



City of Stirling

Ordinary Meeting of the 42nd Council

25 August 2026

Minutes

To: The Mayor and Councillors

Here within the Minutes of the Ordinary Meeting of Council of the City of Stirling held Tuesday 25 August 2026 in the City of Stirling Council Chamber, 25 Cedric Street, Stirling.

Stevan Rodic | Chief Executive Officer

Our Vision, Mission and Values

Vision

A sustainable City with a local focus.

Mission

To serve our community by delivering efficient, responsive, safe and sustainable service.

Values

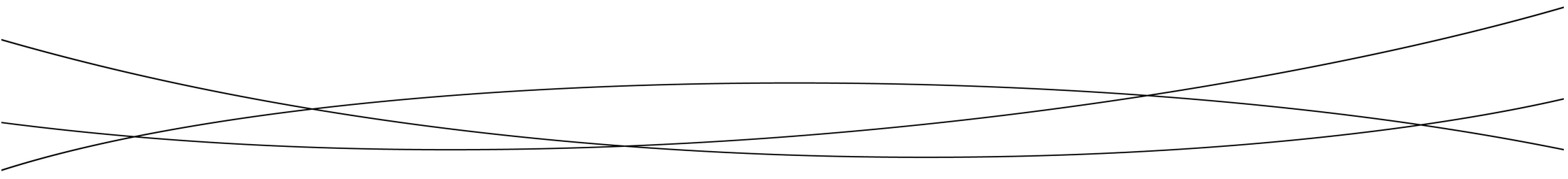
The City of Stirling's core values are:

- Approachable
- Responsive
- Transparent
- Innovative.

Disclaimer

Members of the public should note that in any discussion regarding any planning or other application that any statement or intimation of approval made by any member or officer of the City during the course of any meeting is not intended to be and is not to be taken as notice of approval from the City. No action should be taken on any item discussed at a Council meeting prior to written advice on the resolution of the Council being received.

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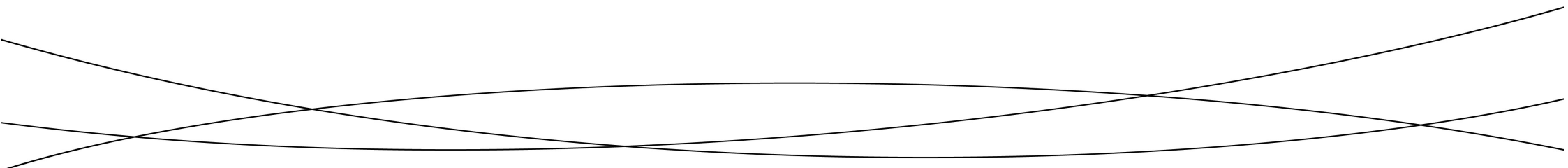
Emergency Procedures

The City of Stirling values the health and safety of all visitors to its facilities.

The following evacuation procedures are to be followed in the event that an emergency occurs.

- When the emergency alarm sounds, please remain calm.
- Comply with any instructions given by emergency personnel, including the City's Fire Warden.
- The Fire Warden will assess the immediate area for danger.
- If required, the Fire Warden will instruct all in attendance to evacuate – please follow their directions promptly and calmly. Proceed, as directed to the Assembly Area (evacuation point).
- If you have impaired mobility, the Fire Warden can assist with your safe evacuation.
- Do not re-enter the building until authorised to do so.

The Assembly Area is located on the grassed area near the entrance to the basement carpark from Puccini Court. The Fire Warden will direct you to the correct location in the event of an emergency.



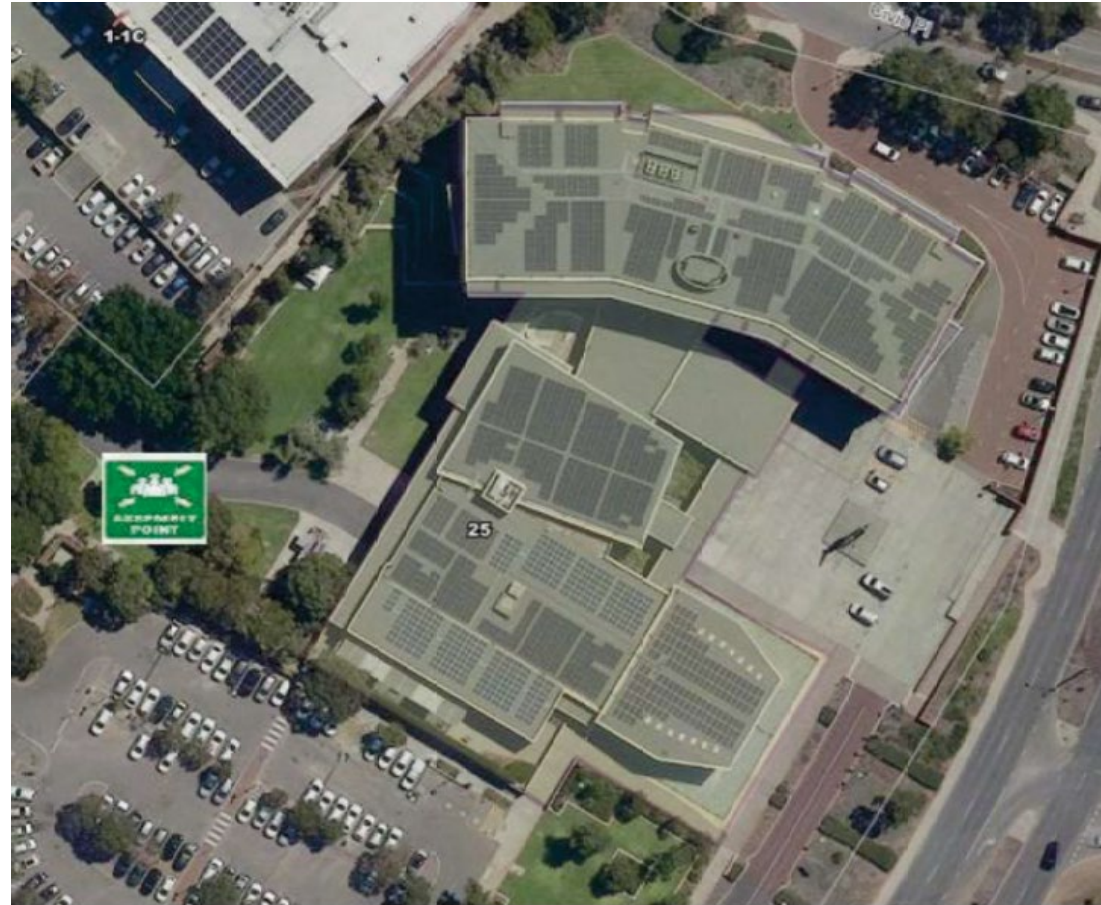


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**MINUTES OF THE ORDINARY MEETING OF COUNCIL OF TUESDAY 25 AUGUST 2026 HELD IN CITY OF STIRLING
COUNCIL CHAMBER, 25 CEDRIC STREET, STIRLING**

1. OFFICIAL OPENING

The Presiding Member declared the Ordinary Meeting of Council open at 6.30pm.

2. ATTENDANCE AND APOLOGIES

ATTENDANCE

Mayor

Mark Irwin AM

Councillors

Councillor Andrea Creado
Councillor Michael Dudek
Councillor Joe Ferrante
Councillor Damien Giudici
Councillor Chris Hatton
Councillor Daniela Ion
Councillor Tony Krsticevic
Councillor Suzanne Migdale
Councillor Teresa Olow
Councillor Rob Paparde
Councillor Karlo Perkovic
Councillor Stephanie Proud JP
Councillor Elizabeth Re (until 7.52pm)

Employees

Chief Executive Officer - Stevan Rodic
Director Community Development - Michael Quirk
Director Corporate Services - Jason Lyon
Director Infrastructure - Andrew Murphy
Director Planning and Development - Amanda Sheers
Manager Customer and Communications - Simone Holmes-Cavanagh
Manager Engineering Services - Paul Giamov
Manager Governance - Brad Sillence
Manager Parks and Environment - Dion Johnson
Manager Strategy and Performance - Michelle Wolsoncroft
Acting Manager Development Services - James Fletcher
Head Community Engagement - James Murphy
Service Lead Built Environment and Health - Joseph Rowe-Martin
Internal Auditor - Kerry Flynn
Lead Corporate Governance - Toni Fry
Lead Governance Officer - Regan Clyde
Senior Governance Officer - Amorette Kerklaan
Senior Governance Officer - Casey Taylor
Senior Media Advisor - Liam Croy
Acting Senior Governance Officer - Cooper Thomas

Public

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APOLOGIES

Councillor Lisa Thornton

3. APPROVED LEAVE OF ABSENCE

Nil.

4. DISCLOSURES OF INTEREST

Where a member has disclosed a financial or proximity interest in an item, they must leave the Chamber for consideration of that item.

Where a member has disclosed an impartiality interest in an item, they may remain in the Chamber. The member is required to bring an independent mind to the item and decide impartially on behalf of the City of Stirling and its community.

Audit, Risk and Improvement Committee - 17 August 2026

Nil.

Community and Resources Committee - 18 August 2026

Councillor Joe Ferrante disclosed an Impartial Interest in Item 12.2/ES1 as he went to school at St Kieran's and Servite College.

Councillor Chris Hatton disclosed an Impartial Interest in Item 12.2/ES1 as when he was a State Member of Parliament, he supported additional infrastructure for the schools.

Councillor Teresa Olow disclosed an Impartial Interest in Item 12.2/ES1 as she has had a meeting with the Principal Daine Burnett and Acting Principal Anthony Davis.

Councillor Rob Paparde disclosed an Impartial Interest in Item 12.2/ES1 as he owns property on Waterloo Street near the school.

Councillor Stephanie Proud JP disclosed an Impartial Interest in Item 12.2/ES1 as she has family in close proximity.

Councillor Teresa Olow disclosed an Impartial Interest in Item 12.2/DS2 as she has met with Jill Darby.

Councillor Damien Giudici disclosed an Impartial Interest in Item 12.2/F3 as in his fulltime employment he has a number of working engagements with Satterley Property Group.

Council - 25 August 2026

Councillor Daniela Ion disclosed an Impartial Interest in Item 12.2/ES1 as her children attended St Kieran's and Servite College as students.

5. PETITIONS

Nil.

6. RESPONSES TO PREVIOUS QUESTIONS FROM MEMBERS OF THE PUBLIC TAKEN ON NOTICE

All Public Question Time responses from the previous Council meeting were published in the minutes of that meeting.

Nil.

7. PUBLIC QUESTION TIME

Public Question Time is included in the live stream. Members of the public are only required to state their name and suburb when addressing the meeting.

Members of the public who wish to ask question/s at the Council meeting are requested to submit these through the City's online Public Question Time submission form ([click here](#)).

7.1 PUBLIC QUESTION TIME - J BOYLE

The following questions were submitted by J Boyle, Wembley Downs 6019, prior to the Council meeting held Tuesday 25 August 2026.

The following questions relate to Item 12.2/ES3 on the agenda.

- Q1. *“Why does the proposed New Footpath Policy not enforce mandatory obligations to consider the need to retain and protect street trees before a tree is removed or substantially damaged to accommodate a new footpath?”*
- A1. The Manager Engineering Services advised that the purpose of the New Footpath Policy is to establish where footpaths are generally required, to ensure decisions are made consistently across the City rather than on a street-by-street basis. The consideration of street trees, landscaping, drainage, services and other site constraints for individual footpath projects is taken into consideration during the detailed design process. The City remains committed to the protection and enhancement of its urban forest and, where footpaths are designed, every effort is made to retain existing trees through design modifications, alignment changes and construction techniques wherever practicable. The absence of specific tree assessment criteria within the New Footpath Policy does not remove the City's broader obligations under its tree and environmental strategies.

- Q2. *“Under the proposed New Footpath Policy, if a cul-de-sac has old thriving trees on both sides of the road, near the road, how will the Council install a 1.8m wide footpath on one side of the road without compromising a tree?”*
- A2. The Manager Engineering Services advised that the existence of mature trees does not automatically mean that trees will require removal. Every footpath project is individually designed, and a range of options may be considered including alignment adjustments, reduced path widths where justified and localised design modifications. Where significant trees are present, protecting canopy outcomes is an important consideration during the detailed design process. It would not be accurate to assume that tree removal is unavoidable when a footpath may be proposed within a street.
- Q3. *“The proposed New Footpath Policy removes the need for the City to conduct a risk assessment of each street. Would it not be warranted for this level of City expenditure to be subject to a risk or cost benefit analysis given the wide variation of streets and circumstances in the City?”*
- A3. The Manager Engineering Services advised that the City undertakes strategic planning and prioritisation processes to determine where footpaths should be delivered and when they are funded. The New Footpath Policy itself provides the framework for determining the need for a connected and accessible footpath network. Individual projects are subsequently assessed through budget development, design and delivery processes. While each street may have unique characteristics, the City's Policy recognises that footpaths are important community infrastructure that deliver broad benefits in safety, accessibility and connectivity across the City.

7.2 PUBLIC QUESTION TIME - M KNIGHT

The following questions were submitted by M Knight, Wembley Downs 6019, prior to the Council meeting held Tuesday 25 August 2026.

The following questions relate to Item 12.2/ES3 on the agenda.

- Q1. *“Regarding the New Footpath Policy, is it designed to consider individual street characteristics specifically? My understanding was that it's quite a broad policy, and I wanted to ensure that there is clearly defined discretion available to be exercised, so it does not contradict the intention of the broader tree preservation policies at both a State and local level. Are there discretionary provisions within the Policy?”*

The Mayor referred to the Manager Engineering Services, and also sought clarity on how often a tree would be removed to put a footpath in.

- A1. The Manager Engineering Services advised that during his 20 years at the City, many footpaths had been constructed, and to the best of his knowledge, the City had never removed a tree to allow for a footpath to be constructed. The City has always managed to design around any existing trees.

- Q2. *“Our particular street and suburb of Wembley Downs is known for being a very leafy suburb; those trees make it notably cooler than other suburbs. My question relates to the weakening of trees that concrete causes - it's not just about the removal of the tree, it's about the fact that concrete laid near trees and above their roots prevents water and air going through. It impacts the air availability, which is why tree roots come up through concrete, seeking moisture and air. With that being the case, we have weak trees currently in Perth that are being impacted by pests and shot-hole borer, and we need to be doing everything to make sure our trees are as healthy as possible.*

Adding concrete around the bases just draws heat and weakens the trees themselves. What would be done to address that? Are there other alternatives to concrete being considered?”

- A2. The Manager Engineering Services confirmed that the City does have alternative construction techniques that it employs. Firstly, when the City is looking at structural root zones, and excavation is required to allow a footpath, excavation by hand would occur rather than by machine. The City also has an arborist on site when it is doing that to make sure that it is not affecting the structural root zone. The City also considers different materials, such as a rubberised treatment that is porous and allows water to be able to soak through, while still providing a stable surface. The City has employed these alternative methods at a number of locations to make sure that those structural root zones are not impacted.
- Q3. *“Will specialist arborists be consulted on the impact that it might have, because even rubber can leach toxins and impact negatively. Is that something that’s looked into and will be within the New Footpath Policy to protect those mature trees?”*
- A3. The Manager Engineering Services confirmed that it is not specifically written in the New Footpath Policy, but is part of the City’s detailed design process which is undertaken for every footpath design. The City also has access to arboricultural expertise through a panel of contractors engaged for those purposes.

7.3 PUBLIC QUESTION TIME - E & M WALKER

The following questions were submitted by E & M Walker, Wembley Downs 6019, prior to the Council meeting held Tuesday 25 August 2026.

The following questions relate to Item 12.2/ES3 on the agenda.

- Q1. *“What analysis has been done by the City of Stirling to determine the heat island effect caused by the addition of 1.8m of concrete footpath in Dunrossil Place?”*
- A1. The Manager Engineering Services advised that the policy review before Council is a strategic policy review and not a proposal for a specific footpath project. Accordingly, no project-specific heat island analysis has been undertaken for Dunrossil Place. Any future footpath proposal would be subject to detailed planning and design. The purpose of the New Footpath Policy is to establish principles for pedestrian accessibility and connectivity across the City.
- Q2. *“How many cul-de-sacs in the City of Stirling do not currently have footpaths and what is the cost of putting 1.8m of concrete footpath in them and the resulting environmental impact?”*
- A2. The Manager Engineering Services advised that the question seeks detailed project-specific and network-wide information that is not the subject of the policy review before Council. The policy establishes the framework for footpath provision more broadly, but it does not create a funded program to immediately construct footpaths in every cul-de-sac. Future footpath delivery remains subject to prioritisation, design, consultation and annual budget considerations.
- Q3. *“Why has the City of Stirling subcommittee endorsed a ‘one size fits all’ New Footpath Policy, without the individual cul-de-sacs being given the opportunity to demonstrate they do not need a 1.8m footpath?”*
- A3. The Mayor advised that it was a decision of Committee that was recommended through to Council. Council will consider the item during the meeting, taking into account all comments and questions raised.
- .

7.4 PUBLIC QUESTION TIME - J HELLIWELL

The following questions were submitted by J Helliwell, Nollamara 6061, prior to the Council meeting held Tuesday 25 August 2026.

The following questions do not relate to an Item on the agenda and are in relation to Short-Term Rental Accommodation.

- Q1. *“There appears to be a growing number of issues involving Airbnbs and short-term accommodation in the City of Stirling, particularly within Nollamara. Last month, a resident from Vermont Street in Nollamara broached some significant concerns on the Nollamara Community Group Facebook page regarding an Airbnb operating at 13C Vermont Street. The resident has since raised these issues with me again, feeling that his concerns have fallen on deaf ears. Is the City aware of concerns relating to the operation of an Airbnb at 13C Vermont Street?”*
- A1. The Director Planning and Development advised that the City is aware of concerns relating to this property and confirmed that it is an active investigation for the City.
- Q2. *“Is the City considering introducing any stronger rules and regulations on short-term accommodation within its boundaries to ensure less disturbances and noise issues for its longer-term residents?”*
- A2. The Director Planning and Development advised that the City has a Local Planning Policy for Short-Term Rental Accommodation that came into effect earlier this year. City Officers have an outstanding Notice of Motion, which will be presented in due course to Council to report on the effectiveness of that policy; the City is certainly looking at noise mitigation and how it is operating in the community as a part of that work.

7.5 PUBLIC QUESTION TIME - A PLUIM

The following questions were submitted by A Pluim, Doubleview 6018, prior to the Council meeting held Tuesday 25 August 2026.

The following questions do not relate to an Item on the agenda and are in relation to Right of Way 16047, Quoll Lane.

- Q1. *“The laneway is a dumping area for rubbish that we have had to dispose of for many years and is also very overgrown by vegetation. It has had a tree blown over causing considerable damage. The response to one of my previous questions states that upgrades are ‘prioritised across the City based on a range of factors, including condition and strategic need.’ Notwithstanding the current private ownership, why has the Council not acted to upgrade the laneway in light of the current state of disrepair?”*
- A1. The Manager Engineering Services advised that the City acknowledges the concerns regarding the condition of Right of Way (ROW) 16047 and the impacts that illegal dumping can have on adjoining residents. While these issues are recognised, similar concerns exist across many unsealed ROWs throughout the City. The City therefore needs to apply a consistent and impartial prioritisation process to determine the order in which ROW upgrades are delivered. A full upgrade for this ROW can only occur when the project reaches an appropriate priority ranking within the adopted capital works program. ROW 16047 remains on the City's future works program and is currently scheduled for upgrade in the 2030/31 financial year, subject to future Council budget approvals and ongoing program reviews.
- Q2. *“The upgrade was first postponed to 2021, was there any work commenced on having the laneway gazetted for that original upgrade of the lane?”*
- A2. The Manager Engineering Services advised that the future upgrade of ROW 16047 has been contingent upon a number of planning, funding and priority considerations. The City understands that the project has been deferred a number of times due to competing priorities. The gazettal process involves several steps, and generally speaking, that process is not commenced until two years prior to the upgrade. So, that is the reason why there has not been any progress on the gazettal of this ROW.
- Q3. *“I would like to congratulate the Mayor and the Council on completing approximately 99.7% of the laneway upgrades in Doubleview. This leaves virtually none remaining, except mine and a few others, so I would dispute the previous answer about other priorities. Mayor, I'd like to reference the recent rates letter that I received, so I'd just like to read the opening message from yourself: ‘Our Annual Budget 2026-27 will allow us to maintain the high standards of service, projects and programs our community expects.’*
- My question, do you think that having to wait 12 years for action on this and now another proposed five years, is the kind of service that the community expects?”*

- A3. The Mayor advised that he understands it is not to Mr Pluim's expectation, but the cost of upgrading laneways must be in line with prioritisation in terms of their use.

The Mayor also advised that he would arrange a separate meeting to discuss this offline with Mr Pluim.

7.6 PUBLIC QUESTION TIME - C STOJSAVLJEVIC

The following questions were submitted by C Stojšavljević, Wembley Downs 6019, prior to the Council meeting held Tuesday 25 August 2026.

The following questions were submitted in advance but withdrawn during the meeting. They are answered for the record within the minutes of the meeting.

The following questions relate to Item 12.2/ES3 on the agenda.

- Q1. *“How is the proposed footpath consistent with the City Trees Policy, the Urban Forest Plan, the City’s target of 30% tree canopy on City-managed land by 2040, and the WA Urban Greening Strategy’s objectives for urban cooling, climate resilience, biodiversity, waterwise practices and the greening of public land? What alternative alignments or construction methods have been assessed to avoid creating that conflict?”*
- A1. The Manager Engineering Services advised that the City’s footpath, tree and urban greening objectives are not mutually exclusive. The City seeks both to provide an accessible pedestrian network and to increase urban canopy. These objectives are pursued together through detailed design. Where footpaths are proposed, tree retention opportunities, alignment options and construction methods can be considered to minimise impacts. The New Footpath Policy does not override the City’s commitment to tree protection or canopy enhancement.
- Q2. *“The City Trees Policy allows consideration of removal where a tree has been ‘unintentionally affected by infrastructure works’ and cannot be retained. How can that criterion apply where the City knowingly proposes a footpath alignment through established street trees and their structural root zones?”*
- A2. The Manager Engineering Services advised that the New Footpath Policy is not a tree removal policy and does not predetermine outcomes for individual trees. Any future project would be assessed on its own merits through a detailed design process that would identify constraints and opportunities before construction occurs. Whether a particular tree can be retained is therefore a project-specific question rather than a policy question. The purpose of the policy is to establish where footpaths are generally required, not to determine detailed tree management outcomes for individual locations.

- Q3. *“The City’s New Footpaths Policy provides for a footpath on at least one side of streets that are not cul-de-sacs. As Dunrossil Place is a short, low-traffic cul-de-sac, what exceptional circumstances, policy requirement or documented safety evidence justify constructing a footpath there – particularly where doing so would remove natural, permeable verge, affect mature trees and compromise one of the area’s oldest established canopies?”*
- A3. The Manager Engineering Services advised that the New Footpath Policy simply establishes the principle that residents, regardless of age or mobility, should generally have access to a safe and connected footpath network across the City. The City's position is that footpaths are justified in streets that form part of the broader pedestrian network, not only where an exceptional circumstance exists. Previous assessments have identified that Dunrossil Place is approximately 280m long, provides pedestrian connectivity to Weaponess Road and is within walking catchment of public transport, schools, shops and community facilities. These characteristics mean it does not meet the definition of a ‘short cul-de-sac’ that would ordinarily be excluded from footpath provision.

7.7 PUBLIC QUESTION TIME - B JOHNSTON

The following questions were submitted by B Johnston, Wembley Downs 6019, prior to the Council meeting held Tuesday 25 August 2026.

The following questions relate to Item 12.2/ES3 on the agenda.

- Q1. *“Given financial and environmental costs of installing footpaths, why does the proposed New Footpath Policy not have regard to the volume of pedestrian traffic for a particular road? In particular, why does the definition of ‘short cul-de-sac’ remove the reference to a very low volume road?”*
- A1. Pedestrian volumes are one factor that may be considered, but they are not the sole determinant of whether a footpath is warranted. The City must also consider accessibility, safety, connectivity, future demand and equitable access for all users – particularly for more vulnerable residents, including those with mobility impairments, parents with prams, and young children. Research and planning practice indicate that people are more likely to walk where safe and connected pedestrian infrastructure exists, meaning current pedestrian volumes do not necessarily reflect future use. The New Footpath Policy therefore focuses on network outcomes rather than exclusively on existing pedestrian counts.
- Q2. *“Page 226 of the agenda states: ‘Since 2025, the City has received 52 requests for new footpaths on local roads, compared with four notable objections received in the form of petitions. This indicates that, while some residents may have concerns about the impact of footpath construction on adjoining property verges, broader community feedback continues to support the provision of new footpaths....’*
‘Broader community...support’ for footpaths does not equate to community support for footpaths in every street. Why is there a blanket policy that does not provide for any discretion?”
- A2. Views may differ between individual streets. However, Council is required to make decisions that serve the interests of the broader community rather than only those immediately adjoining a particular item of public infrastructure. The policy seeks to provide a consistent and equitable approach across the City while recognising that not every individual decision will have unanimous local support.

- Q3. *“Page 228 of the agenda: ‘Strategic Risk: Community and Partnerships’, recognises that two-way engagement between the City and ratepayers is required. How does a blanket policy, rather than one that allows discretion in considering each road’s individual requirements, and the views of its residents, fit in with this?”*
- A3. Community engagement has formed part of the City’s Strategic Community Plan and there has been consistent support from the community for improved pedestrian networks. Two-way engagement does not necessarily require every request for change to be adopted. Instead, it requires the City to listen, consider feedback and then make a decision that balances competing community interests. The policy reflects this broader balancing exercise, while continuing to provide a framework for future decision-making.

7.8 PUBLIC QUESTION TIME - R MURPHY

The following questions were submitted by R Murphy, Karrinyup 6018, prior to the Council meeting held Tuesday 25 August 2026.

The following questions do not relate to an Item on the agenda.

Q1. *“Why has the City sought a permit from the Department of Water and Environmental Regulation to clear 25 native trees for the purpose of upgrading the City's Recycling Centre when the tree canopy in the City is only 12.6% and decreasing. What are the species and ages of the trees that are proposed to be removed from this site?”*

A1. The City has sought the permit to facilitate the redevelopment of the Recycling Centre Balcatta (RCB). The 25 trees within the application area include 13 live Eucalyptus marginata (Jarrah), and seven Banksia trees. The remaining trees are dead.

Q2. *“What alternative to the clearing of these trees was explored and were any plans to preserve any of the trees considered?”*

A2. The RCB upgrade design has been refined over several years, with multiple redesigns undertaken to minimise impacts on existing trees. Independent arboricultural assessments and tree surveys have informed each stage of the design process.

An early 2019 design would have required the removal of almost all trees on the site and was not progressed. A revised 2021 design reduced tree impacts but still required the removal of 112 of the 213 trees on site and was also not pursued. The current design further reduces impacts and is the result of extensive review by specialist consultants, City officers, engineers, and the City's Trees and Ecology Team.

Most affected trees are in the South-West corner of the site. Tree removals have been limited to those directly impacted by the works, including the new Natalie Way access, which is essential to safely separate commercial and community traffic within the facility.

The current design represents a balanced approach that meets the operational and safety requirements of the RCB while minimising impacts on existing vegetation wherever possible.

- Q3. *“Is the clearing of these trees consistent with the City's Urban Forest Plan to increase tree canopy in the City from 12.6% to 18% by 2040? What, if any, plans are in place to mitigate for the loss of these trees?”*
- A3. While the Department of Water and Environmental Regulation has advised that 40 replacement trees would satisfy environmental requirements, the City's policy is to plant a minimum of five trees for every tree removed. As a result, approximately 140 native trees will be planted within 12 months of construction, including around 40 trees on the RCB site and a further 100 trees at Richard Guelfi Reserve. Species selection is being guided by the City's Parks and Environment Team to enhance native bushland and black cockatoo habitat.
- The City remains strongly committed to its Urban Forest Plan and has allocated \$1.2 million this year to tree planting and greening initiatives, including planting approximately 7,000 trees annually across parks and verges, the Million Trees Program, Reserve Tree Program, Industrial Area Greening, and community planting initiatives.

8. APPLICATIONS FOR LEAVE OF ABSENCE

Councillor Daniela Ion requested a leave of absence for the period 28 September 2026 to 8 October 2026 inclusive.

Council Resolution

0826/019

Moved Councillor Olow, seconded Councillor Giudici

That Council APPROVES Councillor Daniela Ion's request for a leave of absence for 28 September 2026 to 8 October 2026 inclusive.

The motion was put and declared CARRIED (14/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

9. CONFIRMATION OF MINUTES

Council Resolution

0826/020

Moved Councillor Hatton, seconded Councillor Papparde

That the Minutes of the Ordinary Meeting of Council of 11 August 2026 be confirmed as a true and correct record of proceedings.

The motion was put and declared CARRIED (14/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Papparde, Perkovic, Proud, Re and Mayor Irwin.

Against: Nil.

10. ANNOUNCEMENTS BY THE PRESIDING MEMBER

10.1 COUNCILLOR CHRIS HATTON - STIRLING SAINTS JUNIOR FOOTBALL CLUB

“Councillors, I would like to briefly acknowledge a presentation recently received from the Stirling Saints Junior Football Club - a fantastic local club in the Hamersley Ward. At the club sponsors and supporters brunch on the 16th of August 2026 the City was presented with this certificate of appreciation of our ongoing support of the club and its members.

Primarily based at Richard Guildefry Reserve in Balcatta, the Saints provide football opportunities for local children and young people through Auskick, Superkick, and junior and youth football programmes, helping foster active lifestyles, friendships, and community connection.

This recognition reflects the strong partnerships the City continues to build with local sporting clubs through its support for community participation, volunteer development and grassroots sport, helping create opportunities for people of all ages to connect, be active and contribute to their local community.

On behalf of Council, I thank the committee, coaches, volunteers, players and families of the Stirling Saints Junior Football Club for their contribution to our community and for this thoughtful gesture of appreciation to the City of Stirling.

We look forward to continuing our partnership with the club into the future.”

10.2 COUNCILLOR MICHAEL DUDEK - MOBILE MUSTER TOP COLLECTOR AWARD

“I'm pleased to advise that the City has once again received the Mobile Muster Top Collector Award - the City was awarded the top collector for Mobile Muster within WA. That's because this year we prevented 1.16 tonnes of CO2 emissions by recycling 326 kilograms of mobile phone components. This positive impact in reducing emissions is equivalent to planting 20 trees. I want to acknowledge the Manager of Waste and Fleet, Yvette Plimbley, and her team for all their hard work and commitment to this initiative.”

10.3 COUNCILLOR DAMIEN GIUDICI - AUSCONTACT EXCELLENCE AWARDS 2026

"I'm pleased to acknowledge an outstanding achievement by the City of Stirling's Customer Experience Team at the 26th AusContact WA Excellence Awards held recently.

Service Improvement Business Analyst Fiona Heart was named the winner of the Business Analyst Reporting Professional category, recognising her significant contribution to data informed decision making and service improvement across the organisation.

The City was also recognised as a finalist in the Customer Experience Initiative of the Year Digital Transformation category for the complaints handling refresh project. This initiative has transformed the way customer feedback is managed across the organisation and has contributed to a reduction in complaint volumes of almost 40% since its implementation in September 2025.

Congratulations to Fiona and the City's Customer Experience Team on this well-deserved recognition."

10.4 MAYOR MARK IRWIN AM - PASSING OF SURFING WA CEO MARK LANE

"The City of Stirling extends its sincere condolences to the family, friends and colleagues of Mark Lane, the Chief Executive Officer of Surfing Western Australia following his passing on the weekend way too soon.

Mark was a passionate advocate for surfing in Western Australia and made a lasting contribution to the sport through his leadership, dedication and his support of the surfing community. The City acknowledges Mark's enduring legacy and honours the positive impact he made on West Australian sporting and coastal communities.

On a personal note, I would just like to add Mark Lane was honestly one of those true gentlemen, an absolute legend, a great athlete, and also a fantastic contributor who provided so much to surfing in Western Australia right throughout the whole state.

So we sincerely stand by the surfing community and I believe on Saturday there'll be a paddle out down on the coast for him."

11. UNRESOLVED BUSINESS FROM PREVIOUS MEETING

Nil.

12. REPORTS AND RECOMMENDATIONS OF COMMITTEES

Council Resolution

0826/021

Moved Councillor Perkov, seconded Councillor Re

That the balance of the Audit, Risk and Improvement Committee recommendations be ADOPTED by exception resolution in accordance with Clause 4.7 of the City of Stirling Meeting Procedures Local Law 2021.

The motion was put and declared CARRIED (14/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.
Against: Nil.

12.1 AUDIT, RISK AND IMPROVEMENT COMMITTEE - 17 AUGUST 2026**12.1/IA1 INTERNAL AUDIT MANDATE AND CHARTER**

Business Unit:	Office of the CEO	Service: Executive Services
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/022****Moved Councillor Perkov, seconded Councillor Re****That Council ENDORSES the Internal Audit Mandate and revised Internal Audit Charter, as contained in Attachment 1.****The motion was put and declared CARRIED (14/0) by exception resolution.****For:** Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.**Against:** Nil.

Committee Recommendation

That Council ENDORSES the Internal Audit Mandate and revised Internal Audit Charter, as contained in Attachment 1.

Officer's Recommendation

That Council ENDORSES the Internal Audit Mandate and revised Internal Audit Charter, as contained in Attachment 1.

Purpose

To present the Internal Audit Mandate and revised Internal Audit Charter to Council for consideration and endorsement.

Details

This report presents the Internal Audit Mandate and revised Internal Audit Charter. Together, these documents formally establish the City's internal audit function by defining its purpose, authority and responsibilities. They outline internal audit's position within the City, including the Internal Auditor's functional reporting relationships, and establish the scope, standards and methodology governing internal audit activities.

The existing Internal Audit Charter has been updated and a new Internal Audit Mandate developed to reflect several significant developments:

- **WA Local Government Reform** – New regulations effective 1 January 2026 (with a six-month transition to 30 June 2026) require Audit Committees to transition to broader Audit, Risk and Improvement Committees (ARICs), directly reshaping internal audit's primary reporting audience.
- **IIA Global Internal Audit Standards** – The updated Standards, effective from 9 January 2025, replace the 2017 International Professional Practices Framework and introduce new domains, principles and topical requirements. The Standards also require a Council-approved Internal Audit Mandate, which formally articulates the purpose of internal audit, the authority granted to it, and its organisational responsibilities, providing the governance foundation for the Internal Audit Charter.
- **City's Risk Management System uplift** – The revised Internal Audit Charter aligns internal audit with the City's updated Risk Management Framework, and Three Lines Model, both of which are being embedded under the oversight of the newly established ARIC Internal Working Group.

Financial Assessment and Implications

Nil. The Internal Audit Mandate and revised Internal Audit Charter is delivered within the existing internal audit operating budget, with external co-sourced expertise engaged as required through approved procurement processes.

Stakeholder Engagement

The Internal Audit Mandate and revised Internal Audit Charter has been presented to the Executive Team for their review.

Recommended Action

That Council ENDORSES the Internal Audit Mandate and revised Internal Audit Charter, as contained in Attachment 1.

Relevant Policies, Legislation and Council Resolutions

[Local Government Act 1995](#)

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

[City of Stirling Risk Management Policy](#)

[IIA Global Internal Audit Standards](#)

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Comply with legislation, standards and obligations

Priority: Provide local government sector leadership

Strategic Risk

Strategic Risk	Risk Appetite
Governance, Integrity & Compliance	If governance integrity or compliance practices degrade, then decisions and operations may breach obligations or erode trust, leading to regulatory action and impaired service legitimacy.

