 July	61,719,706	46,839,922
Profit/(loss) for the period	1,278,794	1,321,064
Contribution to equity	(32,264,284)	12,323,720
Other comprehensive income	-	1,235,000
Closing net assets 30 June	**30,734,216**	**61,719,706**

Carrying amount of equity accounted investments	2025 Actual $	2024 Actual $
Carrying amount at 1 July	20,573,235	15,613,307
- share of associates net profit/(loss) for the period	426,265	440,355
- share of associates other comprehensive income arising during the period	-	411,667
- contribution to equity in associate	-	-
- capital contributions - net	12,578,573	14,107,906
- distribution of equity by associate	(23,333,334)	(10,000,000)
Carrying amount at 30 June	**10,244,739**	**20,573,235**

The City's share of the land held for re-sale in relation to Catalina Regional Council has been recognised in Note 6.

20. Investment in associates (continued)

d) Contingent liabilities from investments in associates

i) Contaminated site - MRC landfill site

MRC operates the Tamala Park Waste Management Facility (the Site), which provides waste disposal services for the seven local government members. The Site has operated as a licensed landfill since 1991. In July 2007, the Site was initially classified as "possibly contaminated – investigation required" by the Department of Environment and Conservation (DEC).

In 2023-24, the previous MRC contaminated site approved auditor (Senversa) recommended that MRC should continue to provide the auditor with updated information as it becomes available (i.e. at least a 6 monthly update following sampling and annual reporting, plus immediate notification if things change). Communication received on 3 May 2024 stated, "as there has been no change in the risk profile and nothing to indicate that restrictions should change, a Mandatory Auditors Report (MAR) should be submitted in 2025 following 2 years of monitoring".

On 28 November 2024, the Department of Water and Environmental Regulation (DWER) issued an environmental protection notice (EPN) to the MRC stating that "there is, or is likely to be an emission or emissions from the Premises and that the emissions have caused or are likely to cause pollution".

i. The EPN consisted of 11 odour emission and groundwater emission requirements. At 30 June 2025, 7 of the requirements had been completed by the MRC, i.e. requirements 1, 2, 3, 4, 7, 8, and 10.

ii. Requirement 5 was completed on 1 July 2025.

iii. Requirement 6 requires the MRC to implement recommended improvements including landfill gas collection and management infrastructure to prevent odour impacts outside the premises, in accordance with a direction from DWER. After submitting the required report, MRC are waiting for a reply on this requirement from DWER.

iv. Requirement 9 is an option for DWER to require further action to be taken to manage odour emissions on the Site, and to date no further actions have been required.

v. Requirement 11 provides that DWER may vary the requirements of the EPN, including the specified requirements and timeframes. No requests were made to vary any of the EPN requirements for the period 28 November 2024 to 30 June 2025, no further action to be taken by MRC.

20. Investment in associates (continued)

d) Contingent liabilities from investments in associates (continued)

The 2025 MAR Report was completed by the contaminated site approved auditor, Australian Environmental Auditors Pty Ltd (the auditor). A summary of findings for the Source and Affected site, which were submitted to DWER on 9 April 2025, are listed below:

Source Site - Part of Lot 9020 on Plan 408820:

i. Suitable for ongoing use as a Class II landfill, subject to implementation of a site management plan to prevent exposure to landfill gas, soil and groundwater contamination.

ii. The land use is restricted to the current commercial/industrial use and configuration and shall not be developed for any other purposes without further contamination assessment or remediation.

iii. Groundwater should not be abstracted for drinking purposes without appropriate treatment and testing to confirm its suitability.

iv. Ongoing assessment of landfill gas and groundwater should be conducted as part of an ongoing site management plan to inform long term trends and to inform the need or otherwise for mitigation measures.

v. No change in classification – "Contaminated-Remediation Required".

Affected Site - Previously known as portion of Lot 9043 - Subject Area N1 on Deposited Plan 424903:

i. Site remains suitable for its current use as a development ''buffer zone" and shall not be developed for any other purposes without further contamination assessment or remediation.

ii. May not be suitable for more sensitive uses without further investigation and remediation.

iii. Groundwater should not be abstracted for drinking purposes without appropriate treatment and testing to confirm its suitability.

iv. No change in classification – "Contaminated-Restricted use".