Relevant Documents and Information

Attachments

Attachment 1 - City of Stirling Internal Audit Mandate and Charter

Available for viewing at meeting

Nil.

Linked Documents

Nil.



Internal Audit Mandate and Charter

City of Stirling

August 2026

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Internal Audit Mandate

Establishment of Internal Audit

The Internal Audit function is endorsed by Council on the recommendation of the Audit, Risk and Improvement Committee (ARIC) to provide independent and objective assurance and advisory services to support good governance, accountability and stewardship of public resources at the City of Stirling (City).

This Mandate formally authorises the Internal Audit function and defines its authority, independence and reporting arrangements.

Legislative and Professional Basis

The Internal Audit function operates within the governance and accountability framework established by the Local Government Act 1995 (WA), associated regulations, and relevant Council policies, procedures and committee charters. These instruments define the City's obligations for prudent financial management, transparency, risk oversight and ethical conduct, and provide the statutory foundation for Internal Audit activities.

Internal Audit is conducted in conformance with the Global Internal Audit Standards (2024) issued by the Institute of Internal Auditors. The Standards set out the principles, professional expectations and quality requirements that guide the planning, execution and reporting of internal audit work. Internal Audit applies these Standards in a manner that is appropriate to the City's legislative, regulatory and public-sector governance environment.

Where full conformance with a specific Standard is not possible due to legislative, regulatory or public-sector governance constraints, alternative arrangements will be implemented to achieve the intent of the relevant principle. The rationale for any such variation will be documented and reported to the ARIC to ensure transparency and continued alignment with professional expectations.

Internal Audit Charter

1. Purpose of Internal Audit

This Charter provides guidance for the conduct of the Internal Audit function, including the professional expectations, behaviours and methodology applied by the Internal Auditor.

Internal Audit strengthens the City's ability to create, protect and sustain value by providing independent, risk-based and objective assurance and advisory services to Council, the Audit, Risk and Improvement Committee (ARIC), the Chief Audit Executive (CAE) and management.

The objective of Internal Audit is to assess whether governance, risk management and internal control processes are appropriately designed and operating effectively, and to communicate opportunities for improvement where identified.

Internal auditing supports the delivery of the City's strategic direction outlined in *Sustainable Stirling 2026–2036*, by:

- Assessing and enhancing the effectiveness of governance, risk management and internal control frameworks
- Supporting sound decision-making, oversight and accountability
- Promoting transparency, integrity and stewardship of public resources
- Contributing to the City's reputation and credibility with stakeholders and the community

2. Independence

Internal Audit is an independent and objective assurance activity, free from undue influence over the selection of audit work, the scope and performance of engagements, and the communication of results. Independence is essential to the credibility and effectiveness of Internal Audit and is maintained through organisational positioning and adherence to professional standards.

Internal auditors do not hold management responsibilities for, or participate in, the operational decision-making or execution of, the activities under review.

Threats to independence or objectivity, including self-interest, self-review, advocacy, familiarity and intimidation are identified and managed through safeguards consistent with the Global Internal Audit Standards. When advisory or consulting services are provided, Internal Audit may offer insight and recommendations; however, management retains responsibility for decisions, risk ownership and implementation.

Any actual, potential or perceived impairment to independence or objectivity is promptly disclosed to the CAE and ARIC and addressed in a timely manner.

3. Professional Standards, Ethics and Conflicts of Interest

3.1. Professional and Local Government Standards

Internal Audit operates in accordance with the Local Government Act 1995 (WA), associated regulations and Council governance instruments, as outlined in the Internal Audit Mandate. Internal Audit also applies the Global Internal Audit Standards (2024) in delivering assurance and advisory services within the City's legislative and operational context.

Where legislative or governance requirements limit full conformance with the Standards, Internal Audit adopts alternative approaches that uphold the intent of the relevant principles, with any variations documented and reported to the ARIC.

3.2. Ethical Conduct

Internal Audit upholds the principles of integrity, objectivity, competence, due professional care, and confidentiality, which underpin the credibility and public trust placed in the function.

3.2.1. Integrity

Internal auditors act with honesty, diligence and professional courage. They comply with applicable laws, regulations, policies and professional standards, make required disclosures in a timely manner, and refrain from illegal, unethical or discreditable conduct. Professional judgement is applied consistently, guided by the public interest and the City's lawful and ethical objectives.

3.2.2. Objectivity

Internal auditors maintain an impartial and unbiased mindset when planning, performing and reporting on audit work. Judgements are based on sufficient, reliable and relevant evidence. Auditors avoid relationships, activities or circumstances that could impair objectivity and disclose any actual, potential or perceived impairment to the CAE and, where appropriate, the ARIC.

3.2.3. Competency and Due Professional Care

The Internal Audit function collectively possesses the knowledge, skills and experience necessary to fulfil its mandate, including an understanding of local government legislation and governance, expertise in risk and financial management, information systems and data analytics, and a commitment to ongoing professional development.

Internal auditors apply due professional care, professional scepticism and informed judgement, with the nature and extent of audit work proportionate to the significance, complexity and risk of the matters reviewed.

3.2.4. Confidentiality

Information obtained through internal audit activities is used solely for professional purposes, protected in accordance with legislative and data governance requirements, and disclosed only with appropriate authority or where legally or professionally required. All internal audit documentation and workpapers, including those prepared under outsourced or co-sourced arrangements, remain the property of the City.

3.3. Conflicts of Interest

Internal auditors avoid conflicts of interest and disclose any actual, potential or perceived conflicts to the CAE. Internal auditors do not provide assurance over activities for which they have had management responsibility within the previous 12 months unless appropriate safeguards are in place.

Where external or co-sourced service providers are engaged, the CAE is responsible for identifying and managing conflicts of interest. Service providers may not perform non-internal audit services for the City without prior written approval. All conflicts of interest are reported to the CAE and the ARIC.

4. Authority and Positioning

Internal Audit operates under the authority of the ARIC and in accordance with the Internal Audit Mandate approved by Council.

Internal Audit has full, free and unrestricted access to all City records, systems, assets, premises and personnel necessary to fulfil the approved Internal Audit Plan. This access extends to information held by external parties where such access is contractually or legally permitted.

The City maintains a dual Internal Audit model, supported by a dedicated budget, enabling engagement of external providers and specialist expertise when required. Administrative coordination and support are provided through the Office of the Chief Executive Officer Business Unit and do not limit Internal Audit's ability to perform its work.

The Chief Audit Executive (CAE) role is performed by the Chief Executive Officer, who provides oversight of the Internal Audit function and ensures it is appropriately resourced and positioned to fulfil its responsibilities.

To support effective governance and clear accountability:

- Internal Audit reports functionally to the ARIC
- Internal Audit reports administratively to the CAE
- Audit reports are presented directly to the ARIC
- The Internal Auditor attends ARIC meetings and may meet privately with the CAE or ARIC as required

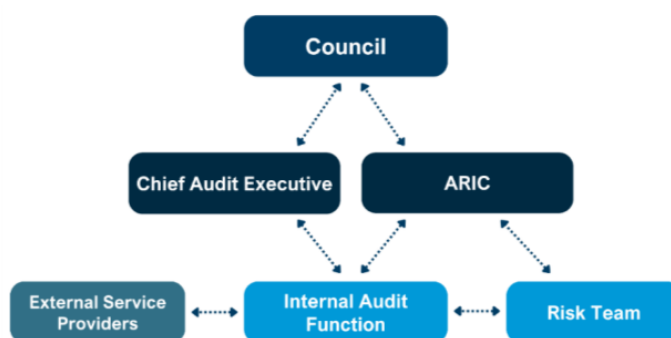


Figure 1: Authority and Positioning of Internal Audit Function (2026)

These arrangements ensure Internal Audit is appropriately positioned within the organisation to deliver independent and objective assurance and advisory services.

5. Roles and Responsibilities

5.1. Internal Audit Function

The Internal Audit function provides independent, objective insight and reporting to support strong governance, accountability and informed decision-making.

Responsibilities include:

- Maintaining a professional Internal Audit function aligned to the Global Internal Audit Standards
- Developing and delivering a risk-based Strategic and Annual Internal Audit Plan
- Reviewing and updating the Internal Audit Mandate and Charter
- Conducting audits in accordance with approved plans and standards
- Objectively reporting on governance, control, compliance and performance
- Considering fraud and corruption risks
- Communicating clear, balanced audit reports with agreed management actions
- Monitoring implementation of audit recommendations
- Providing forward-looking, improvement-focused insights without assuming management responsibilities

5.2. Audit, Risk and Improvement Committee

The ARIC supports Council by providing independent oversight of governance, risk management, internal control and assurance activities.

ARIC:

- Approves the Internal Audit Mandate and Charter
- Endorses the Strategic Internal Audit Plan and Annual Internal Audit Plan
- Oversees the independence, effectiveness and performance of the Internal Audit function
- Receives audit reports and reports on other Internal Audit activities
- Monitors the adequacy of management responses to audit recommendations
- Receives the results of an independent external quality assessment of Internal Audit at least every five years

5.3. Audit, Risk and Improvement Committee Forum

The ARIC Forum operates to support the ARIC by providing a structured internal forum for collaboration, information sharing and issue escalation across audit, risk and improvement activities.

The ARIC Forum comprises key City Officers whose roles provide valuable organisational insight. It receives input from Internal Audit, Risk Management, relevant business areas, and internal and external subject matter experts, and works collaboratively to:

- **Audit:** discuss previous audit findings, review progress of management actions, consider upcoming audit activities, and identify areas for further review.
- **Risk:** consider emerging and cross-cutting risks, review risk trends and support effective mitigation approaches.
- **Improvement:** identify and track improvement initiatives and assess whether they deliver measurable performance outcomes.

The ARIC Forum reports key matters, insights and issues to the Executive Team and, where appropriate, directly to the ARIC. Decision-making authority and formal oversight remain with the Executive, ARIC and Council in accordance with established governance arrangements.

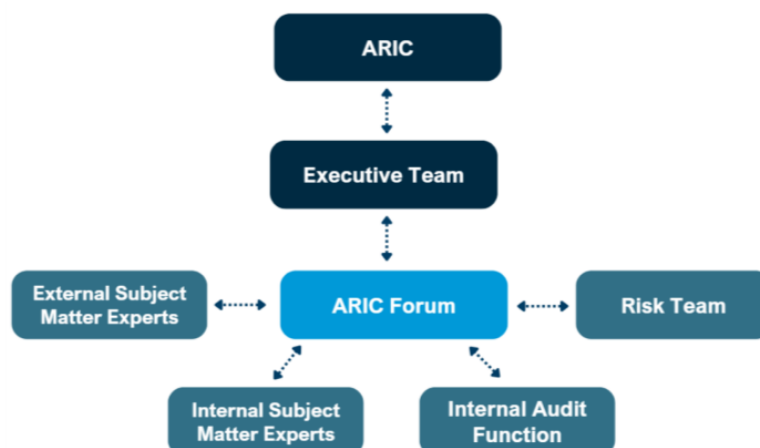


Figure 2: Positioning of the ARIC Forum (2026)

6. Scope of Service

6.1. Risk-Based Audit Planning

Internal Audit applies a structured, risk-based planning process informed by the City's Risk Management Framework to align audit activity with strategic objectives, assurance coverage and the City's risk profile. Planning prioritises areas of highest inherent and residual risk, emerging risks, and matters critical to organisational performance and accountability.

Audit planning considers the City's Risk Management Framework across the following levels:

- **Level 1 – Governance and Direction:** Establishes risk appetite, policy, framework and accountability for risk management across the City.
- **Level 2 – Strategic Risk Management:** Identifies and manages risks to strategic objectives, links risks to outcomes and risk appetite, and supports Council and Executive Team oversight.
- **Level 3 – Operational Risk Management:** Captures and manages service, project and operational risks, monitors treatment actions, and escalates matters where approved tolerances are exceeded.
- **Level 4 – Compliance and Assurance:** Provides independent assurance that risk management and controls are effective and compliant with objectives.



Figure 3: City of Stirling's Risk Management Framework (2025)

Audit planning is guided by the three lines of defence model, recognising the roles of management and risk management and oversight functions. Internal Audit provides independent assurance over governance, risk management and internal controls while avoiding unnecessary duplication of existing management or oversight activities.

- **First Line – Management:** owns and manages risks and is responsible for the design and operation of controls.
- **Second Line – Oversight Functions:** support and monitor risk management practices and provide oversight, guidance and reporting.
- **Third Line – Internal Audit:** provides independent and objective assurance to management, the ARIC and Council on the effectiveness of governance, risk management and internal controls.

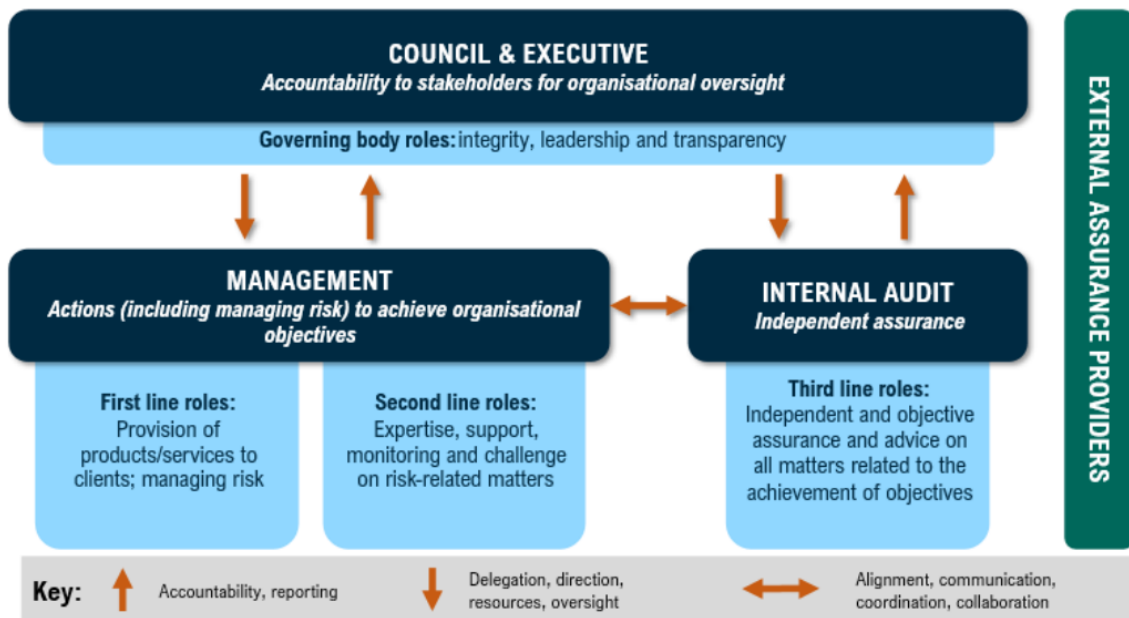


Figure 4: Institution of Internal Auditors – Three Lines of Defence Model (2020)

6.2. Strategic and Annual Internal Audit Plans

The Internal Audit function will propose to the ARIC a three-year Strategic Internal Audit Plan setting out the audits to be undertaken and indicative resource allocation. An Annual Internal Audit Plan will also be prepared, detailing the objectives, timing, hours and reasoning of each engagement.

In developing the Strategic and Annual Internal Audit Plans, Internal Audit considers, at a minimum:

- Council strategies and organisational priorities
- The risk profile and reliance on controls
- Legislative, regulatory and compliance obligations
- Emerging risks and developments affecting the City
- Quality assurance requirements and assurance coverage
- Prior audit outcomes
- Input from management and the ARIC

The availability of financial and operational resources is considered during plan development and delivery. Any material variation to an approved plan is subject to ARIC endorsement and Council approval.

6.3. Audit Engagements

Internal Audit conducts audits aligned to the approved audit plan. Audits may include reviews of governance arrangements, compliance with legislation and Council policies, financial and operational processes, management oversight, and the management of key risks. Audit work is proportionate and focused, recognising the scale of the organisation and the resourcing of the Internal Audit function.

6.4. Reporting of Audit Outcomes

Internal Audit reports audit findings in a clear, concise and evidence-based manner, setting out key observations, audit recommendations, risks and management actions. Audit reports are provided to management and submitted to the ARIC for endorsement and Council for approval.

6.5. Management Requested and Emerging Risk Reviews

On occasion, Internal Audit may undertake management requested reviews or respond to emerging risks, incidents or issues. Such work is prioritised based on risk, independence considerations and resource availability, and may require ARIC endorsement.

6.6. Follow Up and Monitoring

Internal Audit monitors the implementation of agreed audit recommendations and reports progress and outstanding management actions to the ARIC to support accountability and continuous improvement.

7. Audit Engagements - Planning, Fieldwork and Reporting Arrangements

7.1. Planning and Scoping

Each internal audit engagement is planned to ensure it is risk-focused, clearly defined and proportionate.

For each audit, Internal Audit prepares a documented scope or terms of reference that typically includes:

- Audit title and purpose
- Audit objectives and scope
- Key risks and areas of focus
- Audit criteria and method
- Roles, responsibilities and key contacts
- Indicative timelines and milestones
- Information and documentation requirements

7.2. Audit Entrance Meeting

The draft scope is provided to relevant Directors and Managers. An entry or planning meeting is held where appropriate to confirm scope, risks, timing and communication arrangements. Final decisions regarding audit scope remain the responsibility of Internal Audit to preserve independence and objectivity.

Planning meetings are an opportunity to:

- Clarify objectives, scope and key controls
- Confirm documentation and information requirements
- Agree on the timing of fieldwork and reporting
- Outline key milestones through to reporting to the ARIC

7.3. Audit Fieldwork

Audit fieldwork is conducted in accordance with professional standards and tailored to the nature and risk of the engagement. Fieldwork may include:

- Understanding relevant policies, processes, systems and controls
- Identifying key risks and potential impacts
- Assessing the design and implementation of key controls
- Testing controls or processes, where appropriate, on a sample basis

Matters identified during audit fieldwork are discussed with management as they arise to confirm factual accuracy and context.



Internal Audit maintains sufficient and appropriate documentation to support findings, conclusions and professional judgement. Workpapers record procedures performed, evidence obtained and compliance with the approved scope and standards.

7.4. Close-Out Meetings

At the conclusion of fieldwork, Internal Audit holds a close-out meeting with management to confirm observations and outline reporting timelines.

A draft report is provided to the relevant Director and Business Unit Manager for review and includes key findings, associated risks and recommended actions.

Management responses will clearly identify:

- Whether audit recommendations are agreed
- Proposed corrective actions
- Responsible officers
- Target implementation dates

7.5. Final Reporting

Final audit reports incorporate management responses and are issued once approved by the relevant Director and CAE. Reports are submitted to ARIC for endorsement and Council for approval.

Audit reports address:

- The effectiveness of governance arrangements, frameworks and internal controls
- Compliance with legislative and regulatory requirements
- Key findings and risks
- Audit recommendations
- Agreed management actions and responsibilities

7.6. Monitoring and Follow-Up

Internal Audit will monitor the implementation of agreed audit recommendations and report progress and outstanding management actions to the Executive Team and ARIC, to support accountability and continuous improvement.

8. Evaluation of Internal Audit Performance

The performance and effectiveness of the Internal Audit function are evaluated periodically and reported to the ARIC. Performance evaluation supports transparency, accountability and continuous improvement and informs planning, resourcing and capability decisions.

Performance evaluation may include consideration of:

- Achievement against Internal Audit performance measures approved by the ARIC
- Feedback from management of areas subject to Internal Audit
- Feedback from members of the ARIC

Given the scale of the City's Internal Audit function and the use of a single-auditor model, the City adopts a proportionate approach to quality assurance consistent with the intent of the Global Internal Audit Standards. Rather than maintaining a formal internal Quality Assurance and Improvement Program, the City places primary reliance on independent external quality assessment as the principal mechanism for evaluating conformance with professional standards and overall effectiveness.

An independent external quality assessment of the Internal Audit function is conducted at least once every five years by a suitably qualified and independent assessor or assessment team. The results of the external assessment, including any recommendations for improvement, are reported to the CAE and ARIC and are used to inform ongoing enhancement of the Internal Audit function.

9. Review of the Mandate and Charter

This Internal Audit Mandate and Charter will be reviewed periodically, and at least every two years, or sooner if significant organisational or regulatory changes occur. Any amendments to the Mandate and or Charter are to be endorsed by the ARIC and approved by Council.

Office use only

Initial executive endorsement	Date 28 July 2026	Author Internal Auditor
Last reviewed	Date 12 August 2026	Author Internal Auditor
Next review date	Date 31 August 2028	

Internal Audit Function

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Internal Auditor
Executive Services
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This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555

12.1/IA2 INTERNAL AUDITOR ACTIVITY REPORT

Business Unit:	Office of the CEO	Service: Executive Services
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/023****Moved Councillor Perkov, seconded Councillor Re**

- 1. That Council NOTES the current status of the Management Action Plans for past audits and reviews.**
- 2. That the Management Action Plan tasks currently under review REMAIN on this report until complete, so they can be monitored by the Audit, Risk and Improvement Committee**

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

1. That Council NOTES the current status of the Management Action Plans for past audits and reviews.
2. That the Management Action Plan tasks currently under review REMAIN on this report until complete, so they can be monitored by the Audit, Risk and Improvement Committee

Officer's Recommendation

1. That Council ENDORSES the updated Internal Auditor's Activity Report.
2. That Council NOTES the current status of the Management Action Plans for past audits and reviews.
3. That the Management Action Plan tasks currently under review REMAIN on this report until complete, so they can be monitored by the Audit, Risk and Improvement Committee

Purpose

To provide Council with updates on a range of internal audit activity.

Details

Under its Terms of Reference, the Audit, Risk and Improvement Committee assists Council in overseeing the City's internal audit function. The Internal Audit Activity Report (refer to Attachment 1) summarises the current status of the Annual Internal Audit Plan. Additional Internal Audit activity is noted below.

Consultation and Other Activity

Regular meetings are held with the CEO, Directors, the Manager Strategy and Performance, the Manager Governance, the Service Lead Strategy, Risk and Performance, and the Service Lead Strategic Change. This assists with the coordination between internal audit, performance, improvement, risk management and compliance functions.

Tender Conflict Checks

The Internal Auditor has reviewed the results of the tender conflict checks 924 - 954 performed since the ARIC meeting held 11 May 2026. No issues were noted.

Code of Conduct, Misconduct, Corruption and Fraud Reporting

No calls or emails have been received through the misconduct and fraud hotline and email since the ARIC meeting held 11 May 2026. Attachment 2 contains a summary of the suspected misconduct incidents since the ARIC meeting held 11 May 2026.

A minor-breach complaint relating to the Local Government (Model Code of Conduct) Regulations 2021 was resolved in accordance with the orders of the Local Government Standards Panel.

Update on Risk Management System improvements

The City is in the midst of significant transformation of its Risk Management System, the enhanced Risk Management System establishes four integrated levels - Governance and Direction, Strategic Risk Management, Operational Risk Management, and Assurance and Reporting. As previously reported, the City has made strong progress at level 1 and level 2, developing and formally endorsing a revised Risk Management Policy, Framework, Risk Appetite Statement, and a streamlined set of seven strategic risks.

Regular reporting cycles, detailed risk review methodologies, and assurance testing requirements at the strategic level have since been finalised and will be essential to ensuring consistent oversight. Operational Risk Management (level 3) remains under development, with Business Unit workshops, control identification, and the operational risk database currently underway. As a result, Assurance and Reporting (level 4) cannot yet be fully activated, as structured assurance processes depend on the underlying level 3 risks and controls being finalised. The development of an Assurance Map and Combined Assurance Plan remains conceptual until operational risk information is complete.

Management Action Plan Updates

There are currently 13 open Management Action Plans with 10 overdue and three not yet due as follows:

Audit Name	Closed this Period	Open Actions	Not Yet Due	Overdue
Risk Management - LMS	0	1	0	1
Financial Management (Reg 5)	0	2	0	2
Fleet Management	1	2	0	2
RMS Improvements	0	1	0	1
Community Grants	3	1	0	1
Regulation 17 Review	0	6	3	3
Total	4	13	3	10

The 10 overdue audit Management Action Plans have the following criticality and age:

	Number of days overdue				
Recommendation Criticality	1-30	31-60	61-90	> 91	Total
High	(1) Fleet Management	0	0	0	1
Medium	(1) RMS (1) Community Grants (2) Regulation 17 Review	0	0	(1) Risk Management - LMS (2) Financial Management (1) Fleet Management (1) Regulation 17 Review	9
Total	5	0	0	5	10

Overdue medium/high rated Management Action Plans have trended as follows over the past 18 months:

	Nov-24	Feb-25	May-25	Aug-25	Nov-25	Feb-26	May-26	Aug-26
Number of overdue actions	9	8	5	7	6	9	9	10

Full details can be viewed in confidential Attachment 3 – Medium & High Rated Management Action Plans Update.

Internal Audit has discussed the status and impacts of overdue management actions with the Executive Team. As noted above, improvements to strategic and operational risk reporting are being considered. To enhance risk reporting processes, Internal Audit will ensure that the effects of outstanding management actions are recognised, integrated into pertinent risk assessments, and reflected in enhanced risk reporting.

Financial Assessment and Implications

Nil.

Stakeholder Engagement

Affected Business Unit Managers and Executive Team were consulted regarding the status of open Management Action Plans.

Recommended Action

1. That Council ENDORSES the updated Internal Auditor's Activity Report.
2. That Council NOTES the current status of the Management Action Plans for past audits and reviews.
3. That the Management Action Plan tasks currently under review REMAIN on this report until complete, so they can be monitored by the Audit, Risk and Improvement Committee.

Relevant Policies, Legislation and Council Resolutions

[Local Government Act 1995](#)

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

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Comply with legislation, standards and obligations

Priority: Conscious and effective management of risk

Priority: Provide local government sector leadership

Strategic Risk

Strategic Risk	Risk Appetite
Governance	The City will act with integrity and implement appropriate processes and controls to avoid breach of legislation.

Relevant Documents and Information

Attachments

Attachment 1 - Internal Audit Activity Report

Attachment 2 - Misconduct Update (previously circulated to Elected Members and Committee Members under confidential separate cover in accordance with section 5.23(4) of the Local Government Act 1995 - (f) information the making public of which would be likely to impair the effectiveness of any lawful method or process)

Attachment 3 - Management Action Plans - Medium & High Rated (previously circulated to Elected Members and Committee Members under confidential separate cover in accordance with section 5.23(4) of the Local Government Act 1995 - (e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations)

Available for viewing at meeting

Nil.

Linked Documents

Nil.

Attachment 1 - Internal Audit Activity Report

The following progress is being made against the approved audit plans as at 5 August 2026:

Audit Name	Auditor	Timing	Status	Budgeted Audit Hours	Status Explanation
2025/2026 Annual Internal Audit Plan					
Marketing & Communications Effectiveness	Internal Auditor	April – June 26 Sept 26	F	80	Fieldwork in progress
Property Investment Strategy and Leases	Outsourced	April – June 26 Sept 26	F	80	Fieldwork in progress
2026/2027 Annual Internal Audit Plan					
Supplier Management	Internal Auditor	June – July 26 Aug 26	F	60	Fieldwork in progress.
Data Governance	Outsourced	Aug – Oct 26	S	120	Preliminary planning activities are underway, exploratory meetings having taken place. The initial documentation has been received and reviewed, audit scope drafted, awaiting finalisation
Business Continuity Plans & Crisis Communications	Outsourced	Sept – Oct 26	NYS	100	Not yet scoped
Sponsorship Management	Internal Auditor	Sept – Oct 26	NYS	80	Preliminary planning activities are underway
Work Health and Safety System	Internal Auditor	Jan – Mar 27	NYS	140	Not yet scoped
CIS Security & Disaster Recovery	Outsourced	April - June 27	NYS	120	Not yet scoped

Status Legend: C = Complete; D = Draft report issued; FC = Fieldwork completed; F = Fieldwork in progress; S = Scoped; NYS = Not Yet Scoped.

12.1/CG1 2025 COMPLIANCE AUDIT RETURN

Business Unit:	Governance	Service: Council Governance
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/024****Moved Councillor Perkov, seconded Councillor Re**

- 1. That Council ADOPTS the Local Government Inspector Compliance Audit Return for the period 1 January 2025 to 31 December 2025, as shown in Attachment 1.**
- 2. That Council AUTHORISES the certification to be jointly completed by the Mayor and the Chief Executive Officer in accordance with Regulation 15 of the Local Government (Audit) Regulations 1996.**

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

1. That Council ADOPTS the Local Government Inspector Compliance Audit Return for the period 1 January 2025 to 31 December 2025, as shown in Attachment 1.
2. That Council AUTHORISES the certification to be jointly completed by the Mayor and the Chief Executive Officer in accordance with Regulation 15 of the Local Government (Audit) Regulations 1996.

Officer's Recommendation

1. That Council ADOPTS the Local Government Inspector Compliance Audit Return for the period 1 January 2025 to 31 December 2025, as shown in Attachment 1.
2. That Council AUTHORISES the certification to be jointly completed by the Mayor and the Chief Executive Officer in accordance with Regulation 15 of the Local Government (Audit) Regulations 1996.

Purpose

To refer the City's responses to the Local Government Inspector's 2025 Compliance Audit Return (CAR) to Council for its consideration and adoption.

Details

In accordance with Regulation 14 of the Local Government (Audit) Regulations 1996, the City is required to carry out an annual audit of statutory compliance in the form approved by the Local Government Inspector.

The CAR ensures local governments review their compliance with key legislative requirements under the *Local Government Act 1995* and associated regulations. This promotes accountability, transparency and good governance across the sector. The role of the Inspector is to:

- Prepare and issue the required CAR form;
- Ensure integrity and accuracy of compliance reporting;
- Intervene early if a CAR reveals systemic non-compliance; and
- Appoint monitors to assist local governments in resolving issues.

With the introduction of the Local Government Inspectorate, there were a number of changes to the statutory requirements for which a compliance audit is needed, and these changes were outlined in Regulation 13 of the Local Government (Audit) Regulations 1996, published on 1 January 2026.

The Audit, Risk and Improvement Committee's role includes the requirement to review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance.

The 2025 CAR for the period of 1 January 2025 to 31 December 2025 contains questions relating to the prescribed statutory requirements in Regulation 13 of the Local Government (Audit) Regulations 1996. The CAR covers compliance categories contained within the following legislation:

- *Local Government Act 1995.*
- Local Government (Administration) Regulations 1996.
- Local Government (Audit) Regulations 1996.
- Local Government (Constitution) Regulations 1998.
- Local Government (Elections) Regulations 1997.
- Local Government (Financial Management) Regulations 1996.
- Local Government (Functions and General) Regulations 1996.

Directors and relevant Business Unit Managers were required to provide responses to the questions identified as part of their responsibilities.

All questions were completed and there were five areas of non-compliance identified as listed below:

Local Government Act 1995		
Section	Question	Response
s.5.75	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	No. One employee did not submit their primary return in the required timeframe due to an administrative error. The Local Government Inspector has been notified, noting that, that position no longer has delegation since Council performed its major review of its instruments of delegation on 9 June 2026 (Council Resolution 0626/014 refers).
s.5.76	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?	No. Thirteen employees did not complete and submit their respective annual returns within the required timeframe as they were on extended leave. All employees have now subsequently completed and submitted an annual return, and the Local Government Inspector has been notified. This is not considered to be a significant non-compliance issue as all returns have been submitted following the relevant employees' return to work but nonetheless required to be reported as non-compliance.

Local Government (Audit) Regulations 1996		
Regulation	Question	Response
r.17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025?	No. The City undertook a comprehensive uplift of its Risk Management System at the commencement of 2025/26 financial year, alongside an organisational restructure which transitioned the risk function from Governance to the Strategy and Performance Business Unit. Due to these concurrent activities, the Regulation 17 review was completed slightly outside the required 3-year cycle which was last undertaken on 15 November 2022 (Council Resolution 1122/005 refers). The resulting Risk, Legislative Compliance and Internal Control Internal Audit report (The Regulation 17 review) was received by Council at its meeting on 24 February 2026 (Council Resolution 0226/018 refers). It should be noted recent changes to Regulation 17 of the Local Government (Audit) Regulations 1996 that came into effect on 1 January 2026, now requires the CEO to perform a review not less than once every four years instead of every three.

Local Government (Financial Management) Regulations 1996		
Regulation	Question	Response
r.13	Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes? - includes the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or - includes the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval.	No. Due to the Council meeting schedule at the end of each calendar year and the beginning of the new calendar year (and the close off of the relevant accounts for financial reporting) some monthly lists of payments during that specified time were not finalised in time for submission to the next ordinary council meeting as required by the Local Government (Financial Management) Regulations 1996. Although the City may not have met the required timeframe for presentation, a list of payments for each month in the reporting period was presented to Council.
r.13A	Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee's name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?	No. Due to the Council meeting schedule at the end of each calendar year and the beginning of the new calendar year (and the close off of the relevant accounts for financial reporting) some monthly lists of payments during that specified time were not finalised in time for submission to the next ordinary council meeting as required by the Local Government (Financial Management) Regulations 1996. Although the City may not have met the required timeframe for presentation, a list of payments for each month in the reporting period was presented to Council.

Improvements in the monitoring of Primary Returns and Annual Returns for designated employees have been implemented to ensure future occurrences of non-compliance in this area are minimised. This has included the replacement of a significantly intensive manual process with the necessary compliance oversight system that will hopefully assist with the identification of potential non-compliance prior to it actually occurring.

In terms of the requirement for the submission of the list of monthly payments to the next respective Council meeting after they are prepared, improvements in this could only be achieved through a revised Council meeting scheduling that is adopted by Council each year (i.e. removal of fortnightly Council meetings). However as stated above list of payments for each month were presented to Council. This area of non-compliance for the City is possibly an area of non-compliance throughout the local government sector.

The 2025 CAR is now complete and is required to be adopted by Council prior to being submitted to the Local Government Inspector by 30 September 2026.

Financial Assessment and Implications

Nil.

Stakeholder Engagement

Consultation was conducted with the Executive Team, Business Unit Managers and the Internal Auditor upon the completion of the 2025 CAR.

Recommended Action

It is recommended that the 2025 CAR be endorsed by Council and submitted to the Local Government Inspector as legislatively required.

Relevant Policies, Legislation and Council Resolutions

Following Council's adoption, the 2025 Compliance Audit Return must be submitted to the Local Government Inspector by 30 September 2026.

[Local Government Act 1995](#)

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

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

[Local Government \(Constitution\) Regulations 1998](#)

[Local Government \(Elections\) Regulations 1997](#)

[Local Government \(Financial Management\) Regulations 1996](#)

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

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Undertake conscious and effective management of risk

Strategic Risk

Strategic Risk	Risk Appetite
Governance	The City will act with integrity and implement appropriate processes and controls to avoid breach of legislation.

Relevant Documents and Information

Attachments

Attachment 1 - 2025 Compliance Audit Return

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

**Local Government
Inspector**

2025 Compliance Audit Return

Local Government Authority: The City of Stirling

Local Government Act 1995

s. 2.29

Has every person elected or appointed to a mayor, president, deputy, or councillor role made the required declaration in the prescribed form before a prescribed person, prior to acting in the office?

Response: Yes

Comments: As part of the Swearing in Ceremony and Special Council Meeting held on 23 October 2025, all declarations were made.

s. 3.16

Has the local government reviewed local laws, which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?

Response: Yes

Comments: The only local law that has yet to be reviewed is the City's Meeting Procedures Local Law 2021, which was put on hold pending implementation of standardised meeting procedures for the sector. As per Departmental advice that these meeting procedures will not be implemented until 2027/28, the City will commence a review before December 2026.

s.3.57

Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?

Response: Yes**s. 3.58(3)**

Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?

Response: Yes**s. 3.58(4)**

Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?

Response: Yes

s. 3.59(2)(a)

Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2025?

Response: Yes

s. 3.59(2)(b)

Has the local government prepared a business plan for each major land transaction that was not exempt in 2025?

Response: Yes

s. 3.59(2)(c)

Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2025?

Response: Yes

s. 3.59(4)

Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2024?

Response: Yes

s. 3.59(5)

During 2025, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?

Response: Yes

s. 5.16 (1)

Were all delegations to committees resolved by absolute majority?

Response: Yes

Comments: For the reporting period, Council last reviewed its delegations to Committees at its meeting held on 10 June 2025 (Council Resolution 0625/010).

s. 5.16 (2)

Were all delegations to committees in writing?

Response: Yes

Comments: Instruments of Delegations are contained within the City's Delegated Authority Register.

s. 5.17

Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?

Response: Yes

Comments: Instruments of Delegations are contained within the City's Delegated Authority Register.

s. 5.18

Were all delegations to committees recorded in a register of delegations?

Response: Yes

Comments: Instruments of Delegations are contained within the City's Delegated Authority Register.

s. 5.36(4) and s. 5.37(3)

Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?

Response: Yes

Comments: The Director Corporate Services was the only role advertised that meets this criteria.

s. 5.37(2)

Did the CEO inform council of each proposal to employ or dismiss senior employee?

Response: Yes

Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?

Response: N/A

s. 5.39B

Has the local government adopted and maintained model standards that incorporate the prescribed model standards within required timeframes (including amendments), ensured adoption by absolute majority, published an up-to-date version on its official website, and avoided including any inconsistent additional provisions?

Response: Yes

Comments: For the reporting period, Council adopted its Code of Conduct for Council Members, Committee Members and Candidates on 19 November 2024 (Council Resolution 1124/009).

s. 5.42

Were all delegations to the CEO resolved by an absolute majority?

Response: Yes

Comments: Instruments of Delegations are contained within the City's Delegated Authority Register.

Were all delegations to the CEO in writing?

Response: Yes

s. 5.43

Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?

Response: Yes

s. 5.44(2)

Were all employees delegated authority by the CEO under Section 5.44(1), issued with a written instrument of delegation?

Response: Yes

Comments: Instruments of Delegations are contained within the City's Delegated Authority Register.

s. 5.45(1)(b)

Were all decisions by the Council to amend or revoke a delegation made by absolute majority?

Response: Yes

Comments: For the reporting period, Council last reviewed its delegations at its meeting held on 10 June 2025 (Council Resolution 0625/010).

s. 5.46

Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?

Response: Yes

Comments: Instruments of Delegations are contained within the City's Delegated Authority Register.

Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2024/2025 financial year?

Response: Yes

Comments: For the reporting period, Council last reviewed its delegations at its meeting held on 10 June 2025. The CEO reviewed their delegations to employees on 25 June 2025.

Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?

Response: Yes

s. 5.50

If the local government paid a finishing employee an amount in addition to their entitlement, did the local government follow a policy it had adopted and published on its website outlining the circumstances in relation to payments made to terminated employees?

Response: Yes

Comments: The policy was followed which stipulates that the CEO has the powers to approve to a set amount.

If the local government made a payment to a finishing employee that is more than the amount set out in the policy, was local public notice given?

Response: N/A

s. 5.51A

Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government?

Response: Yes

Has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?

Response: Yes

s. 5.67

Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?

Response: Yes

Comments: Disclosures and movements of Council Members are contained in the Minutes of the relevant meetings.

s. 5.68(2)

Were all decisions regarding participation approval in relation to Section 5.68(2), including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?

Response: N/A

Comments: There were no disclosure approvals requested or made regarding gifts during the reporting period.

s. 5.69(5)

Were all decisions regarding participation approval in relation to Section 5.69(5), including the extent of participation allowed recorded in the minutes of the relevant council or committee meeting?

Response: N/A

Comments: There were no disclosure approvals requested or made regarding gifts during the reporting period.

s. 5.70

Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?

Response: Yes

Comments: Disclosures are included in the minutes of the respective Council or Committee meeting as required.

s. 5.71B(5) and (7)

Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?

Response: N/A

Comments: No applications were made to the Minister.

Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?

Response: N/A

s. 5.73

Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?

Response: Yes

Comments: Disclosures are contained in the minutes of the relevant meetings.

s. 5.75

Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?

Response: No

Comments: One employee did not submit their primary return in the required timeframe due to an administrative error. The Local Government Inspector has been notified, noting that, that position no longer has a delegation.

s. 5.76

Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?

Response: No

Comments: 13 employees did not complete and submit their respective annual returns within the required timeframe as they were on extended leave. All employees have now subsequently completed and submitted an annual return and the Local Government Inspector has been notified.

s. 5.77

On receipt of a primary or annual return, did the CEO, or the Mayor/President, as the case may be, give written acknowledgment of having received the return?

Response: Yes

s. 5.88

Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?

Response: Yes

Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?

Response: Yes

After a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?

Response: Yes

Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?

Response: Yes

s. 5.89A

Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?

Response: Yes

Did the CEO publish an up-to-date version of the gift register on the local government's website?

Response: Yes

s. 5.90A

Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?

Response: Yes

Comments: Council adopted its Elected Member and Chief Executive Officer Attendance at Events Policy at its meeting held on 29 October 2024 (Council Resolution 1024/022).

s. 5.94

Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?

Response: Yes

s. 5.96

Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, (unless prescribed otherwise)?

Response: Yes

s. 5.96A

Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?

Response: Yes

s. 5.104

Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates that incorporates the model code of conduct?

Response: Yes

Comments: Council adopted its Code of Conduct for Council Members, Committee Members and Candidates on 19 November 2024 (1124/009).

Did the local government adopt additional requirements in addition to the model code of conduct?

Response: N/A

Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?

Response: Yes

s. 5.128

Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?

Response: Yes

Comments: Council adopted its Elected Member Training Policy at its meeting held on 29 October 2024 (Council Resolution 1024/022).

s. 7.12A(3), (4) and (5)

Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?

Response: Yes

Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters?

Response: Yes

Was a copy of the report given to the Minister within three months of the audit report being received by the local government?

Response: Yes

Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?

Response: Yes

Local Government (Administration) Regulations 1996

r. 18F

Were the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?

Response: Yes

Comments: The CEO was appointed in April 2024.

r. 19AB

Does the code of conduct contain the requirement that a local government employee (not including the CEO) must not accept a prohibited gift from an associated person?

Response: Yes

r. 19AC

Does the local government's code of conduct include requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements?

Response: Yes

r. 19AE

Does the local government's code of conduct include requirements addressing employee behaviour in the performance of duties, interactions with others, use and disclosure of information, use of local government resources and finances, the keeping of records, and the reporting and management of suspected breaches and misconduct, in accordance with regulatory requirements?

Response: Yes

r. 19B

Did the local government include in its annual report all information required under section 5.53(2)(g) and (i) and regulation 3A(2), including number of employee's in salary bands over \$130,000, remuneration and allowances paid, ordered payments, CEO remuneration, council member meeting attendance, available demographic information about council members, and details of any modifications to the strategic community plan or significant modifications to the corporate business plan?

Response: Yes

Comments: All information was provided in the City's Annual Report 2024/25 where available. Modifications to the Strategic Community Plan were not required during 2024/25 and therefore were not included in the Annual Report. Demographic information about Council Members was provided where available, noting the legislation does not require Council Members to provide this information. All other information was provided within the Annual Report.

r. 19C

Has the local government adopted by absolute majority a strategic community plan?

Response: Yes

Comments: Council Resolution 0624/028.

Adoption date or the date of the most recent review: 25/06/2024

r. 19DA

Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4)?

Response: Yes

Comments: Council Resolution 0725/012.

Date of review: 01/07/2025

Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?

Response: Yes

r. 22

No response required. This is covered by s5.75.

r. 23

No response required. This is covered by s5.76.

r. 28

No response required. This is covered by s5.88(1).

r. 28A

No response required. This is covered by s5.89A(1).

r. 29

No response required. This is covered by s5.94.

r. 29C

Does the local government publish all prescribed information on its official website— including up-to-date policies, required details of council member and employee returns, council member fees and allowances, and relevant public notices—within the specified timeframes and in accordance with legislative requirements?

Response: Yes

r. 35

Has every local government council member completed and passed the Council Member Essentials course, consisting of the five required modules and delivered by an approved provider, within 12 months of being elected?

Response: N/A

Comments: Council Members were still within their 12-month window during this period.

r. 36

Does the local government appropriately identify and document council members who are exempt from the training requirements under section 5.126(1), including verifying that the member:

- has completed an approved course within the specified 5-year period prior to election, or
- completed the LGASS00002 Elected Member Skill Set before 1 July 2019 within the relevant timeframe, or
- qualifies for the transitional exemption applicable to council members in office at the commencement of the 2019 regulatory amendments?

Response: Yes

Comments: Exemptions were assessed against certificates held on file confirming an approved course was completed within the five years prior to the election. These are recorded in the Elected Member and Chief Executive Officer Professional Development Register and Training Reports.

Local Government (Audit) Regulations 1996

r. 10

Was the auditor's report for the financial year ending 30 June 2025 received by the local government within 30 days of completion of the audit?

Response: Yes

r. 17

Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025?

Response: No

Comments: The City undertook a comprehensive uplift of its Risk Management System at the commencement of FY 2025/26, alongside an organisational restructure which transitioned the risk function from Governance to Strategy and Performance. Due to these concurrent activities, the Regulation 17 review was completed slightly outside the required 3-year cycle which was last undertaken on 15/11/2022, Council Resolution 1122/005. The resulting Risk, Legislative Compliance and Internal Control Internal Audit report was presented to the Ordinary meeting of Council on 24 February 2026 (Council Resolution 0226/018).

Local Government (Constitution) Regulations 1998

r. 11FA

Did the CEO provide the Minister a report as to the result of the election within 14 days of the declaration and in the form of Form 20 of the Local Government (Elections) Regulations 1997, modified as necessary?

Response: Yes

r. 13

Were all required oaths, affirmations and declarations under section 2.42 (in relation to Commissioners) made in the correct form (Form 8), before the appropriate authorised person?

Response: N/A

Local Government (Elections) Regulations 1997

r. 30G

Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?

Response: Yes

Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?

Response: Yes

Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?

Response: Yes

Local Government (Financial Management) Regulations 1996

r. 5

Has the CEO ensured efficient systems and procedures are established under provisions set out in Financial Management Regulations 5(1)(a) to (g)?

Response: Yes

r. 6

Has the local government ensured that any employee delegated responsibility for day-to-day accounting or financial management operations is not also delegated the responsibility for conducting internal audits, reviewing their own duties, or for managing, directing or supervising someone who carries out these functions?

Response: Yes

r. 7

Did the local government ensure it has regard to the needs of the inhabitants of the district as a whole and not keep separate ward accounts or determine expenditure on the basis of revenue from a ward?

Response: Yes

r. 8

Does the local government maintain separate accounts with a bank or other financial institution for money to be held in the municipal fund, trust fund and for reserve account purposes?

Response: Yes

r. 9

Did the local government keep separate financial records for each trading undertaking and each major land transaction?

Response: Yes

r. 11

Has the local government developed procedures for the authorisation of, and the payment of, accounts in accordance with Local Government (Financial Management) Regulations 11(1), (2) and (3)?

Response: Yes

r. 12

Were payments made from the municipal fund or trust fund made by the CEO under a delegated authority or authorised, in accordance with regulation 13(2), in advance by a council resolution?

Response: Yes

r. 13

Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes?

- includes the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or
- includes the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval.

Response: No

Comments: Due to the Council meeting schedule at the end of each year and the beginning of the new year and the close off of reporting some monthly lists during that specified time are not finalised in time to go to the next ordinary council meeting.

r. 13A

Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee's name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?

Response: No

Comments: Due to the Council meeting schedule at the end of each year and the beginning of the new year and the close off of reporting some monthly lists during that specified time are not finalised in time to go to the next ordinary council meeting.

r. 19

Has the local government established and documented internal control procedures to enable identification of the nature and location of all investments and any related transactions?

Response: Yes

r. 19C

Has the local government ensured that all investments made under section 6.14(1) comply with statutory restrictions set out in Financial Management Reg. 19C?

Response: Yes

Local Government (Functions and General) Regulations 1996

r. 7

No response required. This is covered by s3.59(2).

r. 9

No response required. This is covered by s3.59(2).

r. 10

No response required. This is covered by s3.59(2).

r. 11A

Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?

Response: Yes

r. 11

No response required. This is covered by s3.57.

r. 12

Did the local government consider the implications of Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?

Response: Yes

r. 14(1), (3) and (5)

If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?

Response: Yes

r. 15

Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?

Response: Yes

r. 16

No response required. This is covered by r. 15.

r. 17

Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?

Response: Yes

r. 18(1) and (4)

Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?

Response: Yes

Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?

Response: Yes

r. 19

Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?

Response: Yes

r. 21

Does the local government's advertising and expression of interest processes for limiting who can tender comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?

Response: Yes

r. 22

No response required. This is covered by r. 21.

r. 23

Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?

Response: Yes

Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?

Response: Yes

r. 24

Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?

Response: Yes

r. 24AD(2), (4) and (6)

Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?

Response: Yes

If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?

Response: Yes

r. 24AE

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AF

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AG

Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?

Response: Yes

r. 24AH(1) and (3)

Did the local government reject any applications to join a panel of prequalified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?

Response: Yes

Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?

Response: Yes

r. 24AI

Did the CEO send each applicant written notice advising them of the outcome of their application?

Response: Yes

r. 24E

Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?

Response: N/A

r. 24F

No response required. This is covered by r. 24E.

I certify this is a true and accurate copy of the 2025 Compliance Audit Return, as adopted by Council at the meeting of _____ 2026.

CEO

Date

Mayor or President

Date

12.1/SP1 REVISED RISK MANAGEMENT FRAMEWORK

Business Unit:	Strategy and Performance	Service: Strategic Planning, Risk & Performance
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/025****Moved Councillor Perkov, seconded Councillor Re****That Council ENDORSES the revised Risk Management Framework as detailed in Attachment 1.****The motion was put and declared CARRIED (14/0) by exception resolution.****For:** Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.**Against:** Nil.**Committee Recommendation****That Council ENDORSES the revised Risk Management Framework as detailed in Attachment 1.**

Officer's Recommendation

That Council ENDORSES the revised Risk Management Framework as detailed in Attachment 1.

Additional Information - 17 November 2025

Please refer to Item A1 Major Review of the City's Strategic Risk Register presented to the Audit, Risk and Improvement Committee on 17 November 2025 and the Council meeting on 25 November 2025 (Council Resolution Number 1125/024).

Purpose

To seek endorsement of the City's revised Risk Management Framework and to provide a progress update on the program of improvement to the City's Risk Management System.

Details

In 2025/26, a comprehensive review of the City of Stirling's Risk Management System was undertaken as the first step in the major review of the Strategic Community Plan, Sustainable Stirling 2026-2036. The aim of the review was to:

- Conduct a comprehensive assessment of all strategic risks to ensure they were aligned with the City's strategic objectives and risk environment
- Strengthen the integration between the City's Risk Management System, the Integrated Planning and Reporting Framework and Internal Audit activities
- Benchmark against best practice, the principles of ISO 31000:2018 Risk Management Guidelines and develop an organisational wide improvement program.

These actions align with the City's commitment to embed risk management practices across the organisation, ensuring they remain effective, responsive and aligned with strategic priorities.

A copy of the City's Risk Management System is found in Attachment 2.

At the Audit, Risk and Improvement Committee Meeting on 17 November 2025, and the subsequent Council Meeting on 25 November 2025, a revised Risk Management Policy, Strategic Risk Register and Risk Appetite Statement were endorsed, strengthening the City's Risk Management System.

Council also noted the progress of the Risk Management Framework, with the following appendices still under development:

- Risk Breakdown Structure; and
- Risk Reporting Approach.

Since that time, officers have continued to refine these components and update the Framework to ensure it provides a comprehensive, practical and consistent approach to risk management that aligns with the City's objectives and risk appetite. A copy of the revised Risk Management Framework is found at Attachment 1.

The Risk Breakdown Structure is an internal tool that helps City officers identify, group and report risks in a consistent way. It shows how day-to-day service and project risks (operational risks) connect to the City's strategic risks and risk appetite. This makes it easier to understand key risk themes, report them clearly and identify where further oversight or assurance may be needed.

A copy of the Risk Breakdown Structure is found on page 18 of Attachment 1.

The Risk Reporting Approach explains how risk and assurance information will be reported across the City. It sets out the key reports that will outline whether risks are being managed, controls are working and whether further action is needed. Specifically for the Audit, Risk and Improvement Committee and Council, '*Report 1: Strategic Risk Report on page 32 of Attachment 1*', will provide a clear view of the City's key strategic risks on a quarterly basis including whether each risk is within, approaching or outside the City's agreed risk appetite, what has changed since the last report and what actions are being taken to manage the most significant issues.

The report will help the Audit, Risk and Improvement Committee and Council understand where the City may be exposed to risks that could affect the delivery of its strategic objectives, services, finances, reputation or community outcomes. It is intended that the Audit, Risk and Improvement Committee and Council will use this information to provide governance oversight, ask questions where further assurance is needed and support informed decisions about priorities, resources, risk appetite and the effectiveness of management actions.

The '*Report 1 Strategic Risk Report*', will be provided to the Audit, Risk and Improvement Committee and subsequently to Council, on a quarterly basis to provide a current record of the status of the City's Strategic Risks. The key benefits of quarterly reporting include:

- Keeping the Audit, Risk and Improvement Committee and Council informed about the City's most important strategic risks on a regular basis.
- Showing what has changed since the last report, including new risks, increasing risks or risks moving outside appetite.
- Supporting early action by identifying issues before they become more serious.
- Providing assurance that key risks, controls and actions are being monitored and managed.
- Linking risk to performance so Council can consider risk alongside progress against strategic objectives, services and resources.
- Improving accountability by showing who is responsible for actions, whether they are progressing and when further reporting is needed.
- Supporting better decision-making by giving Elected Members timely information to ask questions, seek assurance and guide priorities.

The other reports included within the Risk Reporting Approach focus on the organisational management of risk and are for internal use only, however they will provide the basis for the Strategic Risk Report ensuring that operational and strategic risks are intrinsically linked. Together they provide Council, the Audit, Risk and Improvement Committee, the Executive Team and staff a clear view of the City's key risks, the controls in place to manage them and an overview of the assurance activities that check whether those controls are effective.

A copy of the Risk Reporting Approach is found on page 27 of Attachment 1. The City's August 2026 Strategic Risk Report is included in Item SP4 of this meeting agenda.

Managing risk is a shared responsibility between Council and the organisation, with Council responsible for setting strategic risk direction and risk appetite, and the organisation responsible for managing operational risks. Together, the Risk Breakdown Structure and Risk Reporting Approach will help improve the quality, consistency and visibility of risk information over time by strengthening how risks are identified, grouped, escalated and reported. This will provide Council and the Audit, Risk and Improvement Committee with clearer, more consistent information to support oversight, assurance and informed strategic decision-making.

Financial Assessment and Implications

Nil.

Stakeholder Engagement

On Monday 3 August 2026, a workshop was held with Elected Members to provide an update on the review of the City's Risk Management System and explain the proposed Risk Reporting Approach. The workshop also provided an opportunity to build understanding of risk management and seek feedback from Elected Members on the information that should be reported to the Audit, Risk and Improvement Committee to support stronger oversight of the City's strategic risks.

Recommended Action

The City is continuing to build its risk management maturity from a relatively low base. This review of the City's Risk Management System has strengthened the City's approach to identifying, managing and reporting risk in line with strategic objectives, risk appetite and recognised best practice. Over time, the revised Risk Management Framework will provide a clearer and more consistent approach to risk management across the organisation, improve risk and assurance reporting to Council and the Audit, Risk and Improvement Committee and support more informed governance oversight and decision-making.

It is recommended that the revised Risk Management Framework is endorsed by Council.

Relevant Policies, Legislation and Council Resolutions

[City of Stirling Risk Management Policy](#)
[Local Government Act 1995](#)

Meeting Date	Council Resolution Number	Council Resolution
25 November 2025	1125/024	1. That Council NOTES the progress made to date in the review of the City's Risk Management System, and integration into the Integrated Planning and Reporting Framework. 2. That Council ENDORSES the revised: a. Risk Management Policy as detailed in Attachment 1 to this Report; b. Strategic Risk Register as detailed in Attachment 5 to this Report; c. Risk Appetite Statement as detailed in Attachment 6 to this Report. 3. That Council NOTES the progress of the Risk Management Framework, as detailed in Attachment 2 to this Report. The motion was put and declared CARRIED (13/0) by exception resolution.

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Undertake conscious and effective management of risk

Strategic Risk

Strategic Risk	Risk Appetite
Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed (physical or psychosocial), leading to serious injury or fatality, regulatory action and loss of trust.
Governance, Integrity & Compliance	If governance integrity or compliance practices degrade, then decisions and operations may breach obligations or erode trust, leading to regulatory action and impaired service legitimacy.
Digital, Cyber & Information Resilience	If critical ICT, cyber and information privacy controls are inadequate, services and data can be compromised, leading to outages, reportable privacy breaches and loss of trust. Use of emerging technologies (including AI) without appropriate governance can amplify these exposures.
Climate Transition & Environment	If the City under-delivers on emissions, water and waste outcomes or fails climate resilience for assets/services, then costs, compliance exposures and community impacts increase.
Asset Stewardship & Financial Sustainability	If asset lifecycle, prioritisation and long-term funding are not aligned to service objectives and future delivery commitments, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.
People Capability & Alignment	If people capability, leadership capacity, or delivery capacity and governance are insufficient or misaligned with organisational priorities, City services and priority initiatives will fail to achieve intended benefits, timelines, or cost targets. This misalignment could undermine the City's ability to deliver on its shared purpose and strategic objectives.
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Relevant Documents and Information

Attachments

Attachment 1 - City of Stirling Risk Management Framework

Attachment 2 - City of Stirling Risk Management System

Available for viewing at meeting

Nil.

Linked Documents

Nil.



Risk Management Framework

Responsible Directorate	Office of the CEO
Responsible BusinessUnit/s	Strategy, Risk & Performance
Responsible Officer	Manager Strategy & Performance
Affected Business Unit/s	All

Introduction

The Risk Management Framework ('Framework' or 'RMF') is a Level 1: Governance and Direction document within the City of Stirling's ('the City') Risk Management System ('RMS'). It supports the Council-adopted Risk Management Policy ('Policy') by translating Council's mandate into a system design that defines governance structures, roles and responsibilities, processes, methodologies, and supporting documents.

The RMF provides the foundation for consistent and effective risk management across all levels of the RMS:

- Level 1 – Governance and Direction (Appetite, Policy, and Framework)
- Level 2 – Strategic Risk Management
- Level 3 – Operational Risk Management
- Level 4 – Compliance and Assurance

Reports and assessments flow from all levels to the Executive, the Audit, Risk and Improvement Committee (ARIC), and Council.

The City operates within a broad legislative and regulatory environment, including obligations in governance, financial management, work health and safety, employment and equal opportunity, planning and environmental management, records and information, and integrity. The Framework ensures these obligations are incorporated into risk identification, monitoring, and assurance processes, and are reviewed as legislation and regulation change over time.

The Framework is aligned with ISO 31000:2018, AS HB 436.1:2020, and recognised sector exemplars. It reflects the requirements of the Local Government (Audit) Regulations 1996 amended (Regulations 16 and 17) and other applicable legislative obligations. Appendix 7 outlines the standards, frameworks and legislative references that inform the design, operation, and continual improvement of the City's RMF.

The RMF is a living document. It will be updated as the City's risk profile, governance structures, and legislative environment evolve.



The below graphic presents the RMS, showing the four levels and the reporting and assurance flows from L1 - L4 and L4 - L1.

Figure 1. City of Stirling Risk Management System (RMS) Overview



Scope

The RMF applies to:

- All risk categories: defined in the City's Risk Appetite Statement (RAS) (Appendix 2).
- All levels of the organisation: Council, Audit, Risk and Improvement Committee, CEO, Executive, managers, employees, and contractors.
- All activities: planning, budgeting, service delivery, projects, procurement, partnerships, and regulatory compliance.



Principles

The City's approach to risk management is guided by ISO 31000 principles, adapted for local government. These principles ensure that risk management is embedded, consistent, and value-adding:

- Integrated: embedded into planning, budgeting, reporting, and decision-making at all levels.
- Structured and consistent: applied systematically across all services, functions, and projects.
- Inclusive: engaging employees, contractors, volunteers, partners, stakeholders, and the community.
- Dynamic: able to respond to change, emerging risks, and opportunities.
- Informed: based on evidence, data, and professional judgement.
- Culture-driven: supported by leadership behaviours, workforce consultation, and capability building.
- Value-adding: contributing to delivery of the Strategic Community Plan and Corporate Business Plan.

These principles provide the foundation for a common approach to risk across the City.

Governance and Roles

Clear governance is essential to the effectiveness of the RMF. This section outlines how responsibilities for risk management are allocated across the City's governance and assurance structure, with reference only to their role in applying and overseeing the Framework.

Role	Responsibilities for Risk Management under the RMF
Council	Adopts the Policy and Framework; approves the City's risk appetite; receives risk and assurance reports to support governance oversight; sets the tone for a positive risk culture.
Audit, Risk and Improvement Committee (ARIC)	Reviews the effectiveness of the RMF and broader RMS; considers risk and assurance reports; makes recommendations to Council.
Chief Executive Officer & Executive Team (including Directors)	Own the RMF on behalf of Council; ensure risk management is integrated into planning and decision-making; oversee strategic and significant operational risks; endorse appetite and escalate matters to ARIC and Council; model positive risk culture through leadership behaviours and routines.
Audit, Risk and Improvement Committee Forum <i>(previously the Accountable Stirling Management Group - ASMG)</i>	Facilitates management-level oversight of risks; reviews emerging risks; aligns operational insights (including WHS and contractor risks) with enterprise risk management; consolidates advice for the ET; reinforces a consistent and constructive approach to risk culture across services. <i>(Continuance and remit under review - may be revised or replaced with a more fit-for-purpose mechanism.)</i>


**Managers, Employees,
Contractors**

Apply the RMF in their areas of responsibility; identify, assess, and manage risks; escalate significant risks in line with appetite and tolerances; contribute to a positive risk culture by embedding risk into everyday decisions and practices.

**Risk Team (Strategic
Planning, Risk &
Performance)**

Custodians of the RMF; maintain the framework, tools, and registers; provide training, guidance, and advice; coordinate risk reporting across the organisation; promote and support a positive risk culture through awareness, capability building, and consistent messaging.

Internal Audit

Provides independent assurance on the adequacy and effectiveness of the RMF and RMS; reports findings to the ARIC and ET.

**External Audit /
Regulators**

Provide statutory and independent assurance on compliance and governance obligations relating to risk.

Risk Management Objectives

The RMF operationalises the City's Policy objectives by setting measurable system goals. These are to:

1. Integrate risk into Council, Executive, and business decision-making
2. Protect and create value for the community through safe, sustainable, and effective service
3. Strengthen governance, leadership, culture, and workforce capability.
4. Ensure compliance with statutory obligations.

Continuous improvement is supported through triennial reviews under Regulation 17, capability-building programs, benchmarking, and maturity assessments.

Relevant Internal Documents

- Risk Management Framework
- Governance Framework
- Integrity Framework
- Integrity and Misconduct Management Practice
- Fraud and Corruption Control plan



Risk Appetite and Tolerance

Risk appetite is a core feature of the RMF. It provides the link between Council's mandate and how risk is managed across the City. Appetite defines the boundaries for decision-making, while tolerances specify when escalation or additional action is required.

Appetite is set at a category level, including Safety (WHS), Service Delivery / Business Disruption, ICT & Cyber, Information & Privacy, People & Capability, Financial Sustainability, Legislative, Regulatory & Governance, Reputation, Environment & Climate, Performance (Objectives), and Project / Program. This is illustrated by:

- A **narrative appetite statement**, describing the level of risk the City is willing to accept
- **Tolerance thresholds**, which trigger escalation when exceeded
- **Key risk indicators (KRIs)**, which track performance against appetite

Risk appetite informs the Strategic Risk Register (SRR) (Appendix 3) and cascades into service and project registers, ensuring alignment between strategic direction and operational practice. It also underpins reporting and escalation thresholds, ensuring that material risks are visible at the right level of governance.

The governance pathway for appetite is:

- Executive Team endorses appetite statements and tolerances
- Audit, Risk and Improvement Committee (ARIC) reviews and recommends to Council
- Council adopts appetite as part of its governance mandate
- Risk Team coordinates updates, monitoring, and reporting

Appetite categories and tolerances will be confirmed through the Strategic Risk Review process and thereafter reviewed on an annual basis or earlier if required by changes in the City's operating environment. To ensure the Framework remains an enduring document, the Risk Appetite Statements are maintained as a separate governance document, linked to this Framework and the SRR.



Risk Management Process (ISO 31000 Cycle)

The ISO 31000 risk management process is a core system feature of the RMF. It ensures a consistent and repeatable method for identifying, analysing, and managing risks, and is embedded into the City's planning, budgeting, project management, and compliance systems. The process includes:

- Establishing context: risks are considered as part of strategic and corporate planning, service and business planning, budgeting, and project initiation
- Identification: risks are identified at strategic, operational, project, and compliance levels, using consistent criteria and the City's Risk Breakdown Structure (Appendix 4). Each identified risk must be documented as a clear risk statement describing the cause, event, and consequence. For example, "If [cause], occurs, then [event] may result in [impact]."
- Analysis: risks are assessed using the Corporate Risk Matrix & Consequence Tables (Appendix 1) to determine likelihood, impact, and effectiveness of controls
- Evaluation: risks are prioritised against appetite and tolerance, supporting clear escalation and decision-making
- Treatment: plans are developed, resourced, and tracked in the Corporater system to ensure accountability and progress monitoring
- Monitoring and review: operational and project risks (RMS Level 3) are reviewed quarterly, strategic risks biannually, with monthly monitoring through Corporater as part of the IPR cycle. Internal Audit provides independent assurance on the effectiveness of the City's risk management process, including risk identification, analysis and monitoring
- Communication and consultation: stakeholders, including Council, the Executive, employees, contractors, partners, and the community where relevant, are engaged at appropriate stages

This framework forms the foundation of the RMS, ensuring that risks are managed consistently across the organisation and that decisions are supported by reliable and comparable information.

Monitoring, Reporting & Escalation

Monitoring and reporting are system features of the RMF, ensuring that risk information is timely, dependable, and aligned with the City's broader performance cycle.

Risk information will be captured monthly in Corporater as part of the Integrated Planning and Reporting (IPR) cycle. This integration avoids the creation of parallel reporting systems and ensures that risk and performance information are collected consistently across all service areas. The monthly data captured in Corporater provides the source information for governance reporting at higher levels:

- Operational and project risks are monitored monthly, consolidated and formally reviewed on a quarterly basis.
- Strategic risks are monitored continuously, with formal reviews undertaken annually.
- Reporting cadence – quarterly to the Executive Team, quarterly to the Audit, Risk and Improvement Committee, and annually to Council.



Escalation triggers are based on appetite thresholds and breaches of key risk indicators (KRIs). Exceptions or significant risk changes identified through the monthly IPR cycle are escalated immediately to the Executive and, where appropriate, to the ARIC and Council.

This approach ensures that risk and performance are managed together through one system, reducing duplication while still providing appropriate oversight at Executive and Council levels.

Integration of Key Risk Categories

The City's key risk categories are defined in the Risk Appetite Statement (RAS) and applied consistently across the RMS. The RBS provides the hierarchy linking these categories to strategic, operational, project, and compliance risks, ensuring consistent identification, assessment, and assurance.

The RBS aligns to the 11 appetite categories in the RAS, including Safety (WHS), Service Delivery / Business Disruption, ICT & Cyber, Information & Privacy, People & Capability, Financial Sustainability, Legislative, Regulatory & Governance, Reputation, Environment & Climate, Performance (Objectives), and Project / Program.

These categories are mirrored in the SRR, ensuring that principal risks (SR01–SR07) are connected to the same taxonomy used in operational and compliance registers. This integration provides traceability from individual risks through to the City's risk appetite, assurance map, and reporting.

Assurance

Assurance is coordinated through the Three Lines Model, ensuring that risk management is embedded in operations, overseen by management, and independently evaluated.

A City-wide Assurance Map will be developed in line with an increase to the City's Risk Management maturity. This will clarify how assurance is provided across all major risk categories and functions, drawing on:

- Management oversight: first line assurance of day-to-day risk controls.
- Risk, compliance and governance functions: second line monitoring, guidance, and reporting.
- Internal Audit: independent testing of controls and reporting.
- External audit and regulators: statutory and independent oversight.

The Assurance Map will align to the Risk Breakdown Structure (RBS) and Risk Appetite Statement (RAS) categories to ensure assurance coverage is comprehensive, balanced and consistently mapped across the RMS. Consolidated assurance reporting will be presented to the Audit, Risk and Improvement Committee (ARIC), providing Council with clear visibility of where assurance is strong, and where gaps require attention.



Continuous Improvement

Continuous improvement is a core requirement of the RMF. It ensures the RMS remains effective, adaptive, and aligned with the City's operating environment.

Improvement will be delivered through:

- Triennial reviews, with earlier review if required by legislative or strategic change.
- Capability and culture development through training, awareness, and coaching.
- Maturity assessments benchmarked against ISO 31000, AS HB 436.1, and sector practice.
- Risk culture assessment integrated where possible into the City's broader workforce culture assessments, to measure behaviours, knowledge, and routines, and to track progress toward a positive, consistent risk culture.
- Corporate improvement initiatives, such as 'Accountable Stirling' or its successors, to embed risk culture and strengthen systems.
- Alignment with people systems, such as job descriptions, performance development, and objective-setting, so that risk awareness and accountability are reinforced as part of everyday roles.
- Findings from assurance mapping and RBS review cycles will inform future RMF updates.

Together, these mechanisms ensure the RMF evolves as a living document, supporting Council and the Executive to meet governance responsibilities, build organisational capability, and deliver value to the community through stronger decision-making and assurance.

Ownership & Review

The RMF is owned by the Chief Executive Officer and managed by the Manager Strategy and Performance within the Office of the CEO. Ownership includes responsibility for maintaining the Framework, coordinating updates, and ensuring it remains aligned with the City's objectives and operating environment.

The RMF will be formally reviewed every two years, or earlier if required by legislative, strategic, or organisational changes. Findings from reviews, maturity assessments, and risk culture assessments will inform updates, ensuring the Framework evolves as part of the City's continuous improvement cycle.



Appendices

The following appendices form part of the Framework. They provide the supporting documents, tools, and reference materials that enable consistent application of the Framework across the RMS. Each appendix will be reviewed and updated as related documents or systems, such as the Risk Appetite Statement (RAS), Risk Breakdown Structure (RBS), Assurance Map and Corporater platform, are refined, to ensure continued alignment and currency.

Appendix 1: Corporate Risk Matrix & Consequence Table Threats and Opportunities

The Risk Matrix is the standard matrix used by the City to assess the likelihood and consequence of risks. Supports consistent evaluation and prioritisation across all services, projects, and functions. The Consequence Tables present the consequence criteria for both negative risks (threats) and positive risks (opportunities). Aligns with the Corporate Risk Matrix to ensure consistent scoring and assessment

Appendix 2: Risk Appetite Statement (RAS)

The City's 11 key risk categories are defined in the Risk Appetite Statement

Appendix 3: Strategic Risk Register (SRR)

The City's updated Strategic Risks, aligned to the Risk Appetite Categories and linked to the Strategic Community Plan (SCP) and Corporate Business Plan (CBP). Provides oversight of key risks, current alignment to appetite and assurance sources.