The MAR and reports were received by DWER on 9 April 2025 from the auditor. On 24 April 2025, DWER confirmed to the auditor that "The site's classification of contaminated – remediation required under the *Contaminated Sites Act 2003* (the CS Act) will be retained at this time. The classification of contaminated – restricted use for the affected site adjacent to the north, known as Subject Area N1, will also be retained at this time".

At 30 June 2025 the MRC has an ongoing obligation to remediate the Site for which there is a rehabilitation provision in place (refer to note 15); any future liability as a result of the Site's contaminated status cannot be reliably measured at this time.

Material accounting policies

Investments in associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of the investee but not control or joint control of those policies. Investments in associates are accounted for using the equity method.

The equity method of accounting is whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

21. Financial risk management

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate %	Carrying Amounts $	Fixed Interest Rate $	Variable Interest Rate $	Non Interest Bearing $
2025					
Cash and cash equivalents	4.85	168,810,992	168,096,843	-	714,149
2024					
Cash and cash equivalents	5.05	161,892,443	154,289,624	-	7,602,819

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

Impact of a 1% movement in interest rates on profit and loss and equity*	2025 $	2024 $
* Holding all other variables constant	1,688,110	1,618,924

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

21. Financial risk management (continued)

b) Credit Risk

Trade and other receivables

The City's major receivables comprise of rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also provides several payment options.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly, and benchmarks are set and monitored for acceptable collection performance. The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The expected loss rates are based on the payment profiles of fees and charges over a period of 12 months before 1 July 2024 and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables.

No provisions are made for Rates debtors as the City has provisions under Schedule 6.3 of the *Local Government Act 1995* to assist in recovering rates or service charges which remain unpaid.

The loss allowance as at 30 June 2025 and 30 June 2024 was determined as follows for trade and other receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
As at 30 June 2025					
Trade and other receivables					
Expected credit loss	0.0008	0.0026	0.0000	0.0038	
Gross carrying amount	5,311,235	550,928	316,675	15,431,736	21,610,574
Loss allowance	4,068	1,447	0	58,892	64,407
As at 30 June 2024					
Trade and other receivables					
Expected credit loss	0.0003	0.0002	0.0002	0.0013	
Gross carrying amount	4,858,949	947,534	517,324	15,175,652	21,499,459
Loss allowance	1,362	203	80	20,287	21,932

For consistency purposes the gross carrying amounts for the prior year have been amended to be more in line with the current financial year.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

21. Financial risk management (continued)

b) Credit Risk (continued)

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade and other receivables		Contract Assets	
	2025 Actual $	2024 Actual $	2025 Actual $	2024 Actual $
Opening loss allowance as at 1 July	21,932	327,137	-	214,082
Increase/(Decrease) in loss allowance recognised in profit or loss during the year	69,082	(275,854)	-	(214,082)
Receivables written off during the year as uncollectible	(26,607)	(29,531)	-	-
Closing loss allowance at 30 June	**64,407**	**21,932**	**-**	**-**

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within other expenditure. Subsequent recoveries of amounts previously written off are credited against the same line item.

Contract Assets

The City's contract assets represent work completed, which have not been invoiced at year end. This is due to the City not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The City applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The City has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

21. Financial risk management (continued)

c) Liquidity risk

Payables

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 16c.

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year $	Due between 1 & 5 years $	Total contractual cash flows $	Carrying values $
2025				
Trade and other payables	40,416,549	-	40,416,549	40,416,549
Lease liabilities	109,745	377,774	487,519	487,519
	40,526,294	**377,774**	**40,904,068**	**40,904,068**
2024				
Trade and other payables	45,588,296	-	45,588,296	45,588,296
Lease liabilities	5,654	68,532	74,186	74,186
	45,593,950	**68,532**	**45,662,482**	**45,662,482**

22. Events occurring after the end of the reporting period

There have been no subsequent events of a material nature to report since the end of the financial year.