Appendix 4: Risk Breakdown Structure (RBS)

The Risk Breakdown Structure (RBS) provides a common hierarchy of risk drivers used across the City's Risk Management System (RMS). It:

- Links operational, project and service-level risks to the City's Strategic Risks, This is important
- Aligns those risks to the Risk Appetite Statement (RAS) categories
- Supports a structured Assurance Map (1st, 2nd and 3rd line coverage)
- Underpins classification and reporting in Corporater

Appendix 5: Risk Reporting Approach (RRA)

The Risk Reporting Approach outlines the City's suite of core risk and assurance reporting, aligned to the Risk Management Policy, Risk Management Framework (RMF), Risk Appetite Statement (RAS), Strategic Risks and Assurance Map.



Appendix 6: Definitions (Glossary of Terms)

Key terms used throughout the Framework are defined below to ensure consistent interpretation.

Term	Definition
Risk	Effect of uncertainty on objectives
Risk Management	Coordinated activities to direct and control the City regarding risk
Risk Management Policy	Statement of commitment and objectives for managing risk, outlining governance, responsibilities, and review requirements.
Risk Appetite	Amount and type of risk that the City is willing to pursue or retain to achieve its objectives.
Risk Tolerance	Accepted level of variation in outcome relative to appetite, expressed through limits or thresholds.
Control	A measure designed to modify risk, including policies, procedures, processes, practices, or organisational structures.
Assurance	Evidence that controls work and risks are managed within appetite.
Three Lines Model	Clarifies roles in managing risk. 1 st line (management) owns and manages the risk; 2 nd Line (specialist oversight functions) supports and monitors; 3 rd Line (internal audit) provides independent assurance. Council, the Audit, Risk and Improvement Committee, and the Executive provide overall oversight.
Risk Management System (RMS)	Overarching architecture comprising the Policy, Framework, and associated items that together establish the City's approach to risk management.
Risk Management Framework (RMF)	Components and processes that guide how risk management is designed, implemented, reviewed, and improved.
Risk Breakdown Structure (RBS)	Hierarchy that groups risk by sources or drivers to support consistent identification and assurance.
Risk Matrix	A tool that combines likelihood and consequence to determine a risk rating and support consistent prioritisation.
Consequence Table	Defines impact levels for each consequence category to ensure consistent risk assessment.
Assurance Map	Overview showing who provides assurance, its coverage, and any gaps.

Appendix 7: Relevant Standards, Frameworks and Legislation

The following standards, frameworks and legislative references inform the design, operation, and continual improvement of the City's Risk Management Framework.

- **AS ISO 31000:2018 Risk Management: Guidelines** - core international standard for principles and process.



- **AS HB 436.1:2020 Risk Management: Companion Guidelines** - Australian context for applying ISO 31000.
- **ISO Guide 73:2009 Risk Management: Vocabulary** - terminology reference for consistency.
- **Local Government (Audit) Regulations 1996 (amended) Regulations 16 and 17:** financial management, legislative compliance and risk management requirements Public Sector Commission Integrity and Conduct Frameworks.
- Office of the Auditor General WA Guidance: local-government financial and information-systems control assurance.
- Integrated Planning and Reporting Framework and Guidelines (2016, DLGSC WA).
- Other applicable legislation: includes laws governing work health and safety, people and employment, financial management, information and privacy, environmental management, and integrity/accountability obligations relevant to local government.

Version Control

Relevant delegations	Not Applicable			
Initial Executive endorsement	Date	9 October 2025	Author	Michelle Wolsoncroft
Last reviewed	Date	30 June 2026	Author	Michelle Wolsoncroft
Final Executive endorsement	Date	21 July 2026	Author	Michelle Wolsoncroft
Next review due	Date	31 October 2027	Author	Michelle Wolsoncroft

Appendix 1

City of Stirling Corporate Risk Matrix

Level			Consequence				
			Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Likelihood	Almost Certain (5)	Expected several times per year.	Moderate	High	High	Extreme	Extreme
	Likely (4)	Expected at least annually.	Moderate	Moderate	High	High	Extreme
	Possible (3)	Could occur in the next year.	Low	Moderate	Moderate	High	High
	Unlikely (2)	Not expected in the next year; plausible within 2–5 years.	Low	Low	Moderate	Moderate	High
	Rare (1)	Not expected within 5+ years; multiple conditions must coincide.	Low	Low	Low	Moderate	Moderate

Notes:

- Matrix = score; Harmonised residual bands: Calculation - Column x Row. Low (1–4), Moderate (5–9), High (10–16), Extreme (17–25). Risk Appetite Statement (RAS) = who can accept; consequence overrides apply first (e.g., WHS Major/Catastrophic; reportable privacy breach).
- Catastrophic: “Catastrophic” describes the scale of harm if an event occurs; it does not indicate likelihood. In narrative contexts, ‘Level 5: Catastrophic (Severe)’ may be used.

Consequence Table (Threats)

Consequence Level	Safety (WHS)	Service Delivery / Business Disruption	ICT & Cyber	Information & Privacy	People & Capability	Financial Sustainability	Legislative, Regulatory & Governance	Reputation	Environment & Climate	Performance (Objectives)	Project / Program
Use this when...	Primary impact is harm (injury, illness or fatality) to people or failure to provide a safe and healthy work environment.	Primary impact is a community facing outage or delay to agreed service levels.	Primary impact is ICT outage, cyber event and/or data integrity issue that disrupts the City's operations or service delivery.	Primary impact is exposure of personal or sensitive data that breaches privacy obligations and erodes community trust.	Primary impact is workforce availability, skills and critical roles, including leadership capability to anticipate/plan for the future.	Primary impact is unplanned cost, revenue variance, liquidity/sustainability or lack of long-term planning.	Primary impact is breach of law, regulations or governance standards, including decision quality, delegations and internal control effectiveness.	Primary impact is damage to the City's reputation or public confidence arising from its decisions, actions, performance, or relationships.	Primary impact is environmental harm or climate resilience failure that may affect the City's sustainability for future generations.	Primary impact is failure to create a long-term aspirational vision for the future and to plan/deliver the right activities to achieve SCP/CBP objectives.	Primary impact is delay, cost or scope failure of projects/program that compromises delivery of intended benefits.
Catastrophic (5)	One or more fatalities, or permanent disabling injury/illness including severe or irreversible psychosocial injury; irreversible community harm.	Loss of essential services >5 days affecting >30% of residents or critical facilities.	Widespread ICT/cyber failure; outage >5 days; critical data loss.	Reportable breach; large-scale personal information exposure; regulatory action likely.	Critical workforce loss; essential services cannot be delivered for sustained period.	Unrecoverable loss; threatens financial sustainability; >5% of total operating revenue or inability to meet essential obligations.	Wilful illegality; regulator prosecution; licence loss; dismissal of Council; governance crisis.	Sustained national media scrutiny; long-term loss of trust;	Extensive irreversible environmental damage.	Failure to achieve critical SCP/CBP objectives; sustained negative outcomes.	Project/program fails; blowout threatens service outcomes.
Major (4)	Serious injury or illness (non-fatal) requiring hospitalisation or extended incapacity (e.g. diagnosed psychosocial injury with prolonged absence); ≥1 notifiable incident, OR ≥3 LTIs.	Complete loss of one essential service >48 hours but <5 days affecting >10% of residents.	Major system outage >48 hours; significant data integrity issue; recovery requires external support.	Reportable breach; medium-scale exposure; significant remediation required.	Workforce gaps materially degrade essential services for several days.	Material adverse variance; ~3–5% of total operating revenue; liquidity/DSCR below tolerance.	Serious non-compliance; material fines/penalties; enforceable undertakings.	Sustained state media scrutiny; significant loss of trust; formal censure.	Significant long-term harm; remediation required.	Material under-delivery on key objectives; significant KPI failure.	Major delay/cost overrun; critical scope compromised.
Moderate (3)	Medical treatment injury or illness (physical or psychosocial) OR ≥1 LTI (≥1 working day lost) OR substantiated safety or psychosocial complaint needing formal action.	Essential service disruption <48 hours; OR non-essential service delays >2 weeks.	Outage <48 hours; limited data issue; workaround available.	Non-reportable incident; limited exposure; quickly contained; no harm confirmed.	Delays to deliverables or non-essential services due to capability gaps.	Significant variance; ~1–3% of total operating revenue; liquidity pressure manageable.	Notifiable breach: corrective plan agreed with regulator; increased inspections.	Short-term state media; moderate concern; reputational damage contained.	Short-term harm; contained; remediation possible.	Several KPI misses; objectives delayed but recoverable.	Significant delay or overrun; manageable with re-planning.
Minor (2)	First-aid/GP treatment only (physical or psychosocial); short term absence or distress; no lasting impact.	Brief disruption of non-essential services <1 week; <5% of residents affected; minimal backlog.	Brief outage; minor performance degradation; no customer impact.	Contained incident; no personal data exposed; corrective actions complete.	Short-term resourcing pressure; absorbed; no community impact; minor backlog.	Small variance; <1% of total operating revenue.	Isolated non-compliance; warning/education from regulator.	Local media/social media; brief concern; isolated complaints.	Minor harm; reversible; limited impact.	Isolated KPI miss; limited effect on outcomes.	Minor slippage; small overrun; minimal scope change.
Insignificant (1)	No injury or illness; near miss or early concern only; no treatment required.	Negligible disruption; resolved quickly (e.g., within hours); no customer complaints.	Transient glitch; no noticeable impact.	Near miss; no data exposure; no control failure identified.	Minor friction; no impact on services or milestones.	Negligible financial impact.	Technical breach; promptly corrected; no regulatory impact.	Minimal visibility; isolated inquiry; no sustained concern.	Minimal effect; temporary; non-contaminating.	No material effect on objectives.	On plan; negligible deviation.

Notes: 1. Service criticality tiers (legend): Tier 1 — Essential; Tier 2 — Important; Tier 3 — Non-essential. Use tiers with time/coverage anchors in Service Delivery scoring; Consequence overrides (always outside appetite); • One or more fatalities; permanent disabling injury. • Reportable privacy breach (large-scale exposure). • Wilful illegality; licence loss; dismissal of Council. • Catastrophic environmental harm. 2. Under the WHS Act 2020 (WA) health includes both physical and psychosocial wellbeing. The Safety (WHS) consequence ratings therefore cover psychosocial injury and illness, consistent with the Psychosocial Hazards in the Workplace Code of Practice (WorkSafe WA, 2022, updated 2024).

Consequence Table (Opportunities)

This table frames upside impacts for options analysis, business cases, and IPR/benefits realisation. It is not scored like threats and does not trigger risk escalation.

Consequence Level	Financial & Efficiency	Community Benefit	Organisational Capability & Innovation	Reputation & Trust	Environment & Sustainability
Extensive (5)	Transformational efficiency or financial gain; long-term sustainability secured.	Transformational community benefit; major uplift in wellbeing, access, or equity across the City.	Transformational uplift in capability or innovation; new ways of working embedded City-wide.	Transformational trust/reputation uplift; national recognition of excellence.	Transformational environmental benefit; long-term resilience uplift.
Major (4)	Significant financial gain or efficiency; measurable ongoing savings or new revenue.	Significant improvement in community service, equity, or wellbeing; widely recognised.	Significant innovation or workforce capability gain; measurable productivity uplift.	Significant uplift in community trust; sustained state/national recognition.	Significant environmental improvement; measurable sustainability gains.
Moderate (3)	Moderate cost savings or efficiency improvement; short-term gains.	Moderate service improvement or expanded access; noticeable to some community groups.	Moderate workforce or innovation improvement; pilot projects successful.	Moderate improvement in community trust; positive media coverage.	Moderate environmental benefit; short-term resilience uplift.
Minor (2)	Minor savings or efficiency; limited positive effect.	Minor localised improvement; limited effect.	Minor improvement in skills or innovation; limited impact.	Minor localised recognition; limited uplift.	Minor environmental benefit; limited effect.
Insignificant (1)	Negligible improvement; little measurable impact.	Negligible benefit; little noticeable change.	Negligible improvement; little or no change.	Negligible impact on reputation/trust.	Negligible benefit; no measurable change.

Control Effectiveness Rating

Rating	Definition	Examples / Prompts
Effective	Controls are well designed and consistently applied; operating as intended; assurance evidence available.	Record assurance source and last test date (e.g., internal audit, penetration testing, inspection).
Partially Effective	Controls exist and are generally appropriate, but design gaps or inconsistent application are evident; some assurance, weaknesses remain.	Capture weaknesses and planned treatments; schedule follow-up assurance.
Ineffective	Controls are poorly designed or not applied; significant gaps; little/no assurance.	Escalate; prioritise treatment and assurance testing.
Not Assessed	Design/operation not formally assessed; effectiveness unknown.	Plan assessment; record target date.

Guidance Notes:

Use evidence (audit/test/inspection/monitoring) to support ratings.

Keep control ratings separate from appetite (appetite is assessed via residual bands/overrides).

Don't 'average up' weak controls. Rate honestly, then target treatments.

Cross-references:

Appetite ↔ Matrix mapping & escalation ladder appear in the RMF.

KRIs & tolerances will be developed in 2026 (ELT endorse; AC oversee; monthly IPR cadence).

The City's cross-walk (RAS families ↔ consequence drawers) is maintained by the Risk Team.

Last reviewed	Date	12 November 2025	Officer	Strategic Planning, Risk and Planning Lead
Next review due	Date	31 October 2027	Officer	Strategic Planning, Risk and Planning Lead

Appendix 2

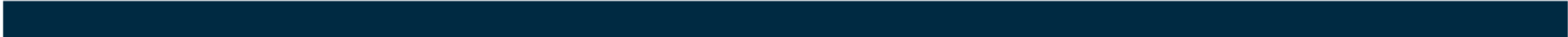
Risk Appetite Statement (RAS): Categories & Appetite Statements

Category	Safety (WHS)	Service Delivery / Business Disruption	ICT & Cyber	Information & Privacy	People & Capability	Financial Sustainability	Legislative, Regulatory & Governance	Reputation	Environment & Climate	Performance (Objectives)	Project / Program
Use this when...	Primary impact is harm (injury, illness or fatality) to people or failure to provide a safe and healthy work environment.	Primary impact is a community facing outage or delay to agreed service levels.	Primary impact is ICT outage, cyber event and/or data integrity issue that disrupts the City's operations or service delivery.	Primary impact is exposure of personal or sensitive data that breaches privacy obligations and erodes community trust.	Primary impact is workforce availability, skills and critical roles, including leadership capability to anticipate/plan for the future.	Primary impact is unplanned cost, revenue variance, liquidity/sustainability or lack of long-term planning.	Primary impact is breach of law, regulations or governance standards, including decision quality, delegations and internal control effectiveness.	Primary impact is damage to the City's reputation or public confidence arising from its decisions, actions, performance, or relationships.	Primary impact is environmental harm or climate resilience failure that may affect the City's sustainability for future generations.	Primary impact is failure to create a long-term aspirational vision for the future and to plan/deliver the right activities to achieve SCP/CBP objectives.	Primary impact is delay, cost or scope failure of projects/program that compromises delivery of intended benefits.
Appetite Statement	No appetite for fatality or serious, irreversible harm; including serious psychosocial injury; very low for injuries. Community safety is paramount. Accept: controlled, time-bound pilots only to validate reduced exposure, with a pre-approved risk plan.	Low appetite for outages to essential services; moderate for short, planned non-essential interruptions within Council-endorsed thresholds.	Very Low appetite for risks to system security, data integrity or continuity; Low risk only under approved, time-bound pilots with a documented risk plan.	Very low appetite for privacy/confidentiality risk; reportable privacy breaches are outside appetite.	Low appetite for workforce risks that compromise essential services; High for controlled pilots with pre-approved plans.	Moderate appetite for financial risk enabling efficiency, investment and innovation while maintaining sustainability and compliance; low for liquidity/solvency risk.	No appetite for deliberate non-compliance; very low otherwise; open engagement where obligations are unclear.	Low appetite for risks to trust or integrity; moderate for transparent engagement under Council-endorsed protocols.	Low appetite for irreversible environmental harm; High for well-controlled sustainability initiatives where benefits outweigh costs.	Moderate appetite to pursue SCP/CBP outcomes; low for sustained under-performance on critical objectives.	Moderate appetite for project/program risk to enable transformation; low for unmanaged blowouts.

Notes:

Primary-impact rule & overrides: The risk is scored in the category where harm is primarily felt (e.g., community outage → Service Delivery; data exposure → Information & Privacy). Secondary drivers to be tagged via a Risk Breakdown Structure. Example: a system failure that stops a public service is scored under Service Delivery; if it exposes personal data, that impact is scored under Information & Privacy (override may apply). Overrides are always outside appetite.

Tolerances and Key Risk Indicators: KRIs and Tolerances would normally form a key part of the RAS. Tolerances and KRIs will be finalised in 2026 through structured consultation with Service Leads and SMEs, with ET endorsement and AC oversight, and then embedded in monthly IPR and quarterly ET



Appendix 3



Strategic Risk Register – Candidate Strategic Risks

#	Strategic Risk	Description
SR01	Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed leading to serious injury or fatality, regulator action and loss of trust.
SR02	Governance, Integrity & Compliance	If governance frameworks, integrity or compliance obligations are not effective, then poor decision making and operations may breach legal, regulatory or ethical standards, reducing accountability and public trust.
SR03	Digital, Cyber & Information Resilience	If critical ICT, cyber and information privacy controls are inadequate, services and data can be compromised, leading to outages, reportable privacy breaches and loss of trust. Use of emerging technologies (including AI) without appropriate governance can amplify these exposures.
SR04	Climate Transition & Environment	If the City does not plan effectively for climate transition and the associated impacts on the natural environment/built environment or does not work towards achieving sustainability targets, then cost, compliance exposure and environmental outcomes may have a lasting legacy on future generations.
SR05	Financial Sustainability & Asset Stewardship	If effective long-term financial planning and asset lifecycle are not aligned to the City's future vision and strategic objectives then delivery, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.
SR06	People Capability & Alignment	If people and leadership capability or delivery capacity are insufficient or misaligned with strategic priorities, the City will fail to achieve intended benefits, timelines, or financial targets. This may undermine the City's ability to deliver on its future vision, strategic objectives and operational plans.
SR07	Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Appendix 4



Risk Breakdown Structure (RBS)

Final

29 May 2026



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Introduction

Purpose and Role of the Risk Breakdown Structure

The Risk Breakdown Structure (RBS) is a tool to support the identification and classification of risks, so they can be analysed and managed effectively.

The RBS groups risks by Risk Appetite Statement (RAS) Categories and by Drivers (potential causes of risk). Risk Drivers help the City recognise recurring patterns of risk that can then be used to address root causes and improve overall risk management.

The Risk Breakdown Structure (RBS):

- Links Operational (service and project) risks to the City's Strategic Risks
- Aligns those risks to the Risk Appetite Statement (RAS) Categories
- Supports a structured Assurance Map (1st, 2nd and 3rd line coverage)
- Underpins Risk Management Reporting

The RBS will be regularly reviewed and refined as the City's Risk Management System matures.

How the Risk Breakdown Structure fits into the City's Risk Management System

The RBS sits within Level 1 of the City's Risk Management System (RMS), alongside Risk Management Policy, Risk Management Framework (RMF), Risk Appetite Statement (RAS), Strategic Risk Register, Assurance Map and Risk Reporting Approach (RRA).

At a high level:

- The Risk Management Policy, Risk Management Framework and Risk Appetite Statement set out what the City's is prepared to accept.
- The Strategic Risk Register records the Strategic risks (SR01–SR07).
- The Risk Breakdown Structure recognises what causes those risks, and highlights patterns of reported risks
- The Assurance Map outlines who provides assurance (1st/2nd/3rd line)
- The Risk Reporting Framework outlines how the City will monitor, analyse and report risks consistently.

Together, this allows a clear line of sight from **Appetite** → **Risks** → **Drivers** → **Assurance** → **Reporting**.

Organisation of the RBS

The RBS is organised into three sets to ensure risks are classified, aggregated (by category and driver), and can be mapped to assurance activities.

Simply, the RBS is a way of answering three questions for every risk:

1. What category is it?
2. Why is it happening?
3. What specific example does it represent?

Set 1: Risk Appetite Statement (RAS) Categories

The RAS outlines 11 categories of risk used to guide decision-making, escalation, and organisational oversight.

RAS Categories are used as the starting point to identify where the primary impact of a risk is felt, or where the risk originates.

Example: A confined space WHS incident would align to the Safety (WHS) RAS Category.

Set 2: Driver Themes

Driver Themes describe the types of underlying issues within each RAS Category that commonly give rise to risk. This supports identification of patterns across the organisation, rather than treating risks as isolated events.

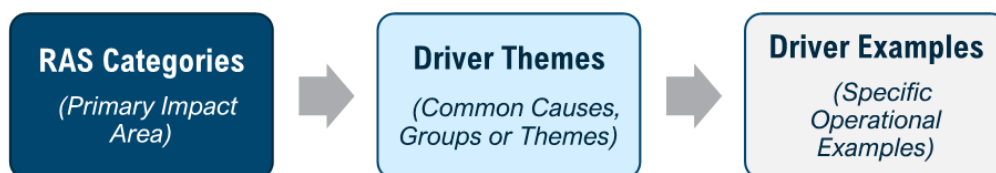
Example: Safe systems of work, Contractor management, Critical control verification.

Set 3: Driver Examples

Driver Examples identify the specific activities or conditions that directly lead to a risk or incident. This level supports the identification of controls, treatments, and assurance activities.

Example: Confined space entry, PTW not completed, Gas testing failure.

Figure 1: Sets of the RBS



Sets of the RBS

At present, **Set 1 (RAS Categories)** and **Set 2 (Driver Themes)** have been developed and finalised. **Set 3 (Driver Examples)** are currently in draft and will become clear as risk maturity evolves, and the City's risk database is developed.

Following on from Figure 1, the below table outlines the 11 RAS Categories and provides several cases of associated Driver Themes. The listed Driver Examples are potential associations and are not an exhaustive list.

RAS Category	Driver Themes	Driver Examples
Safety (WHS)	Safe systems of work; contractor management; critical control design and verification; psychosocial hazards; work environment (plant, equipment, workplace design); incident and near-miss learning; wellbeing support.	Confined space entry; Gas testing failure; Isolation/LOTO error; Working at heights control failure; Inadequate contractor SWMS; PTW not completed/verified; Aggression/violence incident; Fatigue hazard; Mobile plant hazard; Manual handling issue
Service Delivery / Business Disruption	Service continuity planning; failure of essential services or facilities; facility or utility outage; supply chain disruption; dependence on a single supplier or asset; readiness for emergency events (e.g. flood, storm, heatwave).	Power outage; Water supply failure; Waste collection disruption; Facility closure; Supply chain delay (materials/services); Emergency incident (flood, heatwave, storm); Single point of failure in operations; High reliance on one supplier
ICT & Cyber	System and network security; identity and access management; patching/configuration management; malware/ransomware; third-party/hosting resilience; disaster recovery and backup readiness; security monitoring and detection.	Ransomware attempt; Patching delay or failure; MFA gap; Firewall misconfiguration; Cloud hosting outage; Phishing attack; DR failover issue; System integration failure
Information & Privacy	Information governance; data handling and retention; privacy compliance and incident response; unauthorised access or disclosure; FOI and public information release; physical information security.	Inadvertent email release; Paper file loss; FOI handling error; Unauthorised access to shared drive; Data retention breach; CCT; footage disclosure error; Privacy impact assessment missing
People & Capability	Workforce planning and resourcing; critical roles and succession; recruitment and retention; skills and capability gaps; leadership capacity (time and attention to lead and decide); engagement and ways of working.	Unfilled critical role (>90 days); Specialist skill gap; Leadership bandwidth constraint; High turnover hotspot; Recruitment backlog; Capability uplift delay (e.g., WHS/ICT); Fatigue/stress indicators in team
Financial Sustainability	Long-term financial planning (LTFP); budgeting and forecasting; cost escalation and indexation; revenue adequacy and funding mix; funding model resilience; asset lifecycle affordability.	Asset renewal backlog; Incorrect cost indexation; Under-forecast major project cost; Revenue shortfall; Consumable cost spike; Grant funding dependency; LTFP variance > tolerance
Legislative, Regulatory & Governance	Legislative and policy change; delegations and approvals; internal controls (e.g. segregation of duties, reconciliations); probity and integrity; quality of decisions and recordkeeping; audit and compliance findings.	Delegation breach; Policy not applied; Internal control failure (e.g., SoD); Procurement non-compliance; Inaccurate recordkeeping; Compliance reporting missed; FOI breach; Conflict of interest not declared

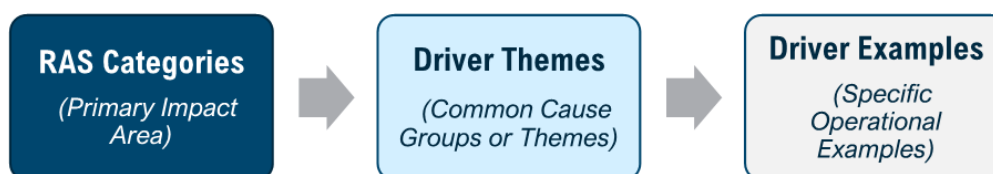
RAS Category	Driver Themes	Driver Examples
Reputation	Public trust and confidence; community and stakeholder relationships; transparency and communications; media and social media sentiment; partner and contractor behaviour that reflects on the City; high-profile service or project issues.	Negative media story; Social media escalations; Consultation complaint; Service-level dissatisfaction; Partner/contractor misconduct; Community backlash on major decision
Environment & Climate	Environmental compliance; waste and pollution management; stewardship of land and biodiversity; climate adaptation and resilience; sustainability and intergenerational impact of decisions; exposure to severe weather and climate events.	Pollution event; EPA non-compliance; Waste contamination increase; Coastal erosion impacts; Heatwave service pressure; Biodiversity loss issue; Stormwater overflow event
Performance (Objectives)	Strategic planning and prioritisation; setting and delivering the City's long-term vision; achievement of SCP/CBP outcomes; benefits realisation; performance monitoring and corrective action.	KPI deterioration; Failure to deliver priority initiative; Misalignment with SCP/CBP; Weak cross-unit coordination; Benefits not realised; Strategy not updated after major change
Project / Program	Portfolio governance and gating; business case and benefits management; cost, schedule, and scope control; contractor and vendor performance; change management and adoption; lessons learned and continuous improvement.	Cost escalation > tolerance; Schedule slip > tolerance; Scope creep; Contractor underperformance; Dependencies unmanaged; Benefits unclear or untracked; Lessons not applied

Table 1: RAS Categories and associated Driver Themes and Examples

Worked Examples

To aid understanding, three worked examples have been provided.

Figure 2: Sets of the RBS



The intent by providing worked examples is to aid identification of operational risk in a realistic workplace scenario, for Sets 1 (RAS Categories) and 2 (Driver Themes). Specific Driver Examples have been provided to aid the process, noting that the catalogue of Driver Examples is still in drafting process. Following the identification and classification, the Risk Team facilitates with Risk Assessment.

The worked examples below are as follows:

Example 1: Safety (WHS)

Example 2: Financial Sustainability

Example 3: People & Capability

Example 1: Health, Safety & Wellbeing – Confined Space / Critical Control Failure (SR01)

Example Event:

“A worker and contractor enter a confined space without adequate atmospheric testing, ventilation, or an authorised permit-to-work (PTW). This results in a near-miss involving exposure to hazardous atmosphere and loss of situational control. If repeated or unmanaged, this could lead to serious injury, fatality, regulatory action, and reputational harm.”

Identify the **Risks and Drivers** present within the scenario. First, identify the primary RAS Category. Then, by following the catalogue in Table 1 (pages 4–5), identify the key Driver Theme(s) present.

RAS Category	Driver Theme	Specific Driver Example(s) Developed over time as Risk maturity evolves. Informed by data captured in the City's Risk Register
Safety (WHS)	Contractor management	Confined space entry

Example 2: Financial Sustainability & Asset Stewardship – Asset Renewal Funding Gap (SR05)

Example Event:

“A growing backlog of asset renewals (roads, drainage, parks, buildings, coastal infrastructure) emerges because renewal funding has not kept pace with asset condition, growth, and service expectations. Over time, this leads to declining service quality, higher reactive maintenance, and lower affordability.”

Identify the **Risks and Drivers** present within the scenario. First, identify the primary RAS Category. Then, by following the catalogue in Table 1 (pages 4–5), identify the key Driver Theme(s) present.

RAS Category	Driver Theme	Specific Driver Example(s) Developed over time as Risk maturity evolves. Informed by data captured in the City's Risk Register
Financial Sustainability	Budgeting and forecasting	Asset renewal backlog

Example 3: People Capability & Alignment – Leadership Capacity Constraints (SR06)

Example Event:

“Priority initiatives and BAU services fall behind schedule because leadership capacity, specialist capability, and critical roles are insufficient or stretched. Decision-making slows, oversight weakens, and teams experience increased workload pressure.”

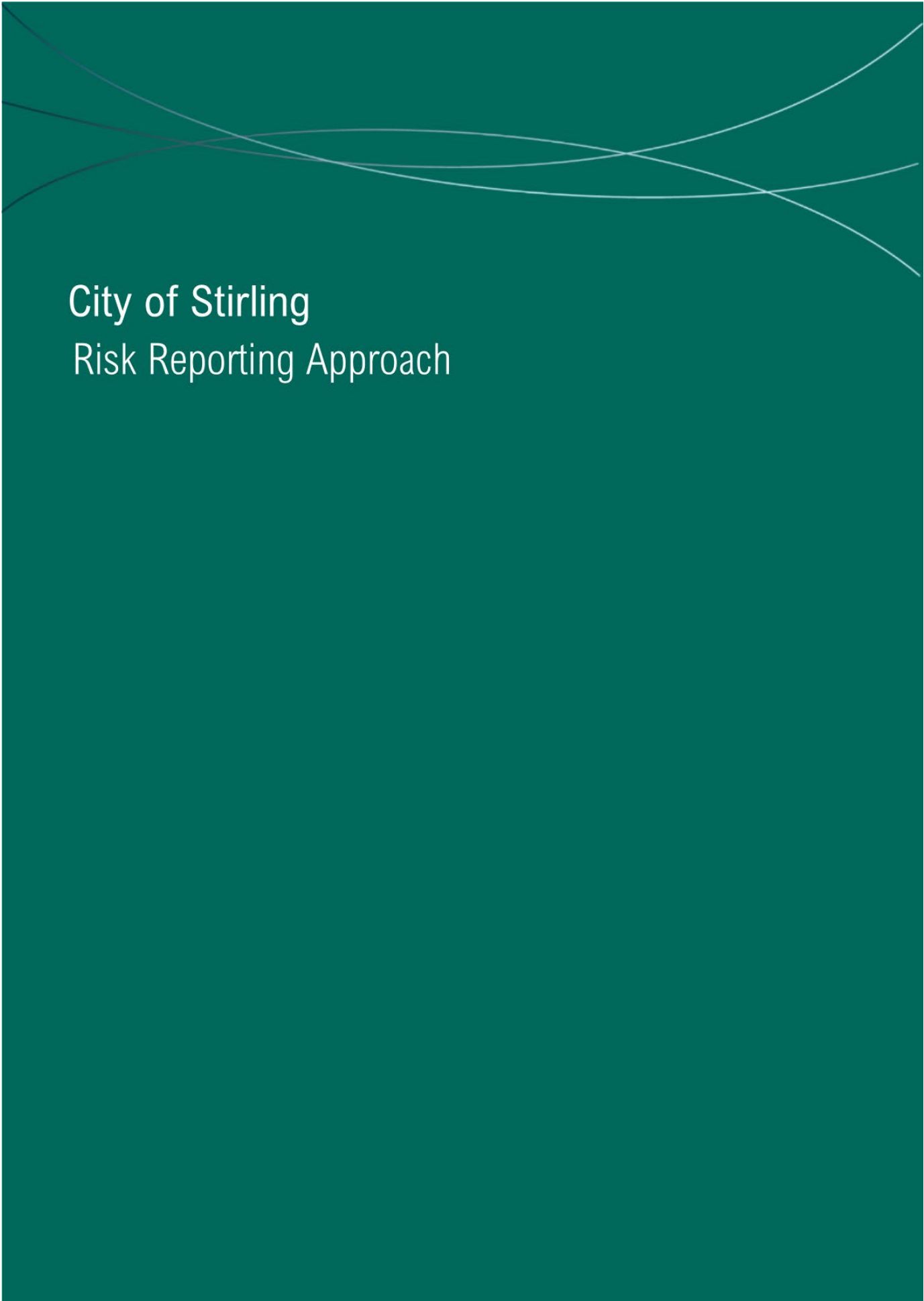
Identify the **Risks and Drivers** present within the scenario. First, identify the primary RAS Category. Then, by following the catalogue in Table 1 (pages 4–5), identify the key Driver Theme(s) present.

RAS Category	Driver Theme	Specific Driver Example(s) Developed over time as Risk maturity evolves. Informed by data captured in the City's Risk Register
People & Capability	Leadership capacity (<i>time and attention to lead and decide</i>)	Leadership bandwidth constraint

Telephone (08) 9205 8555 | **Enquiries** www.stirling.wa.gov.au/enquiries | **Web** www.stirling.wa.gov.au | [!\[\]\(3dfb8d66e81160ad61421a3452093d1b_img.jpg\)](#) [!\[\]\(21ece2018b00c7267b3324c50bbed633_img.jpg\)](#) [!\[\]\(074da87f0b7a74793bdf823413604aae_img.jpg\)](#) [!\[\]\(e3dcb983f6af01f6fe3b18e0a7169676_img.jpg\)](#) [!\[\]\(64236d586c7572d933ce39c4de709b6e_img.jpg\)](#) /citystirlingwa

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Appendix 5



City of Stirling Risk Reporting Approach

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Definitions

In line with ISO 31000:2018, the City will use the following risk management terminology:

Terminology	Definition
Risk	The effect of uncertainty on objectives which can be positive (opportunity) or negative (threat)
Risk Management	Coordinated activities to direct and control the City regarding risk
Inherent risk	The risk level or exposure prior to any action being taken to alter the likelihood or impact
Residual risk	The risk remaining after risk treatment or controls have been implemented
Risk appetite	The amount and type of risk the City is willing to pursue or retain to achieve its objectives
Outside appetite	That a risk falls beyond the acceptable limits set by the city's framework
Risk tolerance	The specific maximum risk boundary the City is willing to take to achieve its objectives
Risk assessment	The overall process of risk identification, analysis and evaluation
Control	A measure (policy, procedure, action) that maintains or modifies risk
Risk owner	The person accountable for identifying, assessing and treating a risk
Risk treatment	The process of selecting and implementing measures to modify risk
Likelihood	The chance of something happening
Consequence	The outcome of an event affecting objectives
Risk Matrix	A tool to determine a risk rating based on likelihood and consequence
Key Risk Indicator (KRI)	A proactive metric used to signal potential changes in risk exposure
Appetite bands	The City's agreed levels for each type of risk
Overrides	Those risks that are always unacceptable (eg. serious injury, data breaches) and are escalated immediately even if the risk rating looks low
Assurance	Evidence that controls are effective and risks are being managed through oversight
Stale assurance tests	are control or verification tests that are outdated, no longer relevant, or not aligned with the current processes, systems, or risks they are meant to assess.
Assurance flags	are indicators or signals raised during assurance activities (like audits, control testing, or reviews) that highlight potential issues, risks, or areas requiring attention
Report backs	are structured updates that communicate findings, progress, outcomes, or decisions

Purpose

Overview

This approach sets out the suite of core risk and assurance reports for the City, aligned to the Risk Management Policy, Risk Management Framework (RMF), Risk Appetite Statement (RAS), Strategic Risks and Assurance Map.