23. Other material accounting policies

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

23. Other material accounting policies (continued)

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

23. Other material accounting policies (continued)

i) Fair value hierarchy (continued)

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the City's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- - vested improvements that the City controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 8.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

24. Function and activity

a) Service objectives and description

The City is dedicated to providing high quality services to the community through the various service orientated programs which it has established.

Objective	Description
Governance	
To provide a decision making process for the efficient allocation of scarce resources.	Administration and operation of facilities and services to members of the City; Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific City services; All other governance related activities in areas such as City Support, Administration, Finance and Information Services have been allocated down to the Programs that these costs support.
Law, order and public safety	
To provide services to help ensure a safer community.	Supervision of various local laws, security, fire prevention, emergency services and animal control.
Health	
To provide an operational framework for environmental and community health.	Food quality and pest control, health education, health related emergency response.
Education and welfare	
To provide services to disadvantaged persons, the elderly, children and youth.	Provision, management and support services for families, children and the aged and disabled within the community, assistance to schools, senior citizens support groups and meals on wheels.
Community amenities	
To provide services required by the community.	Town planning and development, rubbish collection services, noise control, stormwater drainage, the provision of public conveniences, bus shelters, roadside furniture and litter control.
Recreation and culture	
To establish and effectively manage infrastructure and resources which will help the social well being of the community.	Provision of facilities and support for organisations concerned with leisure time activities and sport, support for the performing and creative arts and the preservation of the national estate. This includes maintenance of halls, aquatic centres, recreation and community centres, parks, gardens, sports grounds and the operation of libraries.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

24. Function and activity (continued)

a) Service objectives and description (continued)

Objective	Description
Transport	
To provide safe, efficient and effective transport services to the community.	Construction, maintenance and cleaning of streets, roads, bridges, drainage works, footpaths, parking facilities, traffic signs and the Council Operation Centre, street lighting, traffic lights, including development, plant purchase and maintenance.
General purpose funding	
To collect revenue to allow for the provision of services.	Rates income and expenditure, general purpose government grants, pensioner deferred rates and interest revenue.
Economic services	
To help promote the local government and its economic well being.	To plan facilities and regulate land use consistent with community expectations and environmental considerations.
Other property and services	
To provide effective and efficient property services to the community and to monitor and control Council's overheads operating accounts.	Private works operations, public works overheads, City plant operations and repair costs, land and property services and others that cannot be assigned to one of the preceding programs.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

24. Function and activity (continued)

b) Income and Expenses by program

Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions	2025 Budget $	2025 Actual $	2024 Actual $
General Purpose Funding	176,429,865	181,491,398	177,160,685
Governance	1,616,018	2,616,006	2,118,270
Law, Order & Public Safety	5,422,160	5,618,328	4,783,876
Health	296,370	476,903	316,405
Education & Welfare	2,838,733	9,148,229	9,397,168
Community Amenities	49,539,761	49,153,837	55,055,618
Recreation & Culture	17,637,750	22,756,922	19,154,356
Transport	2,542,900	3,338,985	2,697,220
Economic Services	3,350,976	2,590,046	1,960,176
Other Property & Services	13,495,740	35,771,944	28,758,757
	273,170,273	**312,962,597**	**301,402,532**
Grants, subsidies and contributions and capital grants, subsidies and contributions			
General Purpose Funding	8,821,196	1,983,700	2,884,890
Governance	-	612,588	378,704
Law, Order & Public Safety	70,500	300,000	-
Education & Welfare	5,173,953	-	-
Community Amenities	-	909,322	58,275
Recreation & Culture	3,852,637	886,436	1,124,658
Transport	6,137,935	8,864,237	6,964,335
Other Property & Services	937,804	1,319,009	561,049
	24,994,025	**14,875,292**	**11,971,912**
Total Operating Revenue	**298,164,298**	**327,837,889**	**313,374,444**
Expenses from operations			
General Purpose Funding	-	(1,791,750)	(3,482,055)
Governance	(46,147,751)	(46,810,927)	(43,174,825)
Law, Order & Public Safety	(10,925,553)	(11,677,400)	(10,483,071)
Health	(2,799,719)	(3,208,937)	(2,789,457)
Education & Welfare	(13,504,387)	(14,341,479)	(15,154,658)
Community Amenities	(51,688,456)	(54,416,833)	(47,784,071)
Recreation & Culture	(83,224,138)	(90,300,913)	(85,500,217)
Transport	(60,152,148)	(62,654,963)	(58,885,328)
Economic Services	(5,670,777)	(5,756,629)	(6,738,925)
Other Property & Services	(18,735,464)	(24,711,903)	(23,039,959)
Total expenditure	**(292,848,393)**	**(315,671,736)**	**(297,032,565)**
Net result	**5,315,905**	**12,166,153**	**16,341,878**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

24. Function and activity (continued)

c) Total assets

	2025 Actual $	2024 Actual $
General Purpose Funding	179,952,073	105,141,424
Governance	11,318,082	22,509,581
Law, Order & Public Safety	629,011	4,151,495
Health	14,850	447,245
Education & Welfare	46,410	16,089,294
Community Amenities	42,928,503	99,227,003
Recreation & Culture	553,948,386	425,066,828
Transport	1,642,029,629	1,504,299,241
Economic Services	646,572	3,718,234
Other Property & Services	414,519,992	535,065,813
Unallocated	1,550,115	52,348,649
Total assets	**2,847,583,623**	**2,768,064,807**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

25. Rates

Rating information

Rate description	Basis of valuation	Rate in $	Number of properties	Rateable value* $	2025 Budget $	2025 Actual $	2024 Actual $
Residential	Gross rental valuation	0.05285	64,112	1,783,764,619	92,398,767	94,270,177	88,592,072
Industrial	Gross rental valuation	0.05972	1,889	241,135,096	14,512,764	14,400,829	13,980,785
Commercial	Gross rental valuation	0.05736	1,754	381,264,907	21,620,121	21,870,118	20,780,423
Vacant	Gross rental valuation	0.07928	1,284	36,438,270	2,699,436	2,454,534	2,535,166
Total general rates					**131,231,088**	**132,995,658**	**125,888,446**
Minimum payments		**Minimum**					
General minimum	Gross rental valuation	948	33,841	512,272,958	33,897,636	32,081,268	33,214,944
Parkland villas (under 36m²)	Gross rental valuation	789	7	76,440	5,523	5,523	5,362
Strata titled storage units	Gross rental valuation	616	54	290,166	33,264	33,264	32,292
Interim rates					1,257,355	926,515	939,899
Total general and minimum payments rates					**166,424,866**	**166,042,228**	**160,080,943**
Plus							
Late payment penalties					250,000	364,466	405,438
Arrears rates					2,000	1,920	2,310
Instalment charges & interest					250,000	177,701	167,018
Total general purpose funding					**166,926,866**	**166,586,315**	**160,655,709**

For the 2024/25 financial year, and in accordance with the provisions of Section 6.33 of the *Local Government Act 1995*, the City of Stirling have adopted a Differential Rates strategy with a different rate in the dollar applied to each of the four property categories. The key values of objectivity, fairness, equity and transparency have been applied when setting the rate in the dollar.

The rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

The City introduced a concession scheme to provide more support to owners while they are undertaking development. In accordance with the provisions of Section 6.47 of the *Local Government Act 1995*, a concession was granted to owners of land that had been classified as vacant for less than two years on 1 July 2024. The concession had the effect of reducing the Rate in the $ charged from the vacant rate to the relevant differential rate (residential, industrial or commercial). The minimum rate of $948 was still applicable for vacant land. Vacant Rates are shown net of the concession.