The intent of the reporting suite is to provide the Council, the Audit, Risk and Improvement Committee (ARIC), the Executive Team (ET) and the organisation a clear line of sight over **Risk → Controls → Assurance**.

Summary of reporting suite

The below table highlights the reporting associated with the Risk Framework levels – 2 to 4. Where Level 1 sets out the direction of the risk framework.

	Report	Risk level	Primary audience	Frequency (indicative)
1	Strategic Risk Report / Risk & Assurance Category Pack	Level 2	Council, Audit, Risk and Improvement Committee & Executive Team	Quarterly
2	Service / Project Risk & Treatment Summary	Level 3	Business Unit Managers, Service Leads, project leads / steering committees	Monthly / quarterly
3	Assurance Map Update	Level 4	Risk Team, Internal Audit, Executive Team & Audit, Risk & Improvement Committee (selected extracts)	Quarterly update

Governance documents and reporting cycles

To keep the reporting suite anchored in the broader Risk Management System (RMP, RMF, RAS, RBS, Strategic Risks, Assurance Map and Risk reporting tool configuration), the below summary table is attached:

- [Appendix A - Risk Reporting & Escalation: Standard Cycle](#). This table shows what is reported, by whom and when, including the monthly service updates (data complete by day 15 for IPR) and the quarterly Q1–Q4 reports to Executive Team, Audit, Risk and Improvement Committee and Council.

1. Strategic Risk Report

Level 2: Strategic Risk Management	
Purpose: Identifies and manages risks to strategic objectives; links risks to outcomes and appetite; supports Council and Executive Team oversight.	
Owner: Executive Team (monitors and manages), with oversight from Audit, Risk and Improvement Committee and Council.	
Processes: • Strategic Risk Review • Assess & monitor strategic risks • Approve & monitor treatments	Documents: • Strategic Risk Register • Strategic Risk Review outputs; links to SCP & CBP

1.1 Purpose

The purpose of the Strategic Risk Report is to provide the Executive Team, the Audit, Risk and Improvement Committee and Council with a concise view of the City's strategic risk exposure, where each Strategic Risk sits against appetite, and key controls and assurance to support oversight and decision-making.

1.2 Structure

Strategic Risk Report (Page 1: Dashboard)

- Focus items for this quarter (Outside appetite, overrides, report backs, stale assurance tests).
- Summary metrics: residual bands, alignment (Within / Approaching / Outside), governance and assurance flags.
- Strategic Risk register grid (SR01–SR07 with Primary RAS Category, Residual, Alignment, Acceptance, Report back, Trend).

Strategic Risk Report (Page 2: Strategic Risk Scorecards; SR01–SR07)

- Status box: Inherent, Residual, Appetite alignment, Appetite limit, Acceptance authority, Report-back & Next review.
- Key causes (RBS Driver Themes) and existing controls.
- Assurance coverage by Three Lines + External, aligned to the Assurance Map.
- Priority actions and key lead/lag KRIs (where agreed) Each scorecard is specific to a Strategic Risk

1.3 Considerations

The Executive Team, the Audit, Risk and Improvement Committee and Council will use this report to review the City's strategic risk profile, note key changes and emerging risks, consider risks operating outside appetite and provide direction or endorsement regarding proposed management actions.

1.3.1 For the Executive Team:

The Executive Team is requested to review the report with a focus on:

- Risk Exposure
 - Consider whether the current strategic risks accurately reflect the City's operating environment.
 - Identify any emerging risks or changes to likelihood or consequence.
- Risk Appetite
 - Review whether any risks are operating outside approved risk appetite

- Determine whether additional controls or management actions are required.
- Control Effectiveness
 - Review progress against agreed action plans.
 - Confirm that controls are adequate and appropriately resourced.
- Strategic/ Operational Decision-Making
 - Identify any strategic/operational decisions, actions or interventions required.
 - Escalate matters that may materially impact strategic objectives.
- Accountability
 - Confirm ownership of risks and actions.
 - Endorse revised action plans and target dates where necessary.

1.3.2 For Council:

Council is requested to review the report with a focus on:

- Strategic Risk Profile
 - Review the current strategic risk position and key movements since the previous reporting period.
- Provide Governance Oversight
 - Consider whether the City's response to strategic risks is appropriate and proportionate.
 - Seek assurance that key risks are being actively monitored and managed.
- Focus on Significant Changes

Pay particular attention to:

 - Risks rated High or Extreme.
 - Risks outside appetite.
 - Emerging risks.
 - Overdue treatment actions.
- Challenge and Assurance
 - Consider whether controls and actions remain effective.
 - Request additional information or assurance where concerns exist.
- Endorse Strategic Direction
 - Support any recommended changes to risk appetite, risk treatment strategies or governance arrangements.

1.4 Reporting Template

For further detail, refer to appendices [Reporting Template 1: Strategic Risk Report](#).

2. Risk & Assurance Category Report

Level 2: Strategic Risk Management	
Purpose: Identifies and manages risks to strategic objectives; links risks to outcomes and appetite; supports Council and Executive Team oversight.	
Owner: Executive Team (monitors and manages), with oversight from Audit, Risk and Improvement Committee and Council.	
Processes: - Strategic Risk Review - Assess & monitor strategic risks - Approve & monitor treatments	Documents: - Strategic Risk Register - Strategic Risk Review outputs; links to SCP & CBP

2.1 Purpose

The purpose of the Risk & Assurance Category Report is to provide the Executive Team with a view of risk and assurance by RAS Category. It advises the Executive Team where the organisation has elevated risk exposure, limited assurance coverage and risks outside of appetite.

2.2 Structure

Category dashboard (11 RAS categories). For each category:

- Number of risks by Residual band and Alignment (Within / Approaching / Outside).
- Number of risks with overrides and a summary of why.
- Top three RBS Driver Themes for that category.

Assurance overview by category

- Mini-Assurance Map focus per category: Critical Controls counts, Assurance Labels (Assured / Self-assessed / Data gap), and stale tests (>12 months).

Exceptions and escalations

- Consolidated list of:
 - High/Extreme and Outside-appetite risks.
 - Risks with missed report-backs or overdue reviews.
 - Critical controls with Data gaps or stale assurance.

2.3 Considerations

The Executive Team is to consider whether the current risk exposure across each RAS category is acceptable, particularly where risks remain outside appetite; whether assurance coverage provides sufficient confidence in the effectiveness of key controls; and whether any additional management action, resources or strategic decisions are required to address areas of elevated risk exposure or limited assurance

2.3.1 Key Considerations for the Executive Team Review

- Risks Outside Appetite – identify risks exceeding the approved risk appetite and determine whether further treatment or escalation is required.
- Areas of Elevated Risk Exposure – consider categories with the highest residual risk and their potential impact on organisational objectives and service delivery.

- Assurance Coverage Gaps – assess whether there is sufficient assurance over key risks and controls and identify areas with limited or no assurance activity.
- Control Effectiveness and Mitigation Progress – review the effectiveness of key controls and whether management actions are reducing risk as intended.
- Decisions and Resource Implications – consider whether additional resources, assurance activities, or executive decisions are required to address significant risk exposures and assurance gaps.

2.4 Reporting Template

For further detail, refer to appendices [Reporting Template 2: Risk & Assurance Category Report](#).

3. Service/Project Risk & Treatment Summary

Level 3: Operational Risk Management	
Purpose: Captures and manages service, project, and operational risks; monitors treatments and escalates where tolerances are exceeded. Owner: Managers and employees (day-to-day management), supported by Executive Team for monitoring and escalation	
Processes: • Maintain service & operational risk registers • Monitor & track treatments • Capture risks & escalate breaches	Documents: • Operational Risk Registers • Project/Program Risk Assessments • Risk Treatment Plans

3.1 Purpose

The purpose of the Service/Project Risk & Treatment Summary is to provide each service, project or program a one-page view of its key risks, actions and critical controls, to support SCP/CBP delivery, business planning and project governance.

3.2 Structure

Top risks table (5–10 rows per service/project):

- Risk ID, Title, Objective at Risk (Service Objective or project objective), Service/Directorate, Primary RAS, Residual band, Alignment, Acceptance decision, Next review, Report-back (if High).

Actions snapshot

- For those risks: number of open actions and list of Critical/High actions with Owner, Due Date, Status.

Controls & assurance snapshot

- For selected High/Outside risks: 2–3 Critical controls and current Assurance Label / Last Test Date.

3.3 Considerations

Service leads or project leads are to consider whether current risks may impact the achievement of service or project objectives; whether critical controls and treatment actions remain effective; and whether any emerging risks, resource requirements or management interventions are required to support successful delivery.

3.3.1 Key Considerations for Service Areas/ Projects

- For Alignment to Objectives and Delivery
 - Consider whether the identified risks could impact the delivery of the Strategic Community Plan or Corporate Business Plan including strategic objectives, service levels or project milestones.
- Effectiveness of Controls and Treatments
 - Review whether critical controls are operating effectively and whether treatment actions are reducing risk exposure as intended.

- Action Progress and Accountability
 - Ensure risk treatment actions are progressing to schedule, are appropriately resourced and have clear ownership.
- Emerging and Changing Risks
 - Identify any new or changing risks, including external factors, dependencies or project/service changes that may affect delivery outcomes.
- Priority Areas Requiring Management Attention
 - Focus on high-rated risks, overdue actions or control weaknesses requiring escalation, additional resources or management intervention.

3.4 Reporting Template

[Reporting Template 3: Service/Project Risk & Treatment Summary](#) provides an example of this report for a specific Service.

4. Assurance Map Update

Level 4: Compliance & Assurance	
Purpose: Provides independent confidence that risk management and controls are effective and compliant with obligations. Owner: Managers & employees (self assurance), Executive Team, specialist functions, Audit Committee & Council (oversight); Internal/External Audit (independent assurance)	
Processes: • Biennial reviews under Audit Regulation 17 • External audit & regulatory review • Internal audit program & compliance reporting • Self assurance by Managers (control self assessments, compliance tests)	Documents: • Assurance Map • Compliance Register • Internal & External Audit Reports • Self Assessment Records

4.3 Purpose

The City-wide Assurance Map is aligned to the City's Risk Management Policy, Risk Management Framework (RMF), Risk Appetite Statement (RAS), Strategic Risk Register, Risk Breakdown Structure (RBS) and Corporate Risk Matrix and Consequence Tables.

The Assurance Map update intent is to:

- Provide an organisation-wide view of assurance coverage and gaps across the 11 Risk Appetite categories
- Support Audit Risk and Improvement Committee oversight of Risk, Control and Assurance
- Create a clear basis for a future Combined Assurance Plan

4.4 Structure

Assurance Map is an overview that outlines:

- Who provides assurance
- What they provide assurance over
- The degree of coverage (strong/limited/gaps)
- Where there are gaps or overlaps

The Assurance Map is organised by the 11 RAS / RBS Level 1 categories, not by individual services or projects. It highlights where assurance appears strong, weak, duplicated or absent across each appetite category.

It demonstrates coverage by assurance provider:

- Management Controls (1st Line) – Service areas that own and operate controls.
- Oversight Functions (2nd Line) – Risk, WHS, ICT Security, Finance, Governance and similar roles that set standards, monitor, and validate assurance.
- Internal Audit – Independent Assurance – risk-based testing and reviews.
- External / Independent Assurance – OAG, regulators, certifiers and other independent experts.

4.3 Considerations

Stakeholders should consider whether assurance coverage across the 11 Risk Appetite categories is sufficient to provide confidence that key risks are being effectively managed, whether any assurance gaps require additional oversight or assurance activities and what actions are necessary to strengthen control effectiveness and support achievement of strategic and operational objectives.

4.3.1 Council Considerations

- Overall Assurance Coverage – Recognition of the level of assurance coverage across the 11 Risk Appetite categories and its effectiveness in supporting governance and strategic oversight.
- Assurance Gaps – Awareness of areas with limited or no assurance coverage that may increase organisational exposure.
- Risk Appetite Alignment – Confidence that key risks are being managed in accordance with the approved Risk Appetite Statement.
- Strategic Risk Visibility – Understanding of assurance activities relating to strategic and emerging risks that may affect achievement of SCP/CBP objectives.
- Governance and Accountability – Assurance that appropriate governance, oversight and accountability mechanisms are in place across the organisation.

4.3.2 Executive Team Considerations

- Adequacy of Assurance Activities – Assessment of whether current assurance activities provide sufficient confidence in the effectiveness of risk management and controls.
- Priority Assurance Gaps – Identification of risk categories requiring additional assurance, monitoring, or management attention.
- Control Effectiveness – Visibility of systemic control weaknesses, recurring issues, and opportunities for improvement.
- Resource and Planning Needs – Consideration of additional resources, reviews, audits or assurance activities required to address assurance gaps.
- Combined Assurance Maturity – Support for a coordinated and risk-based approach to assurance planning across the organisation.

4.3.3 Service Area Considerations

- Coverage of Key Risks and Controls – Awareness of the assurance activities supporting management of service, project or program risks.
- Assurance Gaps and Improvement Areas – Identification of areas requiring additional monitoring, testing, review or assurance.
- Control Performance – Understanding of control strengths, weaknesses and opportunities for continuous improvement.
- Action Ownership and Delivery – Focus on progressing improvement actions and addressing findings arising from assurance activities.
- Alignment to Service Objectives – Assurance that risk management and assurance activities support delivery of SCP/CBP priorities, service objectives and regulatory obligations.

4.4 Reporting Templates

For further detail, refer to [Reporting Template 4: Assurance Map Summary](#).

Appendix A: Risk Reporting & Escalation - Standard Cycle

This table sets out the standard risk reporting and escalation cycle including what is reported, by whom, and how it aligns with the monthly reporting timetable and the quarterly Q1–Q4 performance reporting cycle.

Report / artefact	Purpose	Prepared by	Audience	Frequency & timing (IPR-aligned)
Strategic Risk Report (dashboard + SR01–SR07 one-pagers)	Provide ET, ARIC and Council with a clear view of strategic risk exposure, appetite alignment, key causes, controls, assurance and actions.	Service Lead Strategy, Risk & Performance, using consolidated register, actions and assurance data	Executive Team; Audit Risk and Improvement Committee; Council	Quarterly to ET and ARIC (Q1–Q4, aligned to the Category Pack and performance reporting); concise annual summary to Council. Uses the same data as the monthly/quarterly registers; supports ARIC/Council oversight.
Risk & Assurance Category Pack (RAS-category view)	Show, by RAS category, the distribution of risks (bands, appetite alignment), top drivers, assurance coverage, BCP/DR cues and key exceptions.	Risk Team, with input from WHS, ICT Security, Finance, Governance, P&C and other second-line functions	Executive Team; Directors	Quarterly - after Q1–Q4 quarter-end (Q1 Jul–Sep, Q2 Oct–Dec, Q3 Jan–Mar, Q4 Apr–Jun), using data finalised via monthly updates. Presented to ET as part of the quarterly performance and risk discussion.
Service / Project Risk & Treatment Summary (one-pager per service / major project)	Give managers a clear view of their top risks, actions and critical controls linked to SCP/CBP and project objectives.	Service Leads / Project Managers using the standard templates; Risk Team can help with format	Service Leads; BU Managers; Directors	Monthly (optional quarterly roll-up) - generated once risk data for the month is complete (by day 15). Used in monthly IPR discussions and service / project governance.
Assurance Map summary (By category and provider)	High-level view of assurance coverage and gaps across the 11 RAS categories to support ET/ARIC discussion.	Risk Team, with Internal Audit and key second-line functions	Executive Team; Audit, Risk and Improvement Committee; Council (selected extracts)	Annually , typically alongside the annual Strategic Risk Report and Combined Assurance Plan sign-off; can be referenced in quarterly ET/ARIC packs where material changes occur.

Reporting Template 1: Strategic Risk Report

Strategic Risk Dashboard (Example only)

Scan the following to understand exposure and governance signals this quarter:

Residual bands: ● Low | ● Moderate | ● High | ● Extreme

Alignment: ● Within | ● Approaching | ● Outside | + To be Tested

Governance and assurance: Overrides 0 | High with report-back due 0 | Upcoming reviews ≤ 30 days: 3 | Assurance test overdue: 0

Focus for Council This Quarter

For decision now: none this quarter.

Outside items (why): SR01 Safety (WHS) - LTI spike and notifiable incident (WHS appetite = Low).

Report-backs due: SR01 by 16 Feb

Assurance: Deep dive approach scheduled and stated in documented approach

Watchlist (Approaching): none.

Improvements: none recorded this quarter (trends stable).

Register view

SR	Title	Primary RAS	Residual	Alignment	Acceptance & approver	Report-back by	Outside reason (if any)	Trend ¹
SR01	Health, Safety & Wellbeing	Safety (WHS)	● High	● Outside	Accept w/ actions- ET	Next Quarter	LTI spike; regulator-notifiable incident (WHS Low)	↔
SR02	Governance, Integrity & Compliance	Legislative, Regulatory & Governance	● Moderate	+ To be Tested	Accept w/ actions- ET	Next Quarter	Frameworks bedding in; audit actions in train	↔
SR03	Digital, Cyber & Information Resilience	ICT & Cyber	● Moderate	+ To be Tested	Accept w/ actions- ET	Next Quarter	Phishing rates up; DR test slippage	↔
SR04	Climate Transition & Environment	Environment & Climate	● High	+ To be Tested	Accept w/ plan- ET	Next Quarter	Severe weather & flood risk; asset vulnerabilities	↔
SR05	Financial Sustainability & Asset Stewardship	Financial Sustainability	● High	+ To be Tested	Accept w/ plan- ET	Next Quarter	Cost escalation vs revenue; LTFP pressure	↔
SR06	People Capability & Alignment	People & Capability	● High	+ To be Tested	Accept w/ plan- ET	Next Quarter	Hard-to-fill roles; skills gaps in key services	↔
SR07	Community & Partnerships	Service Delivery / Business Disruption	● Moderate	+ To be Tested		Next Quarter	-	-

¹ Trend legend: ↑ worsening | ↔ stable | ↓ improving. Alignment change takes precedence over residual movement.

SR01 — Health, Safety & Wellbeing (Example only)

Primary RAS: Safety (WHS)

Status:

Inherent rating	Residual rating	Appetite alignment	Appetite (category limit)	Acceptance authority	Report-back	Next review
High	● High	● Outside	Low	Escalate: ET (Director Corporate Services)	31 Jul 2026	Next quarter

Key potential causes

- Contractor control failures: pre-qualification, supervision, verification - Permit-to-work not applied or verified for high-risk tasks - Critical control monitoring not conducted or ineffective - Psychosocial hazards: high demands or low control; aggression or violence; fatigue

Existing controls

- Permit-to-work (PTW) for high-risk tasks; isolations; confined space - Critical control verification (CCV): checklist and spot checks; cadence bi-monthly - Contractor pre-qualification, onboarding and induction - Incident reporting and corrective actions; psychosocial risk management

Key potential consequences

- Serious injury or fatality during high-risk work - Repeat Regulator action; notices or penalties - Loss of trust; service disruption
--

Assurance coverage (Three Lines)

1st (Mgmt): Line inspections; PTW sign-offs; CCV spot checks - Owner: Contract Managers - Last test: Jan 2026 - Next due: Next Quarter - Result: OK - cadence increased
2nd (Risk/QA): WHS spot checks; trend - LTI or MTI; CCV percent - Owner: WHS - Last test: Jan 2026 - Next due: Jul 2026 - Result: Some weakness – developing stages
3rd (IA/Ext): Internal audit - WHS critical controls - or External audit - Owner: IA or External - Last test: Jan 2026 - Next due: Jan 2027 - Result: Internal audit

Action	Owner	Due	Status	Comments
Define and implement SR01 critical control verification requirements for high-risk work (including contractors), with standard evidence capture.	Work, Health & Safety Manager	May ARIC	In progress	Aligned with actions from Business Improvement project
Establish an SR01 assurance schedule (Line 1 checks, Line 2 oversight, Line 3 independent testing) and map into the Assurance Map structure	Risk Team	May ARIC	In progress	Aligned with RMS refresh actions
Strengthen incident investigation QA and action closure assurance (timeliness and effectiveness)	Work, Health & Safety Manager	May ARIC	In progress	Aligned with actions from Business Improvement project
Propose a small set of SR01 KRI/tolerance candidates for 2026 consultation and embedding.	Risk Team	May ARIC	In progress	Aligned with RMS refresh actions

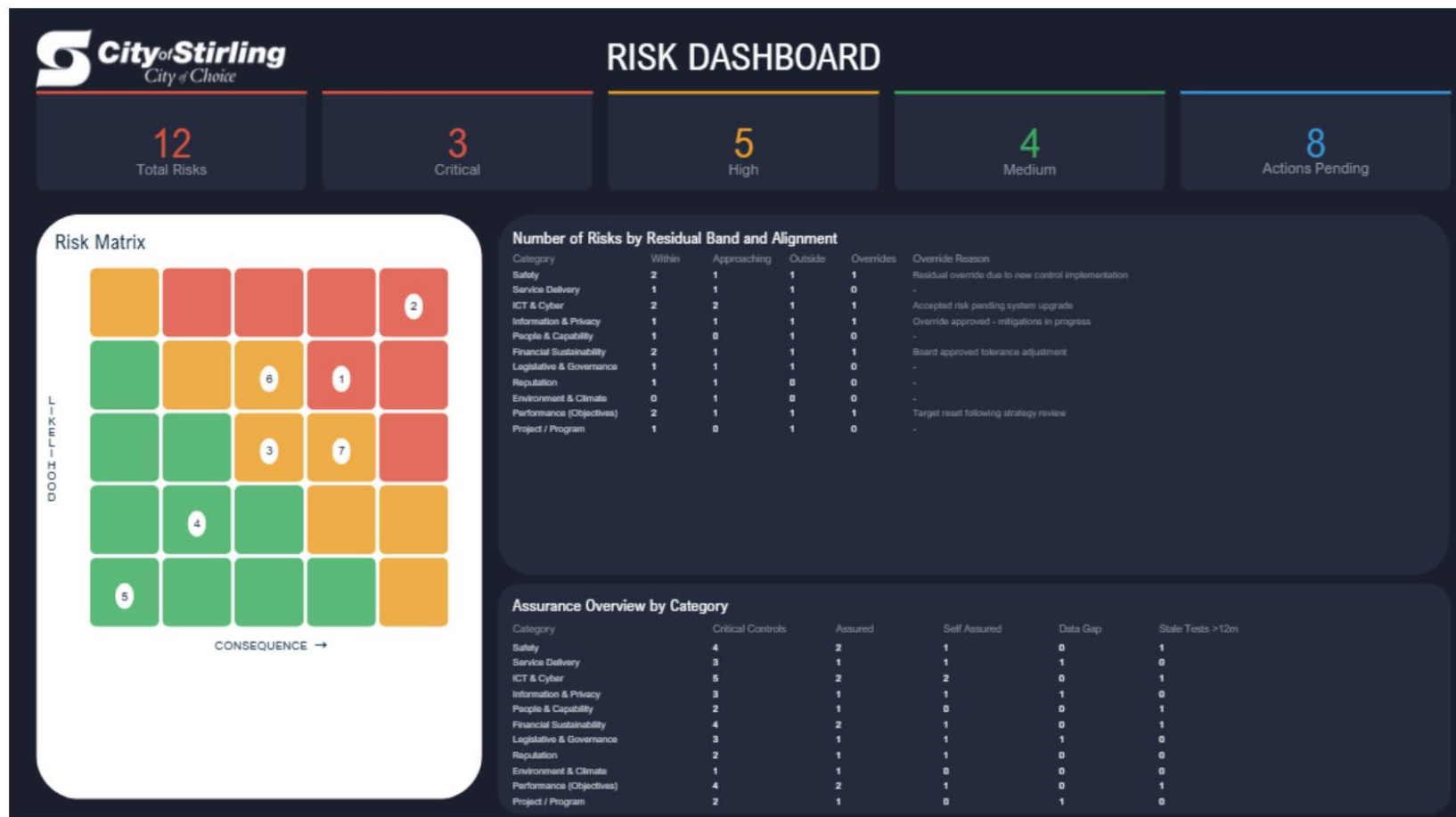
Monitoring and reporting:

Lead: PTW non-conformance rate; CCV percent; close-out of incident learnings.

Lag: Lost time injury (LTI) or Medical treatment Injury (MTI). Monthly capture in Corporater; quarterly consolidation to ET and Council

Reporting Template 2: Risk & Assurance Category Report

The data in this report is illustrative.



Reporting Template 3: Service/Project Risk & Treatment Summary

City of Stirling Parks & Streetscapes - Risk & Treatment Summary (Illustrative View)

Reporting period: Q2 FY25/26 - Data as at 30 November 2025

Service: Parks & Streetscapes

Directorate: Infrastructure

Table 1: Top risks

Risk ID	Risk title	Objective at risk	Primary RAS category	Residual band	Alignment vs appetite	Acceptance & follow-up	Critical / High actions - summary	Critical controls & assurance cue
R2026-001	Long-term park irrigation failure	Maintain efficient sustainable water use systems for sports & recreational use	Service Delivery / Business Disruption	High	Approaching	Accept with plan - Director; Next review 31 Jan 2026	2 open (1 Critical, 1 High)	2 critical controls; 1 Self-assessed, 1 Data gap
R2026-002	Serious injury during tree works	Maintain accessible and quality safe parks	Safety (WHS)	High	Outside (override)	Escalate - ET; Next review 15 Jan 2026; report-back 30 Apr 2026	3 open (2 Critical, 1 High)	3 critical controls; 1 Assured, 2 Self-assessed
R2026-003	Coastal erosion impacts foreshore assets	Maintain quality landscapes to present the City as a desirable place to live and visit	Environment & Climate	High	Approaching	Accept with plan - ET; Next review 28 Feb 2026; report-back 30 Jun 2026	2 open (2 High)	2 critical controls; both Self-assessed
R2026-004	Asset renewal gap - playgrounds & park furniture	Maintain accessible and quality safe parks	Financial Sustainability	Moderate	Approaching	Accept with actions - Director; Next review 31 Jan 2026	1 open (High)	1 critical control; Assured (Sep 2025)
R2026-005	Peak-season workforce capacity constraints	Maintain quality landscapes to present the City as a desirable place to live and visit	People & Capability	Moderate	Approaching	Accept with actions - Manager; Next review 31 Dec 2025	2 open (1 High, 1 Medium)	1 key control; Self-assessed

Table 2: Critical & High actions linked to top risks

Action ID	Linked risk	Action title	Treatment type	Priority	Action owner	Due date	Status	Brief note
A2026-001	R2026-001 - Long-term park irrigation failure	Develop 10-year irrigation renewal program (risk-based)	Reduce likelihood	Critical	Manager Parks & Irrigation	31 Mar 2026	In progress	Draft program prepared; to be aligned with LTFF.
A2026-002	R2026-001 - Long-term park irrigation failure	Implement remote monitoring for critical pump stations	Reduce consequence	High	Coordinator Irrigation	30 Jun 2026	Not started	Funding request in FY26/27 budget.
A2026-003	R2026-002 - Serious injury during tree works	Refresh high-risk tree work procedures & toolbox training	Reduce likelihood	Critical	WHS Advisor (City Ops)	31 Jan 2026	In progress	Draft SWMS/PTW updates under review.
A2026-004	R2026-002 - Serious injury during tree works	Increase critical control spot checks	Reduce likelihood	High	Supervisor Arboriculture	31 Mar 2026	Not started	Sampling plan to be agreed with WHS.
A2026-005	R2026-002 - Serious injury during tree works	Contractor re-induction for high-risk tree crews	Reduce likelihood	High	Manager City Operations	31 Mar 2026	In progress	Scope expanded to include traffic management.
A2026-006	R2026-003 - Coastal erosion impacts foreshore assets	Agree coastal risk tolerance & treatment options with ET	Reduce consequence / share risk	High	Manager Strategic Planning	30 Apr 2026	Not started	To align with coastal adaptation strategy refresh.
A2026-007	R2026-003 - Coastal erosion impacts foreshore assets	Prioritised coastal works program	Reduce consequence	High	Manager Infrastructure Planning	30 Jun 2026	Not started	To be integrated with capital works plan.
A2026-008	R2026-004 - Asset renewal gap - playgrounds & park furniture	Confirm funding/timing for high-risk playground renewals	Reduce likelihood / consequence	High	Manager Parks & Environment	31 Mar 2026	Not started	Link to FY26/27 budget process.
A2026-010	R2026-005 - Peak-season workforce capacity constraints	Secure seasonal resourcing & re-sequence program	Reduce likelihood	High	Manager Parks & Environment	31 Dec 2025	In progress	Casual pool arranged; program re-sequenced.

Table 3: Critical controls with assurance position.

Linked risk	Control name	Critical control?	Assurance label	Last test date	Assurance provider type	Issue / next step
R2026-001 - Irrigation failure	Irrigation pump & main condition monitoring	Y	Data gap	–	1st - Management	No structured testing; include in 2026 Combined Assurance Plan for targeted sampling.
R2026-002 - Tree works safety	Contractor pre-qualification & SWMS review	Y	Self-assessed	31 Oct 2025	1st / 2nd - Contracts / WHS	Sample checks show variable SWMS quality; consider independent review in IA plan.
R2026-003 - Coastal erosion	Coastal monitoring & inspections	Y	Self-assessed	31 Aug 2025	1st - Asset Management	Internal inspections only; assess whether earlier external review is warranted before 2027.
R2026-005 - Workforce capacity	Workforce planning review for seasonal programs	Y	Self-assessed	30 Sep 2025	2nd - People & Culture	Monitor vacancy and overtime trends through summer; escalate if KPIs breach tolerance.

Reporting Template 4: Assurance Map Summary (Illustrative view)

H - High coverage / **M** -Medium coverage / **L** - Low coverage / **G** - Gap or coverage not yet confirmed (data missing or pending)

RAS Category (Level 1)	Primary Strategic Risk(s)	Management Controls (1st Line)	Oversight Functions – 2nd Line	Internal Audit – Independent Assurance	External / Independent Assurance	Comments / Gaps / Assumptions
Safety (WHS)	SR01 Health, Safety & Wellbeing	H	M	G	M	Developing WHS system and management controls; Internal Audit schedule and scope for WHS critical controls not yet confirmed; WHS regulator/external reviews occur but not centrally mapped.
Service Delivery / Business Disruption	None (cross-cutting across SR01–SR07)	M	M	G	M	Exposure mainly managed through service risks and BCP/DR; no single primary Strategic Risk; Internal Audit and external assurance coverage against this category to be clarified.
ICT & Cyber	SR03 Digital, Cyber & Information Resilience	M	H	G	M	Good operational monitoring and ICT security oversight; Internal Audit coverage and testing cadence (including cyber) to be confirmed; OAG ICT control reviews provide some external assurance.
Information & Privacy	SR03 Digital, Cyber & Information Resilience (privacy as override)	M	M	G	G	Very low appetite; privacy exposures are currently treated within SR03. Independent privacy-specific testing and regulator interaction not yet consolidated into a single view.
People & Capability	SR06 People Capability & Alignment	M	M	L	G	HR, workforce planning and capability controls in place; some oversight through People & Culture reporting. Limited targeted Internal Audit or external focus to date; to be confirmed with IA.
Financial Sustainability	SR05 Financial Sustainability & Asset Stewardship	H	H	M	H	Strong finance and budgeting controls; regular oversight through Executive and Council; OAG annual financial audit provides strong external assurance. Internal Audit coverage is likely but needs explicit mapping to RAS.
Legislative, Regulatory & Governance	SR02 Governance, Integrity & Compliance	M	M	G	M	Compliance and governance frameworks in place with second line oversight. Internal Audit plan for this category is pending; multiple regulators involved but external review cycles are not centrally mapped.
Reputation	SR07 Community & Partnerships / Reputation & Governance	M	M	L	G	Reputation risk is often addressed indirectly via other reviews (e.g., governance, service, projects). Limited direct Internal Audit or external thematic reviews specifically on reputation; assumed low independent coverage at present.
Environment & Climate	SR04 Climate Transition & Environment	M	L–M	G	G	Operational environmental controls exist; sustainability/climate oversight functions emerging but not fully consolidated. Internal Audit and regulator/external audit cycles for environment and climate not yet defined in a single view.
Performance (Objectives)	None (cross-cutting via SCP/CBP and SR01–SR07)	M	M	L	M	Performance against SCP/CBP managed through IPR and corporate performance reporting. Some coverage via OAG performance audits and ad hoc Internal Audit work, but no single Strategic Risk or consolidated assurance view yet.
Project / Program	None (exposure present across SR05, SR06 and major initiatives)	M	M	L	G	Project governance, PMO frameworks and capital delivery controls in place; oversight through ET and project boards. Selected Internal Audit reviews have occurred historically, but there is no systematic IA or external program focused on projects/programs as a category.

Level 1: Governance & Direction

Purpose: Sets Appetite, Policy, Framework, & defines accountability for managing risk across the City.

Owner: Council (adopts Policy and Appetite) with support from Audit, Risk and Improvement Committee (ARIC), CEO, and Executive Team.

Processes:

- Approve Policy & Framework
- Set & approve appetite
- Define accountabilities

Documents:

- Risk Management Policy
- Risk Appetite Statement
- Risk Breakdown Structure

Level 2: Strategic Risk Management

Purpose: Identifies and manages risks to strategic objectives; links risks to outcomes and appetite; supports Council and Executive Team oversight.

Owner: Executive Team (monitors and manages), with oversight from Audit Committee and Council.

Processes:

- Strategic Risk Review
- Assess & monitor strategic risks
- Approve & monitor treatments

Documents:

- Strategic Risk Register
- Strategic Risk Review outputs; links to SCP & CBP

Level 3: Operational Risk Management

Purpose: Captures and manages service, project, and operational risks; monitors treatments and escalates where tolerances are exceeded.

Owner: Managers and employees (day-to-day management), supported by Executive Team for monitoring and escalation

Processes:

- Maintain service & operational risk registers
- Monitor & track treatments
- Capture risks & escalate breaches

Documents:

- Operational Risk Registers
- Project/Program Risk Assessments
- Risk Treatment Plans

Level 4: Compliance & Assurance

Purpose: Provides independent confidence that risk management and controls are effective and compliant with obligations.

Owner: Managers & employees (self assurance), Executive Team, specialist functions, ARIC & Council (oversight); Internal/External Audit (independent assurance)

Processes:

- Biennial reviews under Audit Regulation 17
- External audit & regulatory review
- Internal audit program & compliance reporting
- Self assurance by Managers (control self assessments, compliance tests)

Documents:

- Assurance Map
- Compliance Register
- Internal & External Audit Reports
- Self Assessment Records

12.1/SP2 DETAILED STRATEGIC RISK REVIEW SR04: CLIMATE TRANSITION AND ENVIRONMENT

Business Unit:	Strategy & Performance	Service: Strategic Planning, Risk & Performance
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/026****Moved Councillor Perkov, seconded Councillor Re**

That Council ENDORSES that the progress of the recommendations contained within the Detailed Strategic Risk Review will be presented to the Audit, Risk and Improvement Committee on a quarterly basis via the Strategic Risk Report.

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That Council ENDORSES that the progress of the recommendations contained within the Detailed Strategic Risk Review will be presented to the Audit, Risk and Improvement Committee on a quarterly basis via the Strategic Risk Report.

Officer's Recommendation

1. That Council ENDORSES the findings and recommendations of the Detailed Strategic Risk Review of SR04: Climate Transition and Environment.
2. That Council ENDORSES that the progress of the recommendations contained within the Detailed Strategic Risk Review will be presented to the Audit, Risk and Improvement Committee on a quarterly basis via the Strategic Risk Report.

Purpose

To outline the findings and recommendations of the Detailed Strategic Risk Review for SR04: Climate Transition and Environment.

Details

On 19 May 2025, the Audit Committee considered a report on Emerging Risks and Strategic Risk Review. Emerging risks were identified across three Strategic Risks: SR02 People and Safety, SR03 Environment, and SR09 Business Disruption. The Audit Committee recommendation, subsequently endorsed by Council at its meeting on 27 May 2025 (Council Resolution Number 0525/022), required the City to undertake detailed reviews of these strategic risks in response to the emerging risks identified.

Since that time, the City has updated its strategic risks and the revised Strategic Risk Register was adopted by Council on 25 November 2025. This means that some of the risk names and numbers from the report in 2025 have changed however the matters identified by the Audit Committee are still being addressed in this strategic risk review.

The detailed review process and the first review, relating to People and Safety, were presented to and endorsed by Council in February 2026. The Detailed Review Approach now forms an integral component of the Strategic Risk Register assessment process. Each year, the Risk Team will undertake a program of detailed reviews to provide Council and the Executive Team with evidence-based insights into key strategic risks to support the ongoing review, validation and refinement of the Strategic Risk Register.

This report presents the detailed review of SR03 Environment, which has since been mapped to the revised Strategic Risk Register under SR04: Climate Transition & Environment.

Scope of the Review

The detailed review examined Strategic Risk SR04: Climate Transition & Environment through an Environment & Climate lens, recognising that climate-related impacts and environmental degradation have the potential to affect community liveability, biodiversity, service delivery, financial sustainability and the City's ability to achieve its strategic objectives. Consistent with the Detailed Review Approach, the review sought to determine whether existing controls remain appropriate, whether sufficient assurance exists to demonstrate their effectiveness and whether the residual risk position remains within Council's approved risk appetite.

To provide a structured assessment, the review focused on three key themes identified as having the greatest potential to influence the City's climate resilience and environmental outcomes:

1. Climate Adaptation and Resilience – examining the City's ability to anticipate, prepare for and respond to climate-related impacts such as flooding, drought, extreme heat and coastal hazards.
2. Stewardship of Land and Biodiversity – assessing the effectiveness of controls, planning and management approaches that protect biodiversity, natural assets, urban canopy and ecosystem health across the City.
3. Environmental Compliance – considering the City's ability to identify, manage and comply with environmental obligations, legislation, standards and regulatory requirements, while minimising adverse environmental impacts.

These themes were selected to provide a practical and comprehensive assessment of the key factors that may materially affect the City's environmental sustainability, resilience and long-term capacity to deliver value to future generations.

The review was not intended to assess every environmental risk, climate scenario or operational activity in detail. Rather, it sought to identify common risk drivers, critical dependencies, control gaps and improvement opportunities that may influence the City's ability to effectively manage climate transition and environmental outcomes. The findings provide a strategic assessment of the City's current maturity in managing climate and environmental risks and establish a foundation for future improvements in governance, performance monitoring, assurance and organisational resilience.

Detailed Strategic Risk Review Consultation

Through collaborative discussion, City officers provided valuable insights to strengthen the risk profile, confirm key control arrangements and identify opportunities to further enhance the City's management of Environment & Climate risks. The outcomes of these discussions have informed the detailed review report and will support ongoing monitoring, reporting and decision-making by the Executive Team and Council.

Based on the detailed review and stakeholder consultation, it was found that the City's Climate Transition & Environment controls require further strengthening, particularly in relation to performance measurement, governance and assurance over critical environmental controls. While a range of environmental and sustainability initiatives are in place, gaps were identified in the establishment of measurable targets, the consistent integration of climate and biodiversity considerations into planning and decision-making processes and the formal mapping of assurance activities to critical controls.

The review concluded that the residual risk remains **High** due to evolving controls, limited evidence of control effectiveness in several key areas and the increasing impacts of climate change and environmental pressures. As the approved appetite for the Environment & Climate category is Moderate, the current residual risk position remains outside the City's approved risk appetite and requires ongoing oversight.

Key recommendations arising from the review included:

- Establishing defined and measurable targets for stormwater management, flood mitigation, water quality outcomes, bushland condition, wetlands and ecological health.
- Integrating climate adaptation, sustainability and biodiversity controls across City projects, services and asset planning processes.
- Commissioning an independent review of the City's climate change and sustainability objectives to identify improvement opportunities, strengthen strategic alignment and assess future funding and resourcing requirements.
- Clarifying Climate and Environment governance arrangements, including organisational accountability for climate adaptation activities.
- Developing an assurance program mapped to SR04 critical controls and integrating assurance activities into the City-wide Assurance Map.

Financial Assessment and Implications

It is recommended within the detailed strategic risk review that an independent external review of the City's climate change and sustainability objectives is conducted. To do this, the City will need to engage a suitably qualified consultant with expertise in local government sustainability, climate adaptation and strategic planning. Based on indicative market rates and the proposed scope of work, the estimated cost of the review is expected to be in the order of \$30,000 to \$80,000

Any decision to proceed with the review would be subject to future budget consideration and procurement processes.

Notwithstanding the potential cost, the review may provide value through the identification of strategic improvement opportunities, clearer prioritisation of climate and sustainability initiatives and informed consideration of future funding and resourcing requirements necessary to support the achievement of long-term objectives.

Stakeholder Engagement

The detailed strategic risk review was conducted in consultation with City officers including Director Infrastructure, Manager Parks and Environment, Infrastructure Sustainability Lead, Manager Engineering Services and Manager Waste and Fleet Services.

Recommended Action

The Detailed Strategic Risk Review of SR04: Climate Transition and Environment (Attachment 1) provides an evidence-based assessment of the City's climate and environmental risk exposure. It has reviewed the effectiveness of current controls and assurance activities and considered whether the remaining level of risk was within the City's approved risk appetite. The review found that the residual risk remains **High** and outside the approved appetite. This was mainly due to increasing climate impacts, limited measurable environmental outcomes, developing assurance arrangements and the need to more consistently embed climate and environmental considerations into planning, asset management and service delivery. The review also identified actions to strengthen governance, accountability, oversight and organisational resilience.

Climate change is a complex and evolving risk that cannot be addressed by local government alone. While the City is responsible for managing climate-related impacts within its areas of influence, effective mitigation and adaptation require coordinated action across all levels of government. Achieving meaningful outcomes will depend on ongoing collaboration, supportive policy settings, shared investment and collective action by local, State and Federal Governments. The City will continue to focus on building resilience within its operations and community while working in partnership with others to address this shared risk.

Endorsing the recommendations will assist the City to strengthen its ability to respond to climate-related risks, protect environmental assets, improve long-term sustainability outcomes and provide a clear pathway for managing climate and environmental risks across the organisation. Quarterly monitoring of progress will be reported to the Audit, Risk and Improvement Committee via the SR04 Strategic Risk Scorecard, ensuring ongoing visibility and governance oversight.

Relevant Policies, Legislation and Council Resolutions

[City of Stirling Risk Management Policy](#)

City of Stirling Risk Management Framework

City of Stirling Strategic Risk Register

[City of Stirling Strategic Community Plan](#)

[Local Government \(Audit\) Regulations 1996 – Regulation 17](#)

[Local Government Operational Guidelines No 9](#)

[AS/NZS ISO 31000:2018 Risk Management – Guidelines](#)

[ISO Guide 73:2009 Risk Management – Vocabulary](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Undertake conscious and effective management of risk

Strategic Risk

Strategic Risk	Risk Appetite
Climate Transition & Environment	If the City under-delivers on emissions, water and waste outcomes or fails climate resilience for assets/services, then costs, compliance exposures and community impacts increase.

Relevant Documents and Information

Attachments

Attachment 1 - Detailed Strategic Risk Review Report SR04: Climate Transition and Environment

Available for viewing at the meeting

Nil.

Linked Documents

Nil.



Strategic Risk Detailed Review Report SR04: Climate Transition & Environment



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Introduction

At the Council Meeting on 27 May 2025 a report was presented on the City's Emerging Risks and Strategic Risk Review. As a result, the following resolution (0525/022) was made:

1. That Council NOTES that a major review of the City's Strategic Risk Register will be conducted as part of the first stage of the major review of the Strategic Community Plan with the findings presented to the Audit Committee meeting to be held 4 August 2025.
2. That in response to the emerging risks and changes to residual risk ratings, Council COMMENCES a detailed review into the SR02: People and Safety, SR03: Environment and SR09: Business Disruption with the findings presented to the Audit Committee meeting to be held 17 November 2025.

This report outlines the approach undertaken and the findings of the detailed review on the Strategic Risk SR04: Climate Transition and Environment with a focus on Primary Risk Category Environment and Climate (previously SR03: Environment).

This detailed review includes:

1. A **legacy** → **current** detailed review crosswalk (linking the strategic risk as at 25 November with the historical strategic risk).
2. The **detailed review methodology**, including recommendations and outputs.

3. Strategic risk context (as at 25 November 2025)

The City's current Strategic Risk Register includes the following seven risks:

#	Strategic Risk	Description
SR01	Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed leading to serious injury or fatality, regulator action and loss of trust.
SR02	Governance, Integrity & Compliance	If governance frameworks, integrity or compliance obligations are not effective, then poor decision making and operations may breach legal, regulatory or ethical standards, reducing accountability and public trust.
SR03	Digital, Cyber & Information Resilience	If critical ICT, cyber and information privacy controls are inadequate, services and data can be compromised, leading to outages, reportable privacy breaches and loss of trust. Use of emerging technologies (including AI) without appropriate governance can amplify these exposures.
SR04	Climate Transition & Environment	If the City does not plan effectively for climate transition and the associated impacts on the natural environment/built environment or does not work towards achieving sustainability targets, then cost, compliance exposure and environmental outcomes may have a lasting legacy on future generations.
SR05	Financial Sustainability & Asset Stewardship	If effective long-term financial planning and asset lifecycle are not aligned to the City's future vision and strategic objectives then delivery, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.
SR06	People Capability & Alignment	If people and leadership capability or delivery capacity are insufficient or misaligned with strategic priorities, the City will fail to achieve intended benefits, timelines, or financial targets. This may undermine the City's ability to deliver on its future vision, strategic objectives and operational plans.
SR07	Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Legacy to current detailed review crosswalk

Legacy strategic risk or topic	Remapped detailed review	Current Strategic Risk anchor	Practical scope intent
Legacy "Environment"	Detailed Review: Climate Transition & Environment	SR04 Climate Transition & Environment	Climate adaptation and resilience, stewardship of land and biodiversity, environmental compliance:

SR04 Climate Transition & Environment

Section A - Risk and appetite

Field	Content
SR ID & Name	SR04 Climate Transition & Environment
Current Strategic Risk statement (from Strategic Risk Register)	If the City does not plan effectively for climate transition and the associated impacts on the natural environment/built environment or does not work towards achieving sustainability targets, then cost, compliance exposure and environmental outcomes may have a lasting legacy on future generations.
Primary impact category	Environment & Climate
Secondary categories / RBS tags	Reputation; Legislative, Regulatory & Governance/ Environmental compliance; waste and pollution management; climate adaptation and resilience
Appetite statement (Environment & Climate)	Low appetite for irreversible environmental harm; High for well-controlled sustainability initiatives where benefits outweigh costs.
Acceptable residual bands (Environment & Climate)	Moderate
Acceptance ladder (residual rating)	Low → Business Unit Manager; Moderate → Director; High → Executive Team; Extreme → Council (ARIC oversight/recommendation).
Outside appetite overrides (always escalate regardless of band)	Fatality/permanent disabling injury; reportable privacy breach; wilful illegality/licence loss/dismissal of Council; catastrophic environmental harm, loss of critical service.
Detailed review scope focus (SR04)	Environment & Climate + critical control definition/verification + incident/corrective action effectiveness + assurance coverage (Three Lines).

Section B - Themes and scenarios

1. Climate adaptation and resilience;
2. Stewardship of land and biodiversity;
3. Environmental compliance.

Scenario	Description	What fails (control failure mode)	Consequences (strategic)	Evidence that would demonstrate control effectiveness
S1	Short, intense rainfall events overwhelm stormwater systems, causing flash flooding across urban areas.	Urban flooding occurs when key controls fail together: drainage systems are overwhelmed or poorly maintained, planning and design don't account for increased runoff or climate impacts, natural water absorption is reduced, and critical infrastructure and emergency responses are unprepared, resulting in intensified flooding, asset damage, and community disruption.	Reduced long-term community resilience and financial sustainability, driven by repeated infrastructure damage, escalating costs, service disruption, and declining liveability and confidence in the local government.	Drainage systems operate within capacity during rainfall events (minimal surcharge/flooding) / Maintenance records showing regular inspections, cleaning, and defect repair/ Assets designed or upgraded to meet current standards (incl. climate-adjusted design)/ Up-to-date flood modelling and mapping incorporated into planning decisions/ Development approvals complying with flood risk and stormwater requirements/ Increased green infrastructure (e.g. permeable surfaces, retention basins)/ Reduced property damage and service disruption/ Increased community preparedness and awareness
S2	Extended periods of below-average rainfall, increased temperatures and reduced water availability cause drought conditions, impacting environmental assets, biodiversity, public open space, community	Water security and environmental resilience controls fail when water planning, conservation measures, climate adaptation initiatives, environmental management practices, and drought preparedness arrangements are insufficient to manage prolonged	Reduced environmental health, biodiversity and urban canopy cover, increased operating and asset management costs, pressure on water resources, declining community amenity and liveability, and reduced long-term community resilience	Water consumption remains within target levels during drought conditions / Groundwater and water supply indicators remain within acceptable thresholds / Irrigation and water infrastructure are actively monitored and optimised / Urban canopy, vegetation health and biodiversity indicators are maintained / Water-sensitive urban design and efficiency

	wellbeing and the sustainability of service delivery.	periods of reduced rainfall and increasing temperatures. Existing species resilience and tolerances are below survivability levels increasing failure (death)	and financial sustainability. Impact on public health outcomes such as lack of spaces to cool and over reliance on artificial cooling systems that fail in extreme heat events	initiatives are increasing / Current drought and climate adaptation plans inform decision-making / Development complies with sustainable water management requirements / Reduced drought-related asset damage and service disruption / Increased community participation in water conservation measures. Reduced public mortality rates due to heat stresses
S3	Failure to effectively manage and protect natural assets leads to the degradation of ecosystems, loss of biodiversity and reduced environmental resilience across the local government area.	Control failures in planning, environmental management, monitoring, resourcing, approvals and governance lead to habitat degradation or irreversible loss and inadequate protection of biodiversity.	Loss of flora and fauna biodiversity and ecosystem services, reducing environmental resilience, community liveability, and the long-term sustainability of the local area.	Stable or increasing biodiversity indicators (species richness, habitat condition scores)/ Protection or growth of native vegetation and canopy cover/ Reduction in weed spread and invasive species presence/ Records of active land management (weed control, revegetation, habitat restoration)/ Reserves and natural areas in good condition assessments/ Implementation of biodiversity management plans/ Regular ecological surveys and monitoring reports/ Up-to-date biodiversity mapping and GIS data/ Evidence that data is used in planning and decision-making/ Development approvals showing compliance with environmental controls/ Avoidance or mitigation of impacts on high-value ecological areas/ Increased use of green infrastructure and habitat connectivity measures/ Participation in conservation programs or volunteer activities/ Positive community feedback on environmental

				management /Education programs and awareness initiatives in place/ Ongoing funding allocated to environmental programs matching need/ Delivery against biodiversity or environmental strategy targets/ Cross-department collaboration demonstrated in projects and decisions
S4	Inadequate processes, monitoring, or oversight lead to non-compliance with environmental laws, licences, and standards (e.g. waste management, water quality, land use, pollution controls). This may result in regulatory action, financial penalties, reputational damage and adverse environmental impacts.	Failures in identifying requirements, monitoring performance, managing operations, training staff, overseeing contractors, and governance (Council decision making) lead to breaches of environmental compliance obligations.	Non-compliance with environmental requirements leads to environmental, legal, financial, and reputational impacts and harm to the natural environment.	Evidence includes consistent regulatory compliance, effective monitoring and reporting, adherence to operational procedures, trained staff and compliant contractors, timely incident management, completed audits, and strong governance with adequate resourcing and available information for informed decision making.

Section C - Causes, critical controls, treatments/actions

C1. Causes / drivers (grouped)

- State and federal requirements drive changes in planning, reporting and environmental compliance.
- Rising costs from associated with climate planning and response impact council budgets.
- Community expectations on local government leadership in sustainability, intergenerational equity concerns influencing reputation and trust.
- Increased risk of legal challenges and the need for long-term planning to manage climate impacts
- Climate impacts occurring at a faster rate than projected disrupt assets and essential services, requiring more resilient design and delivery.
- Assurance maturity: assurance activities exist but are not mapped to SR04 critical controls

C2. Critical controls (condensed register)

#	Critical control	Control owner (role)	Evidence
C1	Transition to Net Zero Emissions	Business Managers/ ET	Plans and Agreements – (SEAP/ PPA), Reports and monitoring,
C2	Sustainably managed water supply and a healthy and balanced urban water system	Business Managers/ ET	Plans, Licensing, Monitoring & Reporting, Infrastructure, Management processes, Initiatives
C3	Support biodiversity in our natural & urban environment with connected healthy ecosystems	Business Managers/ ET	Plans, Strategy programs Guidelines Impact assessments, management activities, Education and engagement programs
C4	Support a circular economy that protects our environment from the impacts of waste	Business Managers/ ET	Plans, Strategy programs Guidelines, Education and engagement programs
C5	Climate adaptation	Business Managers /ET	Risk assessments, Modelling, Plans, Emergency Management & disaster response arrangements, Hazard assessments (CHARMAP) SCP, CBP
C6	SR04 assurance program tests	Business Managers/ Risk Team (2nd line)	Assurance plan; audit/inspection reports; evidence sampling results

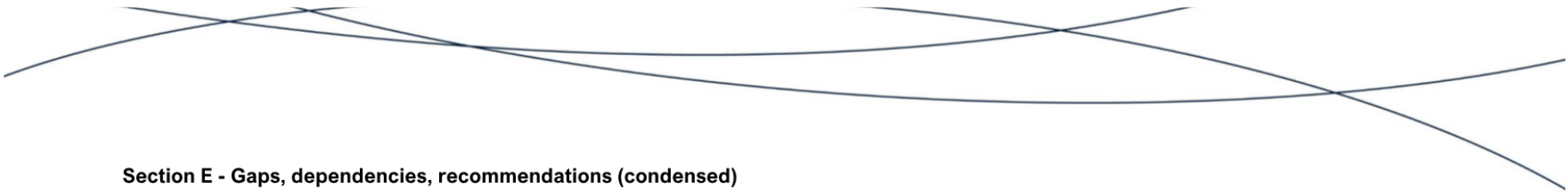
C3. Treatments / actions (time-bound; linked to gaps)

#	Treatment / action	Linked gap / control	Priority	Accountable (role)	Target timeframe (to be verified)
T1	Waterwise Groundwater Conservation Project	Opportunity in C2	High	Parks & Environment - Parks & Streetscapes	2028/29
T2	Coolbinia FOGO Trial	Opportunity in C4	High	Waste & Fleet - Waste Operations	October 2026
T4	Coastal Projects (CHRMAP)	Opportunity in C3	High	Engineering Services – Transport services	October 2026
T5	City Greening Initiative	Opportunity in C3	High	Parks & Environment - Urban Greening	2040
T6	Wetlands Action Plan	Opportunity in C3	Medium	Parks & Environment - Conservation & Wildlife	June 2027
T7	Bushfire Risk Mitigation	Opportunity in C3	Medium	Parks & Environment - Conservation & Wildlife	Ongoing program
T8	Build SR04 assurance schedule mapped to critical controls (Three Lines) and integrate into Assurance Map	Gap in C5	Medium	Risk Team + Internal Audit	Ongoing program
T9	Capital Programs – City wide Park Asset Refurbishment, Community Parkland Upgrades and Sports Reserve Infrastructure Upgrades, Drainage Program, Irrigation Program	Opportunity in C2 & C3	High	Parks & Environment, Engineering Services	Ongoing program

Section D - Control effectiveness and assurance (condensed)

Control #	Design adequacy	Implementation effectiveness	Overall effectiveness (per RMF)	Assurance coverage one-liner (bridge to Assurance Map)	Key notes
C1	Adequate	Adequate	Effective	L1: Business Unit check L2: sampling review (quarterly / TBC) L3: independent review (annual)	Azility energy management software provides information on City utilities data Non-utility usage is tracked through internally managed systems/software, e.g. fuel cards for fleet vehicles. SEAP progress is monitored annually included in the annual report. Electricity emissions are approximately two thirds of the City's emissions profile. The PPA directly reduces these and supports the delivery of the SEAP.
C2	Adequate	Developing	Developing	L1: Business Unit check L2: sampling review (quarterly / TBC) L3: independent review (annual / TBC)	Waterwise Council Action Plan 2021–2026. Groundwater abstraction licensing and allocation compliance. Water consumption monitoring and reporting reduction mandates by Department of Water and Environmental Regulation impacts watering program. Stormwater management and drainage infrastructure. Flood response and incident management processes Investigation and implementation of stormwater harvesting initiatives.
C3	Adequate	Adequate	Patchy	L1: Business Unit check L2: sampling review (quarterly / TBC) L3: independent review (annual / TBC)	Urban Forest Plan (including canopy targets) Biodiversity Strategy – outdated 15 years old (review year 2026/27 – 2027/28) Tree planting, maintenance and replacement programs Planning and development controls (conditions, guidelines) Environmental impact assessments for City projects Coastal and foreshore management activities

					Bushland restoration projects Wetlands restoration projects Community education and engagement programs Conservation and restoration
C4	Adequate	Adequate	Effective	L1: Business Unit check sampling review (quarterly / TBC) L3: independent review (annual / TBC)	Waste Plan Noise Management Plan Residential Kerb-side Waste Collection Residential Verge-side Collection Services Commercial Waste Services Illegal dumping management Community waste avoidance initiatives and workshops Corporate waste Waste to Energy Transition
C5	Adequate	Adequate	Effective	L1: Business Unit check L2: sampling review (quarterly / TBC) L3: independent review (annual / TBC)	Climate risk assessments and modelling (project specific / ad hoc) Asset management planning (long term lifecycle planning) Emergency management and disaster response arrangements Coastal hazard assessments and monitoring - CHRMAP Strategic planning frameworks (SCP, CBP)
C6	Developing	Developing	Not Assessed	L1: ad hoc checks (TBC) L2: SR03 schedule to be established (TBC) L3: internal audit alignment (TBC)	Needs defined assurance schedule and mapping



Section E - Gaps, dependencies, recommendations (condensed)

E1. Key gaps (from Gap Analysis)

- Absence of defined, measurable objectives or performance targets for stormwater management, flood mitigation and water quality outcomes (pending Wetlands plan review), limiting the City's ability to monitor performance, demonstrate effectiveness, or provide assurance over some environmental outcomes.
- Absence of defined, measurable targets for bushland condition, wetlands and ecological health, limiting monitoring, assurance and early intervention.
- Climate, sustainability & biodiversity risk not consistently considered or integrated across City projects, services and asset planning, increasing cumulative environmental and long-term financial risk.
- Assurance exists but is not explicitly mapped to SR04 critical controls.

E2. Key dependencies (from Dependencies Register)

- Reliance on groundwater as the City's primary water source, increasing exposure to abstraction limits, climate variability and regulatory constraints (Influencing)
- Climate change impacts increasing stress on natural systems, including (critical) coastal hazards and erosion.
- Increased heat exposure and lack of shade on footpaths during hotter days. Increased flooding affecting vegetation and habitat condition.
- Responsibility of progress towards climate change and sustainability objectives is shared across all levels of government and funding is required for local governments to support to implement and sustain key control measures.
- 2026 tolerances/KRIs program (influencing) | City-wide Assurance Map development and integration (critical) | Evidence capture and retrieval approach (influencing)

E3. Recommendations (prioritised)

Recommendation	Priority	Owner (role)
Set defined and measurable targets for, stormwater management, flood mitigation, water quality outcomes, bushland condition, wetlands and ecological health where data is available	High	Business Managers + ET+ Council
Integrate Climate, sustainability & biodiversity controls across City projects, services and asset planning	High	Business Managers
Commission an independent review of the City's climate change and sustainability objectives to identify improvement opportunities, strengthen strategic alignment, and assess future funding and resourcing requirements.	High	Business Managers + ET+ Council
Update Climate and Environment Governance to support standard business planning processes	Medium	Business Managers
Establish SR04 assurance schedule mapped to critical controls (Line 1/2/3)	Medium	Risk Team

Section F - Residual risk position and decisions

Field	Example content (to be verified)
Residual rating (after current controls)	High due to Lack of measurable targets /evidence of critical controls/ Climate change impacts
Appetite position (Service delivery/ business disruption)	If residual is above Moderate → outside appetite
Escalation / acceptance route	Moderate → Director; High → ET; Extreme → Council (AC oversight/recommendation). Overrides → immediate escalation regardless of rating.
Decisions required	ET endorsement of time-bound uplift actions and assurance schedule (and, if required, Council visibility if residual is Extreme or an override consequence occurs).
Recording requirements (Corporater)	Record: primary category + secondary tags; override flags (if applicable); residual rating; acceptance authority; control effectiveness ratings; assurance evidence and last test date/source; agreed actions, owners, due dates; escalation decisions.

Section G - 2026 KRI / tolerance candidates

Nil

Executive Summary Narrative

SR04 Climate Transition & Environment

Scope: This detailed review tested SR04 with a focus on:

1. Climate adaptation and resilience;
2. Stewardship of land and biodiversity;
3. Environmental compliance;
4. Assurance coverage aligned to the Three Lines Model.

SR04 (Climate Transition & Environment) includes explicit exposure related to Environment & Climate

Appetite position: Low appetite for irreversible environmental harm; High for well-controlled sustainability initiatives where benefits outweigh costs. Fatality/permanent disabling injury; reportable privacy breach; willful illegality/licence loss/dismissal of Council; catastrophic environmental harm, loss of critical service.

Control and assurance conclusion:

- Assurance processes are emerging and are not yet formally aligned to SR04 critical controls, resulting in limited assurance over control design and operational effectiveness at this stage.

Key gaps and dependencies:

- Absence of defined, measurable objectives or performance targets for stormwater management, flood mitigation and water quality outcomes, bushland condition, wetlands and ecological health, limiting monitoring, assurance and early intervention.
- Climate and biodiversity risk not consistently integrated across City projects, services and asset planning, increasing cumulative environmental and long-term financial risk
- Responsibility of progress towards climate change and sustainability objectives is shared across all levels of government and funding is required for local governments to support to implement and sustain key control measures.
- Assurance exists but is not explicitly mapped to SR04 critical controls.

Recommendations (prioritised):

1. **High:** Set defined and measurable targets for, stormwater management, flood mitigation, water quality outcomes, bushland condition, wetlands and ecological health
2. **High:** Integrate Climate and biodiversity controls across City projects, services and asset planning
3. **High:** Commission an independent review of the City's climate change and sustainability objectives to identify improvement opportunities, strengthen strategic alignment, and assess future funding and resourcing requirements.
4. **Medium:** Update Climate and Environment Governance to support standard business planning processes
4. **Medium:** Establish SR04 assurance schedule mapped to critical controls (Line 1/2/3)

Decisions and escalations required:

- Apply the acceptance ladder for any residual position above "Low" and for any override consequences; escalate accordingly (High → ET; Extreme → Council with ARIC oversight).
- Record decisions and supporting assurance evidence in Corporater per the RAS workflow.

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12.1/SP3 DETAILED STRATEGIC RISK REVIEW SR07: COMMUNITY AND PARTNERSHIPS

Business Unit:	Strategy & Performance	Service: Strategic Planning, Risk & Performance
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/027****Moved Councillor Perkov, seconded Councillor Re**

- 1. That Council ENDORSES the findings and recommendations of the Detailed Strategic Risk Review of SR07: Community and Partnerships.**
- 2. That Council ENDORSES that the progress of the recommendations contained within the Detailed Strategic Risk Review will be presented to the Audit, Risk and Improvement Committee on a quarterly basis via the Strategic Risk Report.**

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

1. That Council ENDORSES the findings and recommendations of the Detailed Strategic Risk Review of SR07: Community and Partnerships.
2. That Council ENDORSES that the progress of the recommendations contained within the Detailed Strategic Risk Review will be presented to the Audit, Risk and Improvement Committee on a quarterly basis via the Strategic Risk Report.

Officer's Recommendation

1. That Council ENDORSES the findings and recommendations of the Detailed Strategic Risk Review of SR07: Community and Partnerships.
2. That Council ENDORSES that the progress of the recommendations contained within the Detailed Strategic Risk Review will be presented to the Audit, Risk and Improvement Committee on a quarterly basis via the Strategic Risk Report.

Purpose

To outline the findings and recommendations of the Detailed Strategic Risk Review for SR07: Community and Partnerships.

Details

On 19 May 2025, the Audit Committee considered a report on Emerging Risks and Strategic Risk Review. Emerging risks were identified across three Strategic Risks: SR02 People and Safety, SR03 Environment, and SR09 Business Disruption. The Audit Committee recommendation, subsequently endorsed by Council at its meeting on 27 May 2025 (Council Resolution Number 0525/022), required the City to undertake detailed reviews of these strategic risks in response to the emerging risks identified.

Since that time, the City has updated its strategic risks and the revised Strategic Risk Register was adopted by Council on 25 November 2025. This means that some of the risk names and numbers from the report in 2025 have changed however the matters identified by the Audit Committee are still being addressed in this strategic risk review.

The detailed review process and the first review, relating to People and Safety, were presented to and endorsed by Council in February 2026. The Detailed Review Approach now forms an integral component of the Strategic Risk Register assessment process. Each year, the Risk Team will undertake a program of detailed reviews to provide Council and the Executive Team with evidence-based insights into key strategic risks to support the ongoing review, validation and refinement of the Strategic Risk Register.

This report presents the detailed review of SR09 Business Disruption, which has since been remapped to the revised Strategic Risk Register under SR07: Community and Partnerships as seen below. The issues previously considered under SR09 Business Disruption are now addressed through the City's broader approach to business continuity, resilience and service disruption to the community.

Legacy to current detailed review crosswalk			
Legacy strategic risk or topic	Remapped detailed review	Current Strategic Risk anchor	Practical scope intent
Legacy "Business Disruption"	Detailed Review: Service Continuity & Business Disruption Lens	SR07 Community & Partnerships	Treat "business disruption" under a service delivery/business disruption consequence lens (per appetite categories) across existing Strategic Risks, tagged via the Risk Breakdown Structure (no new Strategic Risks).

Scope of the Review

The detailed review examined Strategic Risk SR07: Community & Partnerships through a Service Delivery and Business Disruption lens, recognising that disruptions to critical services have the potential to impact community outcomes, stakeholder confidence and the City's ability to deliver on its strategic objectives. Consistent with the Detailed Review Approach, the review sought to determine whether existing controls are appropriate, whether sufficient assurance exists to demonstrate the effectiveness of those controls and whether the residual risk position is within Council's approved risk appetite.

To provide a structured assessment, the review focused on three key disruption themes identified as having the greatest potential to impact service continuity. These included:

1. Third-Party and Supply Chain Dependency, examining the City's reliance on external suppliers, contractors, utilities and other critical service providers, including dependencies that may be impacted by security incidents, national terrorism threats, emergency events or disruptions to critical infrastructure and essential services.
2. Process, Governance and Change Failure, assessing the effectiveness of decision-making, oversight, planning, organisational processes, crisis communication arrangements, escalation and notification protocols, emergency response procedures, and change management practices that support service continuity and resilience during disruptive events.
3. People and Capability Disruption, considering workforce availability, critical skills dependencies, succession risk, emergency management capability, crisis leadership capacity, staff training and awareness, operational readiness, and the effectiveness of scenario-based testing and exercising to ensure the organisation can respond to emergencies, security incidents and other major disruptions.

These themes were selected to provide a practical and comprehensive view of the factors that could materially impact the City's ability to deliver services to the community.

The review was not intended to assess every potential disruption scenario or individual service in detail. Rather, it sought to identify common themes, critical dependencies, control gaps and improvement opportunities that may affect the City's ability to maintain service delivery during disruption. The outcomes of the review provide a strategic assessment of the City's current resilience capability and establish a foundation for future improvements in business continuity, assurance and organisational preparedness

Detailed Strategic Risk Review Consultation

A Strategic Risk Detailed Review Workshop for SR07 Community & Partnerships was conducted on 18 June 2026, bringing together key stakeholders and subject matter experts to review the risk's current context, drivers, controls and treatment actions. The workshop focused on validating the strategic risk description, assessing the effectiveness of existing controls, identifying emerging risks, dependencies and changes in the operating environment, and reviewing the appropriateness of current risk ratings.

Through collaborative discussion, participants provided valuable insights to strengthen the risk profile, confirm key control arrangements and identify opportunities to further enhance the City's management of community and partnership-related risks. The outcomes of the workshop have informed the detailed review report and will support ongoing monitoring, reporting and decision-making by the Executive Team and Council.

Based on the detailed review, the workshop found that the City's Service Delivery / Business Disruption controls require significant strengthening, particularly in relation to Business Continuity Planning (BCP), governance, testing and assurance. Existing BCPs were found to be inconsistent across services, governance arrangements and activation triggers were not clearly defined, and assurance activities were not formally mapped to critical controls.

The review concluded that the residual risk remains **High** due to developing controls and limited evidence of control effectiveness, placing the risk outside the City's Low–Moderate appetite for service disruption.

Key recommendations arising from the review included:

- Undertaking an external review of all Business Continuity Plans.
- Establishing a City-wide Business Continuity Plan testing schedule and defined trigger events.
- Defining minimum operating models for critical services.
- Developing an assurance program mapped to critical controls and integrated into the Assurance Map

Financial Assessment and Implications

The recommendation to undertake an external review of the City's Business Continuity Plans (BCPs) does not result in any additional financial implications at this stage. The anticipated expenditure has already been considered within the approved Internal Audit Program, which includes provision for independent review and assurance activities relating to business continuity and organisational resilience. As a result, the external review is expected to be delivered using existing internal audit resourcing with no additional funding required.

Stakeholder Engagement

The detailed strategic risk review was conducted in consultation with City officers including Service Lead Waste Operations, Service Lead Fleet, Coordinator Waste Operations, Coordinator Engagement & Business Support and Acting Service Lead Community Safety Operations.

Recommended Action

The Detailed Strategic Risk Review of SR07: Community and Partnerships (Attachment 1) provides an evidence-based assessment of the City's ability to maintain critical services during significant disruption and determine whether existing business continuity controls remain fit for purpose. The review tested SR07 through a service continuity and business disruption lens, examining the effectiveness of Business Continuity Plans (BCPs), governance arrangements, service operating models and assurance activities. It identified that many BCPs were developed in response to COVID-19 and now require updating to address a broader range of risks, including cyber incidents, supplier failures, workforce disruption, facility shutdowns and emergency events. The review found that the residual risk remains High and outside City's approved risk appetite and identified opportunities to strengthen governance, testing, assurance and organisational resilience to support the continued delivery of critical services to the community during disruptive events.

Endorsing the recommendations will assist the City to strengthen continuous improvement in organisational resilience and provide a clear pathway for managing service delivery and business disruption risks across the City. Quarterly monitoring of progress will be reported to the Audit, Risk and Improvement Committee via the SR04 Strategic Risk Scorecard, ensuring ongoing visibility and governance oversight.