*Rateable Value at time of raising of rate.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

26. Determination of surplus or deficit

a) Non-cash amounts excluded from operating activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with *Local Government Financial Management Regulation 32.*

Adjustments to operating activities	Note	2025 Budget $	2025 Actual $	2024 Actual $
Less: Profit on asset disposals		(611,364)	(1,376,172)	(1,250,687)
Less: Share of net profit of associates and joint ventures accounted for using the equity method		-	(3,264,242)	2,665,876
Add: Loss on disposal of assets		788,317	1,156,399	8,307,950
Add: Depreciation		51,093,486	56,506,909	51,789,769
Non-cash movements in non-current assets and liabilities:				
Financial assets at amortised cost		-	8,878	(4,203)
Investment Property	11	-	(200,000)	-
Investment in associates		-	13,599,455	(7,614,534)
Trade and other receivables		-	177,870	(515,606)
Inventory - Land held for resale		-	47,256	61,592
Employee benefit provisions		-	774,578	835,956
Lease liabilities		-	309,242	1,440
Non-cash amounts excluded from operating activities		**51,270,439**	**67,740,173**	**54,277,553**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

26. Determination of surplus or deficit (continued)

b) Non-cash amounts excluded from investing activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Statement of Financial Activity in accordance with *Local Government Financial Management Regulation 32.*

Adjustments to investing activities	2025 Budget $	2025 Actual $	2024 Actual $
Property, plant and equipment received for substantially less than fair value	-	2,048,379	121,926
Right of use asset received - non cash	-	(403,346)	71,688
Non-cash amounts excluded from investing activities	**-**	**1,645,033**	**193,614**

c) Surplus or deficit after imposition of general rates

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Local Government Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets	Note	2025 Budget $	2025 Actual $	2024 Actual $
Less: Reserve accounts	28	(109,222,986)	(126,947,567)	(98,989,504)
Add: Current liabilities not expected to be cleared at end of year				
- Current annual leave	14	6,909,090	8,042,774	7,746,238
- Current long service leave	14	10,363,635	11,925,388	11,569,858
Total adjustments to net current assets		**(91,950,261)**	**(106,979,405)**	**(79,673,408)**
Total current assets		193,672,286	199,828,868	188,705,312
Less: Total current liabilities		(101,722,025)	(63,159,531)	(68,005,510)
Less: Total adjustments to net current assets		(91,950,261)	(106,979,405)	(79,673,408)
Surplus or deficit after imposition of general rates		**-**	**29,689,932**	**41,026,394**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

27. Lease liabilities

	2025 $ Current	2025 $ Non-current	2025 $ Total	2024 $ Current	2024 $ Non-current	2024 $ Total
Plant and equipment	109,645	376,074	485,719	5,554	66,732	72,286
Land	100	1,700	1,800	100	1,800	1,900
	109,745	**377,774**	**487,519**	**5,654**	**68,532**	**74,186**

		Plant and equipment		
		Lease liability current $	Lease liability non-current $	Lease liability total $
1 July 2023	**Balance at start of year**	**79,414**	**65,192**	**144,606**
	New lease liability	101	7,094	7,195
	Movement from non-current to current	5,554	(5,554)	-
	Repayment/ termination	(87,594)	-	(87,594)
	Lease interest	8,079	-	8,079
30 June 2024	**Balance at end of year**	**5,554**	**66,732**	**72,286**
1 July 2024	**Balance at start of year**	**5,554**	**66,732**	**72,286**
	New lease liability	64,890	461,050	525,940
	Movement from non-current to current	151,708	(151,708)	-
	Repayment/ termination	(147,458)	-	(147,458)
	Lease interest	34,951	-	34,951
30 June 2025	**Balance at end of year**	**109,645**	**376,074**	**485,719**

Plant equipment leased is either for larger printers/scanners or golf carts.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

	Land - peppercorn lease			Total - plant & equipment and land		
	Lease liability current $	Lease liability non-current $	Lease liability total $	Lease liability current $	Lease liability non-current $	Lease liability total $
	100	**1,900**	**2,000**	**79,514**	**67,092**	**146,606**
	-	-	-	101	7,094	7,195
	100	(100)	-	5,654	(5,654)	-
	(100)	-	(100)	(87,694)	-	(87,694)
	-	-	-	8,079	-	8,079
	100	**1,800**	**1,900**	**5,654**	**68,532**	**74,186**
	100	**1,800**	**1,900**	**5,654**	**68,532**	**74,186**
	-	-	-	64,890	461,050	525,940
	100	(100)	-	151,808	(151,808)	-
	(100)	-	(100)	(147,558)	-	(147,558)
	-	-	-	34,951	-	34,951
	100	**1,700**	**1,800**	**109,745**	**377,774**	**487,519**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