Relevant Policies, Legislation and Council Resolutions

[City of Stirling Risk Management Policy](#)

City of Stirling Risk Management Framework

City of Stirling Strategic Risk Register

[City of Stirling Strategic Community Plan](#)

[Local Government \(Audit\) Regulations 1996 – Regulation 17](#)

[Local Government Operational Guidelines No 9](#)

[AS/NZS ISO 31000:2018 Risk Management – Guidelines](#)

[ISO Guide 73:2009 Risk Management – Vocabulary](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Undertake conscious and effective management of risk

Strategic Risk

Strategic Risk	Risk Appetite
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Relevant Documents and Information

Attachments

Attachment 1 - Detailed Strategic Risk Review Report SR07: Community and Partnerships

Available for viewing at the meeting

Nil.

Linked Documents

Nil.



Strategic Risk Detailed Review Report SR09: Business Disruption (SR prior to 2025 review)



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Introduction

At the Council Meeting on 27 May 2025 a report was presented on the City's Emerging Risks and Strategic Risk Review. As a result, the following resolution (0525/022) was made:

1. That Council NOTES that a major review of the City's Strategic Risk Register will be conducted as part of the first stage of the major review of the Strategic Community Plan with the findings presented to the Audit Committee meeting to be held 4 August 2025.
2. That in response to the emerging risks and changes to residual risk ratings, Council COMMENCES a detailed review into the SR02: People and Safety, SR03: Environment and SR09: Business Disruption with the findings presented to the Audit Committee meeting to be held 17 November 2025.

This report outlines the approach undertaken and the findings of the detailed review on the Strategic Risk SR07: Community & Partnerships with a focus on Primary Risk Category Service Delivery / Business Disruption (previously SR09: Business Disruption).

This detailed review includes:

1. A **legacy** → **current** detailed review crosswalk (linking the strategic risk as at 25 November with the historical strategic risk).
2. The **detailed review methodology**, including recommendations and outputs.

3. Strategic risk context (as at 25 November 2025)

The City's current Strategic Risk Register includes the following seven risks:

#	Strategic Risk	Description
SR01	Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed leading to serious injury or fatality, regulator action and loss of trust.
SR02	Governance, Integrity & Compliance	If governance frameworks, integrity or compliance obligations are not effective, then poor decision making and operations may breach legal, regulatory or ethical standards, reducing accountability and public trust.
SR03	Digital, Cyber & Information Resilience	If critical ICT, cyber and information privacy controls are inadequate, services and data can be compromised, leading to outages, reportable privacy breaches and loss of trust. Use of emerging technologies (including AI) without appropriate governance can amplify these exposures.
SR04	Climate Transition & Environment	If the City does not plan effectively for climate transition and the associated impacts on the natural environment/built environment or does not work towards achieving sustainability targets, then cost, compliance exposure and environmental outcomes may have a lasting legacy on future generations.
SR05	Financial Sustainability & Asset Stewardship	If effective long-term financial planning and asset lifecycle are not aligned to the City's future vision and strategic objectives then delivery, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.
SR06	People Capability & Alignment	If people and leadership capability or delivery capacity are insufficient or misaligned with strategic priorities, the City will fail to achieve intended benefits, timelines, or financial targets. This may undermine the City's ability to deliver on its future vision, strategic objectives and operational plans.
SR07	Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Legacy to current detailed review crosswalk

Legacy strategic risk or topic	Remapped detailed review	Current Strategic Risk anchor	Practical scope intent
Legacy "Business Disruption"	Detailed Review: Service Continuity & Business Disruption Lens	SR07 Community & Partnerships	Treat "business disruption" as a service delivery/ business disruption consequence lens (per appetite categories) across existing SRs, tagged via the RBS taxonomy (no new SRs).

Note: The RMF explicitly includes the appetite category "Service Delivery / Business Disruption" as part of the City's integrated category set. Detailed review outputs will be recorded against the primary SR anchor (SR07) and will identify cross-SR dependencies/assurance (tagged via RBS), without creating new strategic risks.

SR07 Community & Partnerships (Detailed Review: Service Continuity & Disruption)

Section A - Risk and appetite

Field	Content
SR ID & Name	SR07 Community & Partnerships
Current Strategic Risk statement (from Strategic Risk Register)	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals
Primary impact category	Service delivery/ Business Disruption
Secondary categories / RBS tags	Reputation; Legislative, Regulatory & Governance; People/Capability).
Appetite statement (Service delivery/ business disruption)	Low appetite for outages to essential services; moderate for short, planned non-essential interruptions within Council-endorsed thresholds.
Acceptable residual bands (Service delivery/ business disruption)	Low – Moderate
Acceptance ladder (residual rating)	Low → Business Unit Manager; Moderate → Director; High → Executive Team; Extreme → Council (AC oversight/recommendation).
Outside appetite overrides (always escalate regardless of band)	Fatality/permanent disabling injury; reportable privacy breach; wilful illegality/licence loss/dismissal of Council; catastrophic environmental harm, loss of critical service.
Detailed review scope focus (SR07)	Service Continuity & Disruption + critical control definition/verification + incident/corrective action effectiveness + assurance coverage (Three Lines).

Section B - Themes and scenarios

1. Third-Party / Supply Chain Dependency
2. Process, Governance & Change Failure
3. People & Capability Disruption

Scenario	Description	What fails (control failure mode)	Consequences (strategic)	Evidence that would demonstrate control effectiveness
S1	Critical Service failure driven by external provider, vendor, or partner disruption. (Eg: Fuel shortages)	Business Continuity Plans (BCP) & Disaster Recovery (DR) - Third-party recovery capability does not meet CoS needs.	Failure to effectively manage third-party dependencies results in loss of control over Critical Operating Services, regulatory and reputational harm, structural fragility in the operating model, and a material threat to the organisation's license to operate.	Documented resilience assessments covering BCP; End-to-end CoS dependency maps including third and fourth parties; Contracts and SLAs explicitly aligned to CoS impact tolerances (e.g. RTO, recovery capability, availability); Joint testing or scenario exercises involving CoS disruptions; Impact assessments for supplier changes affecting CoS; Management decisions and actions when concentration exceeds appetite.
S2	Inability to provide services due to workforce unavailability or capability gaps. (Eg, Significant Event)	Workforce availability and capability controls fail, causing disruption to Critical Operating Services due to staff shortages, skill gaps, or reliance on key individuals.	Failure to ensure workforce availability and capability undermines the organisation's ability to sustainably deliver Critical Operating Services, exposing it to regulatory, reputational, and operational resilience risk and threatening its license to operate.	Documented minimum staffing levels for critical roles; Role coverage maintained during leave, turnover or unplanned absence: skill and competency matrix; Documented procedures; Documented succession or continuity plans for critical roles; BCPs covering workforce disruption scenarios.
S3	Inability to provide services due to facility/ ICT infrastructure/ system disruption (Eg, Cyber/ ICT incident, Building shutdown)	Business Continuity Plans (BCP) & Disaster Recovery (DR) - recovery Facility does not meet CoS needs.	A failure resulting in a shutdown significantly disrupts service delivery, leading to customer dissatisfaction, revenue loss, potential breach of contractual obligations. Damage to city assets, reputation, expose weaknesses in business continuity and operational resilience. Strategically, it may trigger regulatory scrutiny, and force increased investment in contingency planning, redundancy, and more flexible service delivery models.	Documented resilience assessments covering BCP; End-to-end; BCP/DR testing exercises; successful failover to alternate sites or remote operations; Maintenance records; Inspection and compliance reports; generator test logs; Crisis management exercise results; incident response procedures and roles; remote working capability; role coverage for key staff: reports confirming control effectiveness; KRIs tracked over time.

Section C - Causes, critical controls, treatments/actions

C1. Causes / drivers (grouped)

- Process consistency: Business Continuity Plans (BCPs) vary across services
- Governance, oversight and Decision-making gaps: What are the CoS triggers for BCP enablement
- Learning loop: external factors not consistently driving corrective action and assurance focus
- Assurance maturity: assurance activities exist but are not mapped to SR07 critical controls

C2. Critical controls (condensed register)

#	Critical control (plain English)	Control owner (role)	Evidence
C1	Business Continuity Plans applied to all Services	Business Managers	BCP Plans; Testing schedule
C2	Regular BCP and DR testing	Business Managers	Testing schedule
C3	Identification/ List of CoS critical suppliers	Business Managers	Logs/ Lists
C4	Defined BCP activation triggers	ET/ Business Managers	Policy, procedure, reports
C5	Succession and workforce continuity planning	Business Managers	Reports
C6	SR07 assurance program tests critical controls for Service Continuity & Disruption	Business Managers/ Risk Team (2nd line)	Assurance plan; audit/inspection reports; evidence sampling results

C3. Treatments / actions (time-bound; linked to gaps)

#	Treatment / action	Linked gap / control	Priority	Accountable (role)	Target timeframe (to be verified)
T1	Review and Define Business Continuity Plans (BCPs) for all Services	Weakness in C1	High	ET / Business Managers / Audit	Aligned to Audit Plan
T2	Implement testing schedule for updated BCPs	Weakness in C1	High	ET / Business Managers / Audit/ Risk Team / Governance	6 months rollout
T3	Establish BCP Governance, with agreed and defined Triggers	Weakness in C4	High	ET / Business Managers / Audit/ Risk Team / Governance	90–120 days
T4	Build SR07 assurance schedule mapped to critical controls (Three Lines) and integrate into Assurance Map	Gap in C6	High	Risk Team + Internal Audit	Next quarter

Section D - Control effectiveness and assurance (condensed)

Control #	Design adequacy	Implementation effectiveness	Overall effectiveness (per RMF)	Assurance coverage one-liner (bridge to Assurance Map)	Key notes
C1	Weak	Patchy	Requires strengthening	L1: Business Unit check L2: sampling review (quarterly / TBC) L3: independent review (annual / TBC)	3 years old, Inconsistent application across services, no overarching governance monitoring consistency and testing
C2	Weak	Patchy	Requires strengthening	L1: Business Unit check L2: sampling review (quarterly / TBC) L3: independent review (annual / TBC)	no overarching governance monitoring consistency and testing
C3	Weak	Patchy	Partially Effective	L1: Business Unit check L2: sampling review (quarterly / TBC) L3: independent review (annual / TBC)	Verification not systematic; evidence trail inconsistent
C4	Weak	Developing	Requires strengthening	L1: ET check L2: trend review (quarterly / TBC) L3: independent review (annual / TBC)	no overarching governance, needs definition
C5	Developing	Developing	Not Assessed	L1: manager review (per incident / TBC) L2: QA sampling (monthly/quarterly / TBC) L3: independent review (annual/biennial / TBC)	Who are critical people? What fails if we lose them?
C6	Developing	Developing	Not Assessed	L1: ad hoc checks (TBC) L2: SR03 schedule to be established (TBC) L3: internal audit alignment (TBC)	Needs defined assurance schedule and mapping

Section E - Gaps, dependencies, recommendations (condensed)

E1. Key gaps (from Gap Analysis)

- City-wide BCPs not consistent and require updating
- Crisis management & BCP clarity
- Coordination between emergency management and rangers
- Critical services and infrastructure visibility
- Training, capability, and system maturity
- Assurance exists but is not explicitly mapped to SR07 critical controls

E2. Key dependencies (from Dependencies Register)

- 2026 tolerances/KRIs program (influencing) | City-wide Assurance Map development and integration (critical) | Consistent contractor management process adoption across services (critical) | Evidence capture and retrieval approach (influencing)

E3. Recommendations (prioritised)

Recommendation	Priority	Owner (role)
Complete an external review into Business Continuity Plans to ensure City of Stirling are meeting industry standards	High	Business managers/ Audit
Define a Business Continuity Plan testing schedule and Disaster Recovery Plan where trigger events are defined and agreed to by the Executive Team and Council	High	Business managers/ Governance/ Risk Team
Define minimum operating models for services	High	Business Managers
Establish SR07 assurance schedule mapped to critical controls (Line 1/2/3) and integrate into Assurance Map	Medium	Risk Team + Internal Audit

Section F - Residual risk position and decisions

Field	Example content (to be verified)
Residual rating (after current controls)	High due to developing controls /evidence of critical controls
Appetite position (Service delivery/ business disruption)	If residual is above Low-Moderate → outside appetite
Escalation / acceptance route	Moderate → Director; High → ET; Extreme → Council (AC oversight/recommendation). Overrides → immediate escalation regardless of rating.
Decisions required (illustrative)	ET endorsement of time-bound uplift actions and assurance schedule (and, if required, Council visibility if residual is Extreme or an override consequence occurs).
Recording requirements (Corporater)	Record: primary category + secondary tags; override flags (if applicable); residual rating; acceptance authority; control effectiveness ratings; assurance evidence and last test date/source; agreed actions, owners, due dates; escalation decisions.

Section G - 2026 KRI / tolerance candidates (short list)

Candidate KRI / tolerance concept	Owner (role)	Data source (example)	Why it matters
% of Servies with current, tested BCPs	Business Managers/ Governance	BCP logs	Measures whether critical controls are operating and can be verified
% of COS roles with single-person dependency	Business Managers/ People team	Workforce planning data	Tracks whether people risks are threatening service continuity.

Executive Summary Narrative

SR07 Community & Partnerships (Detailed Review: Service Continuity & Disruption)

Scope: This detailed review tested SR07 with a focus on:

1. Business Continuity plans (BCP) effectiveness,
2. BCP governance and adequacy
3. Assurance coverage aligned to the Three Lines Model.
4. Service operating models

SR07 (Community & Partnerships) includes explicit exposure related Service Delivery / Business disruption

Appetite position:

Service Delivery / Business disruption appetite is set at Low-Moderate

Overrides apply for fatality/permanent disabling injury and require immediate escalation irrespective of score.

Control and assurance conclusion:

- Service Delivery / Business disruption controls require revision, with Business continuity plans in need of updating for all services, overarching governance would help set and define Trigger events and BCP review schedule.
- Assurance processes are emerging and are not yet formally aligned to SR07 critical controls, resulting in limited assurance over control design and operational effectiveness at this stage.

Key gaps and dependencies:

- City-wide BCPs not consistent and require updating
- Crisis management & BCP clarity
- Coordination between emergency management and rangers
- Critical services and infrastructure visibility
- Training, capability, and system maturity
- Assurance exists but is not explicitly mapped to SR07 critical controls

Recommendations (prioritised):

1. **High:** Complete an External review into BCPs to ensure that they are designed to assist and aid operational resilience and are an effective management tool that answers our BCP risk
2. **High:** Define a BCP testing schedule, and Disaster Recovery Plan where trigger events are defined and agreed to by exec and council
3. **High:** Define Minimum operating models for services
4. **Medium:** Establish SR07 assurance schedule mapped to critical controls (Line 1/2/3)

Decisions and escalations required:

- Apply the acceptance ladder for any residual position above "Low" and for any override consequences; escalate accordingly (High → ET; Extreme → Council with AC oversight).
- Record decisions and supporting assurance evidence in Corporater per the RAS workflow.

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12.1/SP4 STRATEGIC RISK REPORT: QUARTERLY UPDATE AUGUST 2026

Business Unit:	Strategy and Performance	Service: Strategic Planning, Risk & Performance
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/028****Moved Councillor Perkov, seconded Councillor Re****That Council NOTES the Strategic Risk Report: Quarterly Update for August 2026****The motion was put and declared CARRIED (14/0) by exception resolution.****For:** Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.**Against:** Nil.**Committee Recommendation****That Council NOTES the Strategic Risk Report: Quarterly Update for August 2026**

Officer's Recommendation

That Council NOTES the Strategic Risk Report: Quarterly Update for August 2026

Purpose

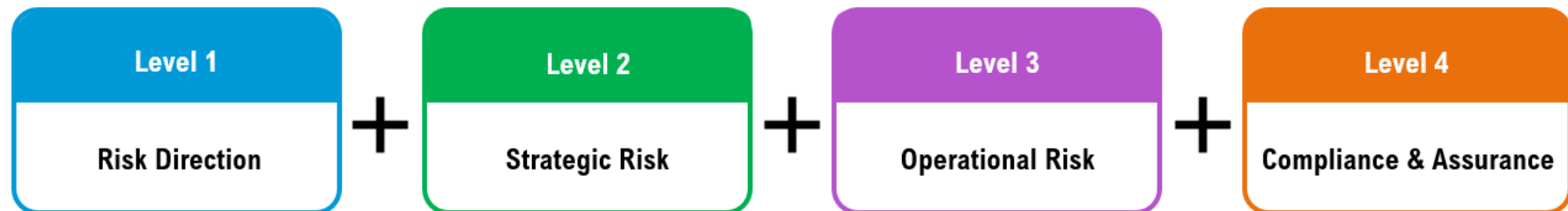
The purpose of the Strategic Risk Report Quarterly Update (Attachment 1) is to provide the Audit, Risk and Improvement Committee and Council with a concise overview of the City's strategic risk profile. It supports governance oversight by highlighting significant changes, emerging risks, risks operating outside appetite and the actions being undertaken to strengthen the City's risk management framework and organisational resilience.

Details

Effective risk management is fundamental to the achievement of the City's Strategic Community Plan and Corporate Business Plan objectives. It helps the City identify risk, assess and manage uncertainty, make informed decisions, protect community outcomes and stay resilient in a changing environment. The City's Risk Management Framework recognises that risk management is not a standalone activity but an integral part of strategic planning, governance, performance management and organisational decision-making.

Regular reporting to the Audit, Risk and Improvement Committee (ARIC) and Council is a critical component of effective risk governance. It provides transparency over the City's strategic risk profile, highlights emerging risks and changes in risk exposure, enables oversight of management actions and assurance activities and supports informed discussions regarding the appropriateness of the City's risk response. Regular reporting also ensures that risks operating outside the City's approved risk appetite can be identified, monitored and, where necessary, escalated for further consideration.

The City's Risk Management System is designed to provide a clear line of sight between risks, the controls used to manage those risks, and the assurance activities that provide confidence those controls are operating effectively. The City's Risk Reporting Approach describes how information flows through the four levels of the Risk Management System as below:



Strategic Risk Dashboard (Page 1 of Attachment 1: Strategic Risk Report)

The Strategic Risk Dashboard provides a high-level summary of the City's strategic risk position for the reporting period. The dashboard enables identification of significant changes and areas requiring attention. The dashboard includes:

- Any significant changes in the City's strategic risks since the previous report.
- Risks that are operating outside the City's approved risk appetite.
- Emerging risks that may require additional monitoring.
- Key actions or report-backs that management has committed to deliver.
- Any gaps or concerns in assurance activities.
- Trends showing whether risks are improving, worsening or remaining stable.
- A summary of the current status of each Strategic Risk.

The dashboard is intended to help understand the overall health of the City's strategic risk profile and identify where further discussion, information or assurance may be required.

Strategic Risk Scorecards (Page 2 of Attachment 1: Strategic Risk Report)

Each Strategic Risk is supported by a detailed Strategic Risk Scorecard. The scorecards provide deeper insight into the specific risk and the City's response. Each scorecard includes:

- What the risk is and why it is important.
- The key factors that could cause the risk to occur.
- The potential consequences if the risk eventuated.
- The controls currently in place to manage the risk.
- The assurance activities being undertaken to test whether those controls are working effectively.
- The actions management is implementing to further reduce or manage the risk.
- The current risk rating and whether the risk sits within the City's approved appetite.

The scorecards provide a more comprehensive understanding of how strategic risks are being managed, the effectiveness of current controls and assurance activities and the progress being made to reduce risk exposure over time.

Strategic Risk Improvement Action Log (From Page 5 of Attachment 1: Strategic Risk Report)

The Strategic Risk Improvement Action Log provides a consolidated view of actions arising from the detailed strategic risk reviews and ongoing risk management activities. The current actions are focused on addressing risks outside appetite, strengthening governance and assurance arrangements, improving resilience and supporting the continued maturity of the City's risk management framework. ARIC is requested to note progress against these actions and monitor delivery of priority initiatives through future reporting cycles.

Matters for Consideration

When reviewing the Strategic Risk Report, ARIC members and Council are encouraged to focus on the following key questions:

1. **Are the right risks being reported:** Do the Strategic Risks accurately reflect the major risks that could affect the City's ability to achieve its objectives?
2. **Are any risks becoming more significant:** Have there been any notable changes in risk exposure, emerging risks or worsening trends that require attention?
3. **Are risks being managed appropriately:** Are the controls and management actions reasonable and proportionate to the level of risk?
4. **Are any risks outside appetite:** If so, is the City taking appropriate action and providing sufficient oversight and reporting?
5. **Is there sufficient assurance:** Does the information provided give confidence that key controls are working effectively and that risks are being actively managed?

Current State of Reporting

As part of the ongoing implementation of the City's Risk Management Framework, detailed Strategic Risk Scorecards have currently been developed for:

- SR01: Health, Safety and Wellbeing
- SR04: Climate Transition and Environment
- SR07: Community and Partnerships

These scorecards have been informed through comprehensive Detailed Strategic Risk Reviews undertaken during the reporting period. The reviews have enabled a deeper understanding of each risk, including risk drivers, potential consequences, existing controls, assurance activities and recommended improvement actions.

As the City's Risk Management System continues to mature, the quality, consistency and depth of information available within the scorecards will continue to improve. Additional Strategic Risk Reviews are scheduled for the remaining Strategic Risks and future ARIC reports will progressively include further scorecards as these reviews are completed.

Committee members will also receive ongoing updates regarding the progress of recommended actions arising from completed reviews, enabling oversight of the City's response and the effectiveness of continuous improvement initiatives.

In addition, the City is currently developing a suite of Key Risk Indicators (KRIs) to support more data-driven monitoring of strategic risks. As risk management data quality and reporting capabilities improve, these indicators will provide greater insight into trends, emerging issues and changes in risk exposure over time. This will further strengthen both management decision-making and governance oversight.

Ultimately, the quarterly Strategic Risk Report is intended to provide ARIC and Council with increasing confidence that strategic risks are being systematically identified, monitored and managed through an integrated Risk → Controls → Assurance approach, supporting the achievement of the City's strategic objectives and long-term organisational resilience.

Financial Assessment and Implications

Nil.

Stakeholder Engagement

Nil.

Recommended Action

The Strategic Risk Report Quarterly Update provides the Audit, Risk and Improvement Committee with a consolidated view of the City's strategic risk profile, including current risk exposure, alignment with the Risk Appetite Statement, key controls, assurance activities and the progress of risk treatment actions as at August 2026.

It is recommended that Council notes the Strategic Risk Report Quarterly Update for August 2026, including the current strategic risk profile, progress on Strategic Risk Reviews and the ongoing development of the City's risk management, assurance and reporting capabilities.

Relevant Policies, Legislation and Council Resolutions

[City of Stirling Risk Management Policy](#)

City of Stirling Risk Management Framework

City of Stirling Strategic Risk Register

[City of Stirling Strategic Community Plan](#)

[Local Government \(Audit\) Regulations 1996 – Regulation 17](#)

[Local Government Operational Guidelines No 9](#)

[AS/NZS ISO 31000:2018 Risk Management – Guidelines](#)

[ISO Guide 73:2009 Risk Management – Vocabulary](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Undertake conscious and effective management of risk

Strategic Risk

Strategic Risk	Risk Appetite
Governance, Integrity & Compliance	If governance integrity or compliance practices degrade, then decisions and operations may breach obligations or erode trust, leading to regulatory action and impaired service legitimacy.
Digital, Cyber & Information Resilience	If critical ICT, cyber and information privacy controls are inadequate, services and data can be compromised, leading to outages, reportable privacy breaches and loss of trust. Use of emerging technologies (including AI) without appropriate governance can amplify these exposures.
Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed (physical or psychosocial), leading to serious injury or fatality, regulatory action and loss of trust.
Climate Transition & Environment	If the City under-delivers on emissions, water and waste outcomes or fails climate resilience for assets/services, then costs, compliance exposures and community impacts increase.
Asset Stewardship & Financial Sustainability	If asset lifecycle, prioritisation and long-term funding are not aligned to service objectives and future delivery commitments, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.
People Capability & Alignment	If people capability, leadership capacity, or delivery capacity and governance are insufficient or misaligned with organisational priorities, City services and priority initiatives will fail to achieve intended benefits, timelines, or cost targets. This misalignment could undermine the City's ability to deliver on its shared purpose and strategic objectives.
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Relevant Documents and Information

Attachments

Attachment 1 - Strategic Risk Report: Quarterly Update August 2026

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

Strategic Risk Dashboard

Scan the following to understand exposure and governance signals this quarter:

Residual bands:	Low	Moderate	High	Extreme	Alignment:	Within	Approaching	Outside	To be Tested
Governance and assurance: Overrides 0 High with report-back due 0 Upcoming reviews ≤ 30 days: 3 Assurance test overdue: 0									
Focus for this month	Outside items (why)			Report-backs due- Next Quarter			Assurance / watchlist / improvements		
Determine the city's response to Detailed review SR04: Climate Transition & Environment and SR07: Community & Partnerships.	- SR01 Health, Safety & Wellbeing (Pending close out actions of detailed review) - SR04 Climate Transition & Environment - SR07 Community & Partnerships			- SR04 Climate Transition & Environment - SR07 Community & Partnerships			Assurance: scheduled and stated in documented approach Watchlist (Approaching): SR05, SR06 Improvements: none recorded this quarter (trends stable).		

Register view

SR	Title	Primary RAS	Residual	Alignment	Acceptance & approver	Report-back by	Outside reason (if any)	Trend
SR01	Health, Safety & Wellbeing	Safety (WHS)	High	Outside	Accept with actions - ET	Next Quarter	Pending closeout actions of detailed review	↑
SR02	Governance, Integrity & Compliance	Legislative, Regulatory & Governance	Moderate	To be Tested	N/A	-	-	↔
SR03	Digital, Cyber & Information Resilience	ICT & Cyber	Moderate	To be Tested	N/A	-	-	↔
SR04	Climate Transition & Environment	Environment & Climate	High	Outside	Accept with plan - ET	Next Quarter	Items from Detailed review need actioning	↑
SR05	Financial Sustainability & Asset Stewardship	Financial Sustainability	High	To be Tested	N/A	-	-	↗
SR06	People Capability & Alignment	People & Capability	High	To be Tested	N/A	-	-	↗
SR07	Community & Partnerships	Service Delivery / Business Disruption	High	Outside	Accept with plan - ET	Next Quarter	Items from Detailed review need actioning	↑

Trend legend: ↑ worsening | ↗approaching | ↔stable | ↓ improving. Alignment change takes precedence over residual movement.

SR01: Health, Safety & Wellbeing Scorecard

Residual rating	Appetite alignment	Appetite (category limit)	Acceptance authority	Report-back	Next review
High	Outside	Low	Escalate: ET	Next Quarter	Q1 2027/28

Key potential causes	- Contractor control failures: pre-qualification, supervision, verification - Permit-to-work not applied or verified for high-risk tasks - Critical control monitoring not conducted or ineffective - Psychosocial hazards: high demands or low control; aggression or violence; fatigue		
Existing controls & effectiveness	- Permit-to-work (PTW) for high-risk tasks; isolations; confined space - Critical control verification (CCV): checklist and spot checks; cadence bi-monthly - Contractor pre-qualification, onboarding and induction - Incident reporting and corrective actions; psychosocial risk management	- Partially Effective - Partially Effective - Partially Effective - Partially Effective	
Key potential consequences	- Serious injury or fatality during high-risk work - Repeat Regulator action; notices or penalties - Loss of trust; service disruption		
Assurance coverage (three lines)	1st Line (Management / Operations) Contract Managers complete line inspections, permit-to-work sign-offs and critical control verification spot checks Results were satisfactory	2nd Line (Risk/ Quality Assurance) WHS undertakes spot checks and monitors lost-time and medical-treatment injuries and critical control verification results. Testing identified some weaknesses, with arrangements still developing.	3rd Line Internal Audit / External Audit) Internal Audit or an external reviewer independently assesses WHS critical controls.

Action	Owner	Due	Status	Comment
Define and implement SR01 critical control verification requirements for high-risk work (including contractors), with standard evidence capture.	Work, Health & Safety	Q2 2026/27	In progress	Aligned with actions from Business Improvement project
Establish an SR01 assurance schedule (Line 1 checks, Line 2 oversight, Line 3 independent testing) and map into the Assurance Map structure	Strategy & Performance	Q2 2026/27	In progress	Aligned with RMS refresh actions
Strengthen incident investigation QA and action closure assurance (timeliness and effectiveness)	Work, Health & Safety	Q2 2026/27	In progress	Aligned with actions from Business Improvement Project
Propose a small set of SR01 KRI/tolerance candidates for 2026 consultation and embedding.	Strategy & Performance	Q4 2026/27	In progress	Aligned with RMS refresh actions
Monitoring and reporting: Lead: PTW non-conformance rate; CCV percent; close-out of incident learnings. Lag: LTI or MTI. Monthly capture in Corporater; quarterly consolidation to ET and Council				

SR04: Climate Transition & Environment Scorecard

Residual rating	Appetite alignment	Appetite (category limit)	Acceptance authority	Report-back	Next review
High	Outside	Moderate	Escalate: ET	Next Quarter	Q1 2027/28
Key potential causes	- State & federal requirements drive changes in planning, reporting & environmental compliance. - Rising costs associated with climate planning & response impact council budgets. - Climate impacts occur at a faster rate than projected, disrupting assets & essential services, requiring more resilient design & delivery.				
Existing controls & effectiveness	- City service delivery and capital works programs - Environmental planning and monitoring - Existing targets (SEAP, Waterwise Plan, Urban Forest/Canopy)			- Developing - Developing - Patchy	
Key potential consequences	- Environmental degradation – Loss of biodiversity, ecosystem services, environmental health and urban canopy cover, reducing environmental resilience. - Financial impact – Increased maintenance & asset management costs, along with escalating costs associated with planning & response to climate change. - Community liveability & resilience – Declining amenity, liveability, community confidence & long-term resilience, affecting the sustainability of the local area.				
Assurance coverage (three lines)	1st Line (Management / Operations) Teams deliver services and monitor Climate & Sustainability targets, manage cost impacts and ensure compliance while communicating any impacts to Strategic Risk	2nd Line (Risk/ Quality Assurance) Risk, Compliance and oversight teams monitor risk related exposures, track service impacts against appetite, provide guidance, escalation and assurance to support decision making		3rd Line Internal Audit / External Audit) Internal Audit and External reviewers independently assess the effectiveness of controls, continuity measures and compliance, identify weaknesses and provide objective assurance to strengthen governance and resilience	

Action	Owner	Due	Status	Comment
Set defined and measurable targets for stormwater management, flood mitigation, water quality outcomes, bushland condition, wetlands and ecological healthwhere data is available.	Business Managers + ET+ Council	Q2 2026/27	High	Aligned with KPI & CBP review
Integrate climate and biodiversity controls across City projects, services and asset planning.	Business Managers	Q2 2026/27	High	TBC
Commission an independent review of the City's climate change and sustainability objectives to identify improvement opportunities, strengthen strategic alignment, and assess future funding and resourcing requirements.	Business Managers + ET+ Council	Q2 2026/27	High	TBC
Update Climate and Environment Governance to support standard business planning processes.	Business Managers	Q2 2026/27	Medium	Aligned with IPB
Establish SR04 assurance schedule mapped to critical controls (Line 1/2/3) and integrate to Assurance Map.	Risk Team	Q4 2026/2027	Medium	Aligned with RM
Monitoring and reporting: Lead: Significant storm, heatwave or flooding events, Urban canopy coverage trend below target, Coastal erosion monitoring triggers, Environmental regulatory breaches notices received Lag: Energy consumption across City operations, Net loss of urban canopy cover, Groundwater levels below acceptable thresholds, asset damage costs incurred.				

SR07: Community & Partnerships Scorecard

Residual rating	Appetite alignment	Appetite (category limit)	Acceptance authority	Report-back	Next review
High	Outside	Low	Escalate: ET	Next Quarter	Q1 2027/28
Key potential causes	- Third-Party / Supply Chain instability - People & knowledge Disruption - Volatility creates unplanned and unavoidable service disruption due to a significant event				
Existing controls & effectiveness	- Supplier contract arrangements - Business Unit Level Continuity Plans - Emergency Management & Crisis communications			- Partially Effective - Requires strengthening - Requires strengthening	
Key potential consequences	- Failure to effectively manage third-party dependencies may result in loss of control over Critical Operating Services - Failure to ensure workforce availability may compromise the sustainable delivery of Critical Operating Services - A shutdown failure may disrupt Critical Operating Services,				
Assurance coverage (three lines)	1st Line (Management / Operations) Teams monitor fuel, prioritise essential operations, manage cost impacts, optimise fleet use and ensure minimum compliance, while communicating any impacts to the community.	2nd Line (Risk/ Quality Assurance) Risk, compliance & oversight teams monitor related risk exposures, track service and financial impacts against appetite, oversee continuity and compliance requirements, and provide guidance, escalation and assurance to support decision making		3rd Line Internal Audit / External Audit) Internal Audit & external reviewers independently assess the effectiveness of fuel related controls, continuity measures and compliance, identify weaknesses & provide objective assurance to strengthen governance & resilience.	

Action	Owner	Due	Status	Comment
Complete an External review into Business Continuity Plans (BCP) to ensure that they are designed to assist and aid operational resilience and are an effective management tool that answers our BCP Risk.	Audit	Q4 2026/27	High	Scheduled for 26/27 audit plan
Define a BCP& Disaster Recovery plan testing schedule, where trigger events are defined and agreed to by ET and council.	ET+ Audit	Q4 2026/27	High	Scheduled for 26/27 audit plan
Define Minimum operating models for services & Strengthen knowledge of BCP responsibilities.	Business Managers	Q4 2026/27	High	Aligned with IPB
Establish SR07 assurance schedule mapped to critical controls (Line 1/2/3) and integrate to Assurance Map.	Risk Team	Q4 2026/2027	Medium	Aligned with RM
Monitoring and reporting: Lead: Supplier delays, BCP tests, fuel price spikes, low stock levels, rising consumption, contractor warnings. Lag: Missed/delayed services, Significant event, fuel stock depletion below thresholds, compliance failures, community complaints.				

Strategic Risk Improvement Action Log

The Strategic Risk Improvement Action Log provides a consolidated view of actions arising from detailed strategic risk reviews and ongoing risk management activities. The current actions are focused on addressing risks outside appetite, strengthening governance and assurance arrangements, improving resilience and supporting the continued maturity of the City's risk management framework. ARIC is requested to note progress against these actions and monitor delivery of priority initiatives through future reporting cycles.

Action Priority Key

Priority	Description
High	Required to address risks outside appetite, significant control gaps, assurance findings, or elevated risk exposure.
Medium	Required to strengthen controls, improve assurance, or reduce risk exposure.
Low	Minor enhancement or optimisation activity with limited impact on risk exposure or control effectiveness.

Strategic Risk	Action	Owner	Due	Priority	Status	Update – 5/8/26
SR01 Health, Safety & Wellbeing	Define and implement critical control verification requirements for high-risk work (including contractors), with standard evidence capture.	Work, Health & Safety	Q2 2026/27	High	In Progress	- On Location (OL) Contract Management (CM) module selected as City's Contractor Management system option. - OL will allow for required contractor pre-qualification processes to occur and prevent contractors who are not approved from working across the City. - Business Readiness Group (BRG) has been formed and is undertaking User Acceptance Training. - Pilot program is expected to commence in Q1 FY2026/27. - Permit to Work process is to be developed and introduced as part of this project. - Contractor Managers will receive training to be permit issuers. - Infrastructure resources have been assigned to WHS team to manage On Location. Administration and pre-qualification process for the next 12 months.
SR01 Health, Safety & Wellbeing	Establish an SR01 assurance schedule (Line 1, 2 and 3 assurance) and integrate into the Assurance Map.	Strategy & Performance	Q2 2026/27	Medium	In Progress	Aligned with Risk Management uplift activities
SR01 Health, Safety & Wellbeing	Strengthen incident investigation quality assurance and action closure processes.	Work, Health & Safety	Q2 2026/27	Medium	In Progress	Significant internal incident investigations, including those that require submission to Worksafe WA will be referred to an external investigator and paid for by the relevant business unit.