28. Restricted reserves - cash backed

	2025 Actual Opening Balance $	2025 Actual Transfer to $	2025 Actual Transfer (from) $	2025 Actual Closing Balance $
Restricted by legislation				
a) Cash in lieu of public open space reserve	1,186,251	585,541	(34,551)	1,737,241
b) Development contribution right of way improvement works reserve	-	-	-	-
c) Development contribution fund	271,585	69,781	-	341,366
d) Community safety service charge reserve	492,492	979,905	(897,931)	574,466
e) Payment in lieu of parking reserve	3,209,992	180,059	-	3,390,051
	5,160,320	**1,815,286**	**(932,482)**	**6,043,124**
Restricted by council				
f) Asset acquisition reserve	104,529	5,863	-	110,392
g) Capital investment reserve	27,517,893	23,333,333	(332,620)	50,518,606
h) Corporate projects reserve	13,540,246	3,105,544	(8,180,142)	8,465,648
i) Edith Cowan Reserve lighting reserve	44,616	2,503	-	47,119
j) Investment income reserve	4,220,979	1,955,670	(202,360)	5,974,289
k) Plant replacement reserve	2,875,223	7,873,077	(3,904,307)	6,843,993
l) Previous employees long service leave provision	844,740	96,086	-	940,826
m) Public parking strategy reserve	6,873,336	385,549	(44,788)	7,214,097
n) Road widening reserve	153,167	8,592	-	161,759
o) Staff leave liability reserve	14,666,765	822,708	-	15,489,473
p) Strategic waste development reserve	18,804,644	3,449,079	(1,930,563)	20,323,160
q) Tamala Park reserve	-	-	-	-
r) Tree reserve	1,451,473	489,840	(338,999)	1,602,314
s) Workers compensation reserve	2,731,573	2,123,394	(1,642,200)	3,212,767
	93,829,184	**43,651,238**	**(16,575,979)**	**120,904,443**
Total	**98,989,504**	**45,466,524**	**(17,508,461)**	**126,947,567**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

2025 Budget Opening Balance $	2025 Budget Transfer to $	2025 Budget Transfer (from) $	2025 Budget Closing Balance $	2024 Actual Opening Balance $	2024 Actual Transfer to $	2024 Actual Transfer (from) $	2024 Actual Closing Balance $
1,186,251	45,058	(80,000)	1,151,309	928,477	257,774	-	1,186,251
-	-	-	-	-	777,748	(777,748)	-
257,732	-	-	257,732	-	271,585	-	271,585
464,967	801,615	(1,064,116)	202,466	475,523	963,632	(946,663)	492,492
3,209,992	154,138	-	3,364,130	3,045,831	164,161	-	3,209,992
5,118,942	**1,000,811**	**(1,144,116)**	**4,975,637**	**4,449,831**	**2,434,900**	**(1,724,411)**	**5,160,320**
104,529	5,019	-	109,548	99,183	5,346	-	104,529
27,522,058	15,000,000	(6,083,837)	36,438,221	17,684,822	10,000,000	(166,929)	27,517,893
13,909,601	4,213,086	(8,400,000)	9,722,687	24,046,309	4,213,806	(14,719,869)	13,540,246
44,616	2,142	-	46,758	42,334	2,282	-	44,616
3,800,593	369,343	(445,981)	3,723,955	2,994,946	1,418,170	(192,137)	4,220,979
9,791,335	5,355,232	(6,388,750)	8,757,817	5,496,112	4,110,065	(6,730,954)	2,875,223
844,740	-	-	844,740	830,578	14,162	-	844,740
6,747,154	280,076	(165,000)	6,862,230	6,677,269	359,885	(163,818)	6,873,336
153,167	7,355	-	160,522	145,334	7,833	-	153,167
14,666,766	704,272	-	15,371,038	13,916,697	750,068	-	14,666,765
17,719,480	4,020,429	(3,000,000)	18,739,909	14,523,055	8,862,062	(4,580,473)	18,804,644
-	-	-	-	-	-	-	-
1,391,790	41,077	(300,000)	1,132,867	1,223,116	443,504	(215,147)	1,451,473
2,337,057	-	-	2,337,057	2,767,826	1,934,392	(1,970,645)	2,731,573
99,032,886	**29,998,031**	**(24,783,568)**	**104,247,349**	**90,447,581**	**32,121,575**	**(28,739,972)**	**93,829,184**
104,151,828	**30,998,842**	**(25,927,684)**	**109,222,986**	**94,897,412**	**34,556,475**	**(30,464,383)**	**98,989,504**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