						- Other incidents or near-misses that occur in all areas except for Infrastructure will be investigated internally by the WHS team. - Other incidents or near-misses which occur in Infrastructure are investigated internally by the Infrastructure Operational Safety and Contracts Lead or WHS Operations roles. - Investigation procedure to be reviewed and amended and will include updates to accurately reflect responsibilities.
SR01 Health, Safety & Wellbeing	Develop and embed key risk indicators and tolerance measures for SR01.	Strategy & Performance	Q4 2026/27	Low	In Progress	Aligned with Risk Management uplift activities
SR04 Climate Transition & Environment	Establish measurable targets for stormwater, flooding, water quality, bushland, wetlands and ecological health outcomes.	Business Managers, ET & Council	Q2 2026/27	High	Not Started	Aligned with KPI and CBP review.
SR04 Climate Transition & Environment	Integrate climate and biodiversity controls into City projects, services and asset planning.	Business Managers	Q2 2026/27	High	Not Started	TBC.
SR04 Climate Transition & Environment	Commission an independent review of climate change and sustainability objectives.	Business Managers, ET & Council	Q2 2026/27	High	Not Started	Strategic alignment and resourcing review.
SR04 Climate Transition & Environment	Update Climate and Environment governance arrangements to support business planning processes.	Business Managers	Q2 2026/27	Medium	Not Started	Aligned with IPB.
SR04 Climate Transition & Environment	Establish an SR04 assurance schedule and integrate into the Assurance Map.	Risk Team	Q4 2026/27	Medium	Not Started	Aligned with Risk Management uplift activities.
SR07 Community & Partnerships	Complete an external review of Business Continuity Plans.	Audit	Q4 2026/27	High	Planned	Included in the 2026/27 Internal Audit Plan.
SR07 Community & Partnerships	Define and implement a BCP and Disaster Recovery testing schedule, including agreed trigger events.	Executive Team & Audit	Q4 2026/27	High	Planned	Included in the 2026/27 Internal Audit Plan.
SR07 Community & Partnerships	Define minimum operating models for services and strengthen understanding of BCP responsibilities.	Business Managers	Q4 2026/27	High	Not Started	Aligned with IPB.

SR07 Community & Partnerships	Establish an SR07 assurance schedule and integrate into the Assurance Map.	Risk Team	Q4 2026/27	Medium	Not Started	Aligned with Risk Management uplift activities
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12.2 COMMUNITY AND RESOURCES COMMITTEE - 18 AUGUST 2026

Councillor Michael Dudek left the meeting at 7.08pm during consideration of Item 12.2/ES3, and returned at 7.09pm.

12.2/ES3 REVIEW OF NEW FOOTPATH POLICY

Business Unit:	Engineering Services	Service: Transport Services
Ward:	City Wide	Location: City Wide
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Moved Councillor Papparde, seconded Councillor Krsticevic

That Council ADOPTS the revised 'New Footpath Policy', as shown in Attachment 1 to replace the existing New Footpath Policy.

Council Resolution

0826/029

Moved Councillor Ion, seconded Councillor Re

That Item 12.2/ES3 – Review of New Footpath Policy be REFERRED to the Council meeting to be held 8 September 2026 to allow consideration of the following amendments to the Policy:

- a. Replace the words “are to” with the word “*should*” within Policy point Number 1, so that it reads '*All streets within the City (excluding cul-de-sacs) should have a footpath on at least one side*'.**
- b. Add a Policy point Number 9, which is to read '*All new footpaths are to be consulted with the affected residents to seek support for the implementation of a footpath and their feedback taken into consideration*'.**

The motion was put and declared CARRIED (14/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Reason:

Changing the word 'are' to 'should' in Policy point Number 1 leaves discretion in the decision making process and allows thorough community consultation to inform our process.

Adding Policy point Number 9 acknowledges the importance when implementing the footpath policy that community expectations are taken into consideration when determining priority.

Committee Recommendation

That Council ADOPTS the revised 'New Footpath Policy', as shown in Attachment 1 to replace the existing New Footpath Policy.

Officer's Recommendation

That Council ADOPTS the revised 'New Footpath Policy', as shown in Attachment 1 to replace the existing New Footpath Policy.

Purpose

To respond to a Council resolution regarding a review of the New Footpath Policy and to provide Council with information on proposed revisions to the policy.

Details

Policy Background

During the development of the City's first Strategic Community Plan in 2009, there was strong public support for improvements to pedestrian amenity for transport, community connectivity, health, and disability access. This led to the development of strategic initiatives promoting sustainable transport options, including walking, cycling, and public transport.

At the Council Meeting held 2 October 2012, Council adopted the New Footpath Policy (Council Resolution 1012/016). The Policy's primary objective is that all streets within the City of Stirling have a footpath on at least one side of the road. This approach ensures a strategic, fit-for-purpose network that provides safe, accessible pedestrian routes for all community members, linking key destinations and public transport services.

Ongoing engagement through subsequent Strategic Community Plans has consistently reinforced the community's expectation for safe and accessible pedestrian networks. Based on priorities identified, the City's current Strategic Community Plan, *Sustainable Stirling 2026-2036*, includes several important objectives that align with the provision of new footpaths, including:

- *An accessible and connected City:* Connect the community through sustainable and integrated transport networks.
- *A liveable City:* Create unique and liveable neighbourhoods and places.
- *An attractive and well-maintained City:* Ensure City assets meet current and future community needs.
- *An active and healthy City:* Encourage active and healthy lifestyle choices.
- *An inclusive and harmonious City:* Connect communities with their local areas.

Since its adoption, the New Footpath Policy has been subject to periodic review to ensure it remains current and responsive to community needs. Council has subsequently reviewed and endorsed the Policy in 2015, 2018 and 2020.

Benefits of New Footpaths

New footpaths provide a range of benefits for local neighbourhoods by improving pedestrian safety, accessibility, connectivity and amenity. These benefits include:

- *Safety and accessibility:* Provides a safer and more accessible environment for children, older people, parents with prams and people with mobility impairments.
- *Independence and connectivity:* Enables people to move around their neighbourhood more freely and safely, including to public transport, shops, schools and reserves.
- *Health and wellbeing:* Encourages walking and other active transport choices, supporting healthier lifestyles and reducing reliance on vehicle trips for short local journeys.
- *Community interaction:* Supports more walkable neighbourhoods, helping to bring neighbours together and foster a stronger sense of community.
- *Pet access:* Provides a safer space for people to walk pets on a lead, separated from vehicle traffic.
- *Reduced hazards:* Provides a more consistent pedestrian path of travel by reducing reliance on poorly maintained verges and crossovers that may create trip hazards or obstructions.

Recent Petitions

The City recently received petitions from residents to oppose the construction of footpaths along Dunrossil Place in Wembley Downs, and Godin Court in Churchlands. A Notice of Motion was submitted to defer the construction of the footpath along Dunrossil Place (noting that the footpath along Godin Court had already been constructed when the petition was tabled for Godin Court). In considering the Notice of Motion, Council resolved (Council Resolution 0226/009) as follows:

“That the review of the New Footpath Policy be REFERRED to a future Elected Member workshop to allow further consideration and discussion.”

The Elected Member workshop was subsequently held on Monday 4 May 2026, as described in the *Stakeholder Engagement* section of this report.

Clause 1 – Primary Statement

The Policy's core position is that all streets within the City, except short cul-de-sacs, should have a footpath on at least one side of the road, which remains an appropriate and valid position. This is consistent with the Department of Transport's *Active Transport Infrastructure Policy*, which recognises walking and other forms of active transport as integral components of the transport system. The policy position also supports the provision of infrastructure that delivers consistent and suitable outcomes for people of all ages and abilities, which is consistent with the recent feedback provided by the community during the development of the City's Strategic Community Plan.

There has been some discussion about whether footpaths are required along cul-de-sac roads. The current Policy recognises this issue by distinguishing between longer cul-de-sac roads and a defined category of 'short cul-de-sac road', which is:

"A road that has very low volume and operating speed, one less than 200 metres in length which does not have any continuing pedestrian access or egress beyond the closed end."

Cul-de-sac roads can provide important pedestrian connections to schools, shops, reserves and public transport. Although a cul-de-sac road closure may reduce traffic volumes, longer cul-de-sac roads can still generate sufficient vehicle movements to make walking within the road unsafe, particularly for vulnerable users such as children, older people, people using wheelchairs and people with prams. For these reasons, the provision of footpaths within longer cul-de-sac roads remains appropriate and consistent with the intent of the Policy.

On this basis, no amendment to remove cul-de-sac roads entirely from the primary statement is proposed. However, to improve clarity and remove potential ambiguity, it is proposed to amend the definition by deleting the reference to 'very low volume and operating speed'. This will ensure the definition is applied more consistently, based on clear criteria such as road length and whether there is continuing pedestrian access or egress beyond the closed end.

Clause 2 – Distributor Roads

On roads classified as Local Distributor and above (under the City's Functional Road Hierarchy), the Policy indicates that a footpath can be considered on both sides, but only where there is residential or commercial frontage access or is providing a strategic link. A footpath on both sides reduces the need for unnecessary crossing movements on higher volume roads, which remains a valid consideration.

On this basis, no amendment to the requirement for footpaths on distributors roads is proposed.

Clause 3 – Path Width and Alignment

The Policy indicates that where the default speed limit for built up areas (50km/h) applies, new paths are to be constructed adjacent to the kerb at a minimum width of 1.8 metres.

The 1.8 metre width is consistent with the suggested minimum width to allow two wheelchairs to pass each other. This is described in *Austroads Guide to Road Design Part 6A: Paths for Walking and Cycling* and the *Australian Standard AS 1428.1 Design for Access and Mobility*. Narrowing the width to 1.2 metres is only considered acceptable for short sections to avoid constraints such as poles, trees, etc.

In major redevelopment areas and activity centres, the desirable minimum path width is 2.4 metres where there are no activated frontages, increasing to 3.0m where adjacent properties are capable of activation (commercial, shopping, alfresco). This remains consistent with the State Government's *Liveable Neighbourhoods* Guidelines.

On this basis, no amendment to the minimum path widths is proposed.

The preferred alignment for new footpaths is adjacent to the kerb, which is an approach that provides a number of safety and operational benefits. In particular, it improves the visibility of pedestrians to passing motorists and supports passive surveillance along the street. It also reduces the risk of conflicts between pedestrians and vehicles reversing from driveways, particularly where high boundary walls, fences or other obstructions may limit sightlines between drivers and path users.

On this basis, no amendment to the preferred alignment is proposed.

Clause 4 – Interface with Crossovers

The Policy requires all new footpaths to be constructed continuously through existing crossovers. This approach provides a consistent pedestrian path of travel and supports a number of safety, accessibility and maintenance benefits, including:

- *Best practice*: Provides a consistent approach with the *WALGA Crossover Guidelines* (2016), established practice across Western Australia, and comparable requirements adopted interstate and internationally.
- *Pedestrian priority*: Reinforces the priority of pedestrians over vehicles under the *Road Traffic Code*. Interruptions to the footpath at each crossover can create the perception that vehicles have priority over pedestrians.
- *Accessibility*: Provides a continuous and more accessible path of travel by avoiding sudden level changes, steep crossfalls and irregular surfaces at driveway crossings.
- *Reduced obstruction risk*: Reduces the likelihood that pedestrians will be forced onto the road due to vehicles parking across crossovers.
- *Reduced trip and fall risk*: Ensures the footpath is maintained as part of the City's path network, rather than relying on individual property owners to maintain the crossing area to a consistent standard.
- *Network legibility*: Provides a uniform footpath surface that is easier to identify and navigate, particularly for children, older people and people with vision impairments.

On this basis, no amendment to the requirement for footpaths to continue through existing crossovers is proposed.

Clause 6 – New Subdivisions

The Policy currently requires footpaths to be provided on both sides of every street in new subdivisions where there is direct property access. While this approach is generally consistent with the intent of the State Government's *Liveable Neighbourhoods* guidelines, it was discussed at the Elected Member workshop and considered to be an onerous requirement, particularly as the same standard does not apply to existing residential areas.

It is therefore proposed to amend the Policy to allow a footpath on the second side of the road to be considered rather than being mandatory, while maintaining the minimum requirement for a footpath on one side of the road.

General Revisions

Clause 9, which refers to further information being available in Department of Transport guidelines, remains accurate. However, this information does not need to be repeated in the Policy, as the relevant guidance is already captured in the *Relevant Management Practices / Documents* section.

Clause 10, which refers to an agreed schedule of works being prepared and prioritised based on risk, also remains accurate. However, this reflects the City's normal process for developing and prioritising capital works programs and does not need to be expressly stated in the Policy.

On this basis, it is proposed to delete Clauses 9 and 10 from the Policy.

Financial Assessment and Implications

The construction of all footpaths is approved by Council as part of the annual budget process.

Stakeholder Engagement

An Elected Member workshop was held on 4 May 2026 to allow further discussion on the background and development of the New Footpath policy. The workshop included a presentation by officers that covered the following issues:

- Background for the development of the New Footpath Policy
- Development of the supporting Strategic Footpath Program and prioritisation of new footpaths
- Benefits of footpaths to the community
- Process for informing residents
- Review of the technical elements of the Policy
- Justification of footpaths within cul-de-sac roads
- The impact of footpaths on crossovers
- Requests and complaints received regarding new footpaths.

Since 2025, the City has received 52 requests for new footpaths on local roads, compared with four notable objections received in the form of petitions. This indicates that, while some residents may have concerns about the impact of footpath construction on adjoining property verges, broader community feedback continues to support the provision of new footpaths to improve neighbourhood connectivity, accessibility and pedestrian safety.

No further feedback was received from Elected Members following the workshop. Accordingly, the changes reflected in the revised Policy are considered to appropriately respond to the matters discussed during the workshop.

Options Summary

The following options were considered, presented in the order in which they are recommended.

OPTIONS	
1.	That Council ADOPTS the revised 'New Footpath Policy', as shown in Attachment 1 to replace the existing New Footpath Policy.
2.	That Council RETAINS the existing New Footpath Policy.

Recommended Action

The New Footpath Policy has been reviewed following the Elected Member Workshop, with a number of revisions made to address the feedback received and improve the clarity and application of the Policy. The resulting Policy retains the City's strategic position on the provision of new footpaths, while incorporating appropriate amendments to ensure it remains practical, consistent and responsive to the matters raised. It is therefore recommended that Council endorses the revised New Footpath Policy.

Relevant Policies, Legislation and Council Resolutions

[Local Government Act 1995](#)

Meeting Date	Council Resolution Number	Council Resolution
10 February 2026	0226/009	<i>"That the review of the New Footpath Policy be REFERRED to a future Elected Member workshop to allow further consideration and discussion."</i>

Sustainable Stirling 2026-2036

Key Result Area: Our built environment

Objective: Connect the community through sustainable and integrated transport networks

Priority: Provide and maintain safe and accessible roads and parking

Priority: Provide a safe network of cycleways and pathways to link people and places

Priority: Advocate for improved public transport options to enhance activity and reduce reliance on vehicle use

Strategic Risk

Strategic Risk	Risk Appetite
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.
Asset Stewardship & Financial Sustainability	If asset lifecycle, prioritisation and long-term funding are not aligned to service objectives and future delivery commitments, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.
Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed (physical or psychosocial), leading to serious injury or fatality, regulatory action and loss of trust.

Relevant Documents and Information

Attachments

Attachment 1 - Revised New Footpath Policy (Final Version)

Attachment 2 - Revised New Footpath Policy (With Tracked Changes)

Available for viewing at meeting

Nil.

Linked Documents

[City of Stirling Strategic Community Plan - Sustainable Stirling 2026-2036](#)



New Footpath Policy

Aligned City Value/s	Approachable	Responsive	Transparent	Innovative
Responsible Directorate	Infrastructure			
Responsible Business Unit/s	Engineering Services			
Responsible Officer	Manager Engineering Services			
Affected Business Unit/s	Facilities, Projects and Assets Development Services Parks and Sustainability			

Objective

This policy provides a statement highlighting the provision of a 'fit for purpose' strategic footpath network to enable safe pedestrian access, free of discrimination for all users within the community, to destination facilities and linking to the wider public transport network.

This is fundamental to increasing the use of 'active transport' (walking, cycling and public transport) on which future developments within the City and wider metropolitan area are predicated.

Scope

This policy applies to all streets within the City, existing and proposed, that do not provide a safe environment for pedestrians walking in the carriageway, and extends to all new subdivisions, redevelopment areas, activity centres and locations where the changes in usage impact on pedestrian demand.

Supporting documentation:

Austroads Guide to Road Design – Part 6a (Pedestrian and Cyclist Paths) – Section 2.2.2 states: *"In general, all roads should have some type of walking facility out of the vehicle path. An exception may be categories of road that have a very low volume and low operating speed (i.e. < 40 km/h) such as minor access roads."*

Liveable Neighbourhoods (adopted by West Australian Planning Commission as operational policy) also identifies that streets should have *"improved pedestrian access and amenity based on development fronting and overlooking wide footpaths along both sides of most streets"*. While this should be a prerequisite for all future development, the same objectives and requirements are achievable whenever existing streets are modified and, ultimately, could be retrofitted to most existing streets.

In addition, where parks and reserves provide a significant barrier to pedestrian movement, paths are required as part of the strategic network.

Policy

1. All streets within the City (excluding short cul-de-sacs) are to have a footpath on at least one side.
2. A road that is Local Distributor and above should have a footpath on each side where there is residential (or commercial pedestrian) frontage access or it is providing a strategic link.
3. Where the default speed limit (50 km/h) for built up areas applies, new paths are to be constructed adjacent to the kerb at a minimum width of 1.8m. In exceptional circumstances narrower paths, minimum width 1.2m, may be located closer to the property boundary to suit existing path provision or streetscapes.
4. In accordance with the Crossover Policy, all new footpaths constructed by the City will be constructed through existing crossovers in order to maintain the visual and physical continuity of the path along the street.
5. Where higher speed limits apply the prevailing streetscape shall be taken into account and appropriate measures designed to maintain both the amenity and pedestrian safety of the street, with such measures being included in the budgeted cost of construction of the footpath.
6. For all new subdivisions, footpath provision should be generally consistent with the principles of Element 2 of Liveable Neighbourhoods. A footpath shall be provided on at least one side of every street. The provision of a footpath on the opposite side of the street may be required where warranted, having regard to pedestrian demand, street function, connectivity, surrounding land use, access to destinations, and the need to provide a safe and continuous pedestrian network.
7. In major redevelopment areas and activity centres, footpath provision shall be in accordance with Elements 2 (Movement network) and 7 (Activity centres and employment) of Liveable Neighbourhoods as well as applicable Design Guidelines and Local Planning Provisions. The desirable minimum footpath width is 2.4m (under exceptional circumstances a minimum 2.0m) where there are no activated frontages, increasing to 3.0m or more where adjacent properties are capable of activation (commercial, shopping and alfresco).
8. Where paid parking is implemented, because adjacent verges are no longer only available for vehicles parking in front of their own property, this disconnects the supply (of parking places) from demand (the premises that are visited). This results in substantial pedestrian movements that require the provision of footpaths to create a functional path network. This must be an integral part of the paid parking strategy where footpath provision is assessed and provided in accordance with the requirements of Liveable Neighbourhoods appropriate to the characteristics of the area.

Definitions

Short Cul-de-Sac means a road that is less than 200 metres in length and does not have any continuing pedestrian access or egress beyond the closed end.

Local Distributor means part of the City of Stirling's Functional Road Hierarchy, and 'distributes' traffic within a suburb from higher to lower category roads. Indicative traffic volumes are from 3000 to 7000 vehicles per day.

Relevant management practices/documents

Crossover Policy
 City of Stirling Functional Road Hierarchy
 Austroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths
 Integrated Transport Strategy
 Footpath Installation – Information Sheet
 Liveable Neighbourhoods (West Australian Planning Commission)
 Planning and Designing for Pedestrians: Guidelines (Department of Transport)

Legislation/local law requirements

Road Traffic Code 2000
 Disability Discrimination Act 1992
 City of Stirling Thoroughfares and Public Places Local Law 2009

Office use only			
Relevant delegations	Not applicable		
Initial Council adoption	Date	2 October 2012	Resolution # 1012/016
Last reviewed	Date	18 August 2026	Resolution # TBC
Next review due	Date	2028	



New Footpath Policy

Aligned City Value/s	Approachable	Responsive	Transparent	Innovative
Responsible Directorate	Infrastructure			
Responsible Business Unit/s	Engineering Design <u>Engineering Services</u>			
Responsible Officer	Manager Engineering Design <u>Manager Engineering Services</u>			
Affected Business Unit/s	Engineering Operations Facilities, Projects and Assets Development Services Parks and Sustainability			

Objective

This policy provides a statement highlighting the provision of a 'fit for purpose' strategic footpath network to enable safe pedestrian access, free of discrimination for all users within the community, to destination facilities and linking to the wider public transport network.

This is fundamental to increasing the use of 'active transport' (walking, cycling and public transport) on which future developments within the City and wider metropolitan area are predicated.

Scope

This policy applies to all streets within the City, existing and proposed, that do not provide a safe environment for pedestrians walking in the carriageway, and extends to all new subdivisions, redevelopment areas, activity centres and locations where the changes in usage impact on pedestrian demand.

Supporting documentation:

Austroads Guide to Road Design – Part 6a (Pedestrian and Cyclist Paths) – Section 2.2.2 states: *"In general, all roads should have some type of walking facility out of the vehicle path. An exception may be categories of road that have a very low volume and low operating speed (i.e. < 40 km/h) such as minor access roads."*

Liveable Neighbourhoods (adopted by West Australian Planning Commission as operational policy) also identifies that streets should have *"improved pedestrian access and amenity based on development fronting and overlooking wide footpaths along both sides of most streets"*. While this should be a prerequisite for all future development, the same objectives and requirements are achievable whenever existing streets are modified and, ultimately, could be retrofitted to most existing streets.

In addition, where parks and reserves provide a significant barrier to pedestrian movement, paths are required as part of the strategic network.

Policy

1. All streets within the City (excluding short cul-de-sacs) are to have a footpath on at least one side.
2. A road that is Local Distributor and above should have a footpath on each side where there is residential (or commercial pedestrian) frontage access or it is providing a strategic link.
3. Where the default speed limit (50 km/h) for built up areas applies, new paths are to be constructed adjacent to the kerb at a minimum width of 1.8m. In exceptional circumstances narrower paths, minimum width 1.2m, may be located closer to the property boundary to suit existing path provision or streetscapes.
4. In accordance with the Crossover Policy, all new footpaths constructed by the City will be constructed through existing crossovers in order to maintain the visual and physical continuity of the path along the street.
5. Where higher speed limits apply the prevailing streetscape shall be taken into account and appropriate measures designed to maintain both the amenity and pedestrian safety of the street, with such measures being included in the budgeted cost of construction of the footpath.
6. For all new subdivisions ~~the minimum level of~~ footpath provision should be ~~in accordance with generally consistent with the principles of~~ Element 2 of Liveable Neighbourhoods. A footpath is ~~required on both sides of every street where there is direct property access shall be provided on at least one side of every street.~~ The absolute minimum of a footpath on only one side, is only acceptable where there is no property access and the omitted path would not interrupt a pedestrian link which otherwise would require crossing the road to maintain continuity. The provision of a footpath on the opposite side of the street may be required where warranted, having regard to pedestrian demand, street function, connectivity, surrounding land use, access to destinations, and the need to provide a safe and continuous pedestrian network.
7. In major redevelopment areas and activity centres, footpath provision shall be in accordance with Elements 2 (Movement network) and 7 (Activity centres and employment) of Liveable Neighbourhoods as well as applicable Design Guidelines and Local Planning Provisions. The desirable minimum footpath width is 2.4m (under exceptional circumstances a minimum 2.0m) where there are no activated frontages, increasing to 3.0m or more where adjacent properties are capable of activation (commercial, shopping and alfresco).
8. Where paid parking is implemented, because adjacent verges are no longer only available for vehicles parking in front of their own property, this disconnects the supply (of parking places) from demand (the premises that are visited). This results in substantial pedestrian movements that require the provision of footpaths to create a functional path network. This must be an integral part of the paid parking strategy where footpath provision is assessed and provided in accordance with the requirements of Liveable Neighbourhoods appropriate to the characteristics of the area.
9. ~~For further information on acceptable footpath provision, and minimum width criteria, reference should be made to the Department of Transport's Planning and Designing for Pedestrians: Guidelines and, in particular, Section 7.1 Path Widths.~~
10. ~~The City shall prepare each year, an agreed schedule of works whereby new path provision is prioritised on the basis of the risk of not having a footpath and the likelihood of pedestrians being exposed to that risk.~~

Definitions

Short Cul-de-Sac means a road that ~~has very low volume and operating speed, one is~~ less than 200 metres in length ~~which and~~ does not have any continuing pedestrian access or egress beyond the closed end. ~~As such it is deemed to be a 'safe' pedestrian and cycling street and does not require the provision of a path.~~

Local Distributor means part of the City of Stirling's Functional Road Hierarchy, and 'distributes' traffic within a suburb from higher to lower category roads. Indicative traffic volumes are from 3000 to 7000 vehicles per day.

Relevant management practices/documents

Crossover Policy
 City of Stirling Functional Road Hierarchy
 Austroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths
 Integrated Transport Strategy
 Footpath Installation – Information Sheet
 Liveable Neighbourhoods [Policy \(West Australian Planning Commission\)](#)
 Planning and Designing for Pedestrians: Guidelines (Department of Transport)

Legislation/local law requirements

Road Traffic Code 2000
 Disability Discrimination Act 1992
 City of Stirling Thoroughfares and Public Places Local Law 2009

Office use only			
Relevant delegations	Not applicable		
Initial Council adoption	Date	2 October 2012	Resolution # 1012/016
Last reviewed	Date	26 May 2020 18 August 2026	Resolution # 0520/027 TBC
Next review due	Date	2024 2028	

12.2/DS1 REVIEW OF CROSSOVER POLICY

Business Unit:	Development Services	Service: Verge & Crossover Services
Ward:	City Wide	Location: City Wide
Applicant:	Not Applicable	

Role

Legislative - *Making local laws, policies and planning instruments.*

Moved Councillor Papparde, seconded Councillor Migdale

That Council ENDORSES the revised 'Crossover Policy' as shown in Attachment 1 to replace the City's existing Crossover Policy.

Council Resolution**0826/030****Moved Councillor Re, seconded Councillor Olow**

That Item 12.2/DS1 - Review of Crossover Policy be REFERRED to the Council meeting to be held 8 September 2026 to allow consideration of potential amendments.

The motion was put and declared CARRIED (14/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Papparde, Perkovic, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That Council ENDORSES the revised 'Crossover Policy' as shown in Attachment 1 to replace the City's existing Crossover Policy.

Officer's Recommendation

That Council ENDORSES the revised 'Crossover Policy' as shown in Attachment 1 to replace the City's existing Crossover Policy.

Purpose

The City has undertaken a review of the Crossover Policy to ensure it remains aligned with current operational practices and provides clear and contemporary guidance for the construction and modification of crossovers within the City of Stirling. The current policy was adopted by Council on 11 April 2017 and last reviewed on 26 May 2020. The review has identified opportunities to improve clarity, strengthen policy governance, better align with associated City policies and current planning frameworks.

Details

The review of the policy was undertaken to:

- Improve the clarity of the policy and its intent and implementation.
- Better integrate the policy with the City's Verge Treatment Policy and Tree Policy.
- Update heritage area provisions to align with the current planning framework.
- Strengthen requirements relating to street tree protection and stormwater management.
- Provide greater administrative flexibility when assessing variations to the policy.

The amendments are intended to address issues identified through the assessment of crossover applications and improve consistency in decision-making.

Key Policy Revisions

The proposed revisions are intended to improve the clarity, consistency and administration of the policy while supporting broader objectives relating to pedestrian accessibility, environmental protection, urban canopy retention and stormwater management.

The revised policy clarifies the distinction between crossover construction and verge treatments. It confirms that any surfacing or treatment located outside an approved crossover area, including the use of permeable materials, is considered verge treatment and must comply with the City's Verge Treatment Policy.

The policy also adopts a more consistent planning-based approach to the assessment of additional crossovers within heritage areas. The previous automatic allowance has been removed, with applications now assessed in accordance with the applicable Local Planning Scheme and associated heritage planning policies.

Greater emphasis has been placed on protecting street trees and retaining the City's urban canopy. To support this objective, the policy introduces an additional tree size classification and establishes minimum crossover setback requirements for each classification. Where the prescribed setbacks cannot be achieved, applicants will be required to undergo a site inspection and assessment by an authorised officer to determine whether a crossover can be supported, having regard to the circumstances of the site and the potential impact on the street tree. As part of this assessment, the City may also consider evidence or advice provided by a suitably qualified professional where relevant. These changes provide a clearer and more transparent pathway to compliance while supporting the long-term protection of street trees.

The revised policy further strengthens the City's approach to stormwater management by introducing a clear requirement that stormwater runoff from private property be retained on-site and not discharged into the verge or road reserve. This aligns with the City's Stormwater Runoff Disposal Policy and supports the effective management of stormwater impacts on public infrastructure.

Several amendments have also been made to improve policy administration and decision-making processes. These include updating business unit references, clarifying compliance requirements, and introducing a delegation that enables the Coordinator Verge Control & Swimming Pools to approve policy variations where the objectives and intent of the policy are satisfied.

Collectively, these amendments reinforce the policy's focus on balancing vehicle access, environmental protection and good urban design outcomes, while placing greater emphasis on creating a safe, accessible and convenient environment for pedestrians.

Financial Assessment and Implications

The revised policy changes are administrative and operational in nature and do not create any additional financial obligations for the City, with existing crossover subsidy arrangements and eligibility remaining unchanged. The City's current practice of constructing new footpaths through existing crossovers as part of scheduled works programs is proposed to continue as normal.

Stakeholder Engagement

An Elected Member workshop was held on 4 May 2026 to allow further discussion on the background and development of the Crossover Policy. The workshop included a presentation by officers that covered the following issues:

- Background on why the Crossover Policy is being reviewed
- Background on the development of the Crossover Policy
- Information on how the position regarding crossover and footpath intersection points was formed
- Comparisons with other local governments and authorities regarding crossover and footpath intersection points
- Stakeholder feedback regarding crossover and footpath intersection points
- Costs and maintenance considerations regarding crossover and footpath intersection points
- Proposed changes to the Crossover Policy

No further feedback was received from Elected Members following the workshop. Accordingly, the changes reflected in the revised Policy are considered to appropriately respond to the matters discussed during the workshop.

Consultation was undertaken with relevant internal stakeholders including Development Services, Engineering Services, Parks and Environment, City Future and Facilities, Projects and Assets. Feedback received through the review process has been incorporated into the final draft of the policy.

Recommended Action

That Council adopts the Crossover Policy as shown in Attachment 1 to replace the existing policy.

The revised policy maintains the existing intent of providing safe and practical vehicle access to private properties while protecting public infrastructure, street trees, pedestrian amenity and streetscape character.

The proposed amendments are generally administrative and operational in nature and do not significantly alter the policy's overall objectives.

Next Steps

Should Council adopt the revised Crossover Policy, the Verge and Crossover Services team will implement the policy and undertake the necessary updates to associated application forms, information sheets, procedures and website content. The revised policy will be incorporated into operational processes to ensure future applications are assessed consistently and in accordance with the updated requirements.

Relevant Policies, Legislation and Council Resolutions

[Local Government Act 1995](#)

[Local Government \(Uniform Local Provisions\) Regulations 1996](#)

[Thoroughfares and Public Places Local Law 2009](#)

[Parking Local Law 2014](#)

[Verge Treatment Policy](#)

[City Trees Policy](#)

[Stormwater Runoff Disposal Policy](#)

[Compliance Enforcement Policy](#)

[Modification of Traffic Management Treatments for Property Access Policy](#)

Meeting Date	Council Resolution Number	Council Resolution
26 May 2020	0520/027	1. That Council ADOPTS the proposed amendments to each policy contained in this report. 2. That Council permanently ADOPTS the proposed Procurement Policy amendments including the increase to the tender threshold from \$150,000 to \$250,000 following amendments to the Local Government (Functions and General) Regulations 1996. 3. That each policy to be UPDATED as circumstances change and/or Council determines. 4. With the exception of recommendation 2 and recommendation 5, Council AGREES the policy conditions revert back to the original format at the conclusion of both the State of Emergency and the Public Health Emergency unless:- a. the Chief Executive Officer determines a policy should revert sooner due to a relaxation of restrictions relating to that policy before the conclusion of both the State of Emergency and the Public Health Emergency; or b. Council determines otherwise. 5. At the point that Council's COVID-19 Economic Stimulus and Community Recovery Package is reviewed in October 2020, Council AGREES the Community Arts and Events Policy, Financial Assistance, Donations, Grants and Recognition Policy, and Library Services Policy revert back to the original format and/or otherwise determined by Council.
11 April 2017	0417/010	That Council from 1 July 2017 REVOKES the current Crossover Policy and replaces it with the new Crossover Policy as detailed in Attachment 5 of this report.

Sustainable Stirling 2026-2036

Key Result Area: Our built environment

Objective: Connect the community through sustainable and integrated transport networks

Priority: Provide and maintain safe and accessible roads and parking

Strategic Risk

Strategic Risk	Risk Appetite
Governance, Integrity & Compliance	If governance integrity or compliance practices degrade, then decisions and operations may breach obligations or erode trust, leading to regulatory action and impaired service legitimacy.

Relevant Documents and Information

Attachments

Attachment 1 - New Crossover Policy (as at 18 August 2026)

Attachment 2 - Crossover Policy Tracked Changes (as at 18 August 2026)

Attachment 3 - Crossover Policy Summary of Changes (as at 18 August 2026)

Attachment 4 - Existing Crossover Policy (as at 11 April 2017)

Available for viewing at the meeting

Nil.

Linked Documents

Nil.



Crossover Policy

Aligned City Value/s	Approachable	Responsive	Transparent	Innovative
Responsible Directorate	Planning and Development			
Responsible Business Unit/s	Development Services			
Responsible Officer	Manager Development Services			
Affected Business Unit/s	Engineering Services City Future Facilities, Projects and Assets Parks and Environment			

Objective

The objectives of the policy are;

- To provide conditions that enable the property owner to construct a crossover.
- To provide a crossover design that is uniform and practical.
- To provide safe access with minimal impact on infrastructure assets in the road reserve and streetscape.
- To mitigate stormwater entering private property from the road.
- To ensure stormwater runoff from private property is appropriately managed and retained on-site, preventing discharge into the road reserve.
- To provide requirements for subsidy eligibility.
- To provide safe, accessible, and convenient environment for pedestrians.
- To protect and retain existing street trees.
- Create and retain future planting locations
- To ensure continuity and compatibility of crossovers within the streetscape.

Scope

This policy applies to the installation and modification of crossovers for all properties within the City of Stirling.

Policy

Introduction

A crossover is the section of the driveway between the private property boundary and the road. It is a requirement that each lot has a crossover for vehicles to enter and exit the property.

Crossovers are to be constructed in accordance with the City's Crossover Guidelines Residential and Non-Residential and Technical Specifications for Crossovers. These documents provide necessary information and specification for allowable crossovers.

Approval to Construct or Modify Crossovers

The property owner is required to complete and submit a Crossover Installation Application to the City for assessment before a crossover is constructed or modified.

Construction of a new crossover, or modification of an existing crossover, may not commence until written permission has been granted by the City.

The approval to construct a crossover is valid for a two-year period from the date issued. If construction of the crossover has not been commenced within this period a new application must be submitted