28. Restricted reserves - cash backed (continued)

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserves - cash/financial assets backed.
In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside, and their anticipated date of use are as follows:

Name of Reserve	Purpose of the reserve
Restricted by legislation	
a) Cash in lieu of public open space	This reserve was established in accordance with the *Local Government Act 1995* and section 154 of the Planning and Development Act to account for the contribution and payment in lieu of public open space received after 12 September 2020.
b) Development contribution right of way improvement works reserve	This reserve was established in accordance with the *Local Government Act 1995* to account for the contribution and payment of any right of way improvement work undertaken by the City.
c) Development contribution fund	This reserve was established for the Scarborough Redevelopment contribution Area. Planning control for the Scarborough Redevelopment Area was returned from the State Government to the City on 9 August 2023 (process called normalisation). The Development Contribution Plan (DCP) sets out the infrastructure needs of the redevelopment area and the financial contributions required towards the costs of this infrastructure. The introduction of the DCP allows the City to levy and collect contributions towards the beachside works.
d) Community safety service charge reserve	This reserve was created to accommodate excess funds from the charge levied for the Property Surveillance and Security services. In accordance with the provisions of Section 6.38 of the *Local Government Act 1995* any surplus generated from this charge is to be allocated to a Reserve and used for Security Services, or be repaid to owners.
e) Payment in lieu of parking reserve	These funds are provided by developers where it is impractical to provide the number of parking spaces generally required for a particular development/ use. These are held until an opportunity arises where suitable parking may be provided. Care is taken to ensure that the funds are separately identified to enable them to be applied only to works within the specific areas from which the revenue was sourced.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

28. Restricted reserves - cash backed (continued)

Name of Reserve	Purpose of the reserve
Restricted by council	
f) Asset acquisition reserve	Created in 2004/05 to accommodate anticipated revenues from land sales which are an integral part of the City's overall asset rationalisation program.
g) Capital investment reserve	The Capital Investment Reserve will hold proceeds of any sale of investment property, funds allocated by Council for investment purposes, surplus funds from investment purposes and any other funds as determined by Council.
h) Corporate projects reserve	Created in 2004/05 to accommodate future development needs of the City. The finalisation of the Strategic Community Plan, together with the long term works plan will assist in identifying appropriate uses for these funds.
i) Edith Cowan Reserve lighting reserve	These funds were provided by the developer of the estate surrounding the Churchlands Reserve. Council resolved to place the funds in a financial reserve fund to pay for future maintenance and running costs associated with the lighting on this reserve.
j) Investment income reserve	The Investment Income Reserve will hold rent from investment properties, dividends and distributions from other investments and interest earned on Capital Investment Reserve
k) Plant replacement reserve	This Reserve account is designed to eliminate the need for substantial allocations from rates in any year. The principle behind the Reserve is that a proportionate payment will be made from the general fund annually that relates to utilisation (consumption) of existing plant and provides for plant replacement.
l) Previous employees long service leave provision reserve	The purpose of this Reserve is to provide for liabilities for long service leave payments that may need to be made to other local governments in respect of the transferred service entitlement of past employees of the City. Regulations provide that long service leave entitlements are transferable from Council to Council for an employee's uninterrupted service in local government.
m) Public parking strategic reserve	This reserve was created to fund the City's Paid Parking Strategy.
n) Road widening reserve	The Road Widening Reserve was set up within the 2012/13 financial year to be used for compensation payments associated with the compulsory acquisition of land for road widening along Beaufort Street and Harborne Street.
o) Staff leave liability reserve	It is the function of this Reserve to cash-back the liability of the City for long service leave and annual leave for continuing employees. The liability is calculated based on legal and contractual entitlements. The Reserve will be maintained at a minimum of 50% of the liability.
p) Strategic waste development reserve	The reserve was created in 2015/16 by renaming the 3-Bin Replacement Reserve and is to be used to fund strategic waste related projects.
q) Tamala Park reserve	The City will be receiving funds over the next few years for the sale of land developed at Tamala Park. It is proposed that the funds be used for income generating projects which in turn will help create a sustainable City.
r) Tree reserve	The Tree Reserve will hold any funds set aside under the City's Street and Reserve Trees policy.
s) Workers compensation reserve	The scope of this reserve is the payment of premium obligations and common law claims with respect to work related injuries for which the City as employer has a statutory or common law liability.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2025

29. Trust funds

Trust funds allocated interest

Funds over which the City has no control, and which are not included in the Financial Statements are as follows:

Purpose of trust fund	Opening balance 1 July 2024 $	Reclassi-fications $	Paid out $	Interest earned $	Closing balance 30 June 2025 $
Other bonds	554,138	-	(1,075)	29,526	582,589
Town planning scheme no 18	4,646,611	-	-	247,823	4,894,434
Town planning scheme no 25	30,697	-	-	1,637	32,334
Town planning scheme no 27	451,627	-	-	24,087	475,714
Town planning scheme no 28	684,786	-	-	36,522	721,308
Laneways	492,063	-	(50,330)	26,243	467,976
Other trusts	927,884	(908,998)	-	1,007	19,893
Payment in lieu of public open space	10,088,422	252,098	-	569,224	10,909,744
	17,876,228	**(656,900)**	**(51,405)**	**936,069**	**18,103,992**

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A sustainable City with a local focus

City facilities

Administration Centre

25 Cedric Street, Stirling
(08) 9205 8555

Animal Care Facility

15 Natalie Way, Balcatta
(08) 9205 7120

Henderson Environment Centre

16 Groat Street, North Beach
(08) 9205 8555

Multicultural Centre

38 Ashbury Crescent, Mirrabooka
(08) 9205 7320

Mount Flora Museum

Elvire Street, Watermans Bay
(08) 9205 8555

Operations Centre

16 Natalie Way, Balcatta WA
(08) 9205 8555

Recycling Centre Balcatta

238 Balcatta Road, Balcatta WA
(08) 9205 8555

Stirling Leisure

Hamersley Public Golf Course

102 Marmion Avenue, Karrinyup
(08) 9205 7440

Hamersley

Belvedere Road, Hamersley
(08) 9205 7600

Mirrabooka

38 Ashbury Crescent, Mirrabooka
(08) 9205 7320

Karrinyup

2 Natalie Way, Karrinyup
(08) 9345 8555

Balga

Princess Road, Balga
(08) 9205 7340

Scarborough

Scarborough Community Hub
173 Gildercliffe Street, Scarborough
(08) 9205 7490

Scarborough Beach

171 The Esplanade, Scarborough
(08) 9205 7560

Inglewood

62 Alexander Drive, Inglewood
(08) 9205 7720

Stirling Libraries

Dianella

Waverley Street, Dianella
(08) 9205 7740

Inglewood

Inglewood Town Square
895 Beaufort Street, Inglewood
(08) 9205 7700

Karrinyup

Davenport Street, Karrinyup
(08) 9205 7400

Mirrabooka

Mirrabooka Community Hub
21 Sudbury Road, Mirrabooka
(08) 9205 7300

Osborne

Osborne Community Hub
9 Royal Street, Tuart Hill
(08) 9205 7900

Scarborough

Scarborough Community Hub
173 Gildercliffe Street, Scarborough
(08) 9205 7420

Stirling Community Centres

There are 16 community centres in the City of Stirling, which provide residents with a range of hire facilities, as well as several ongoing community educational and recreational programs.

Most community centres are home to autumn clubs or seniors' clubs that use the centres as their bases. These clubs encourage active ageing by offering a supportive environment to socialise.

Visit www.stirling.wa.gov.au/venuehire for more information.

Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555
Enquiries www.stirling.wa.gov.au/enquiries
Web www.stirling.wa.gov.au | /citystirlingwa

This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555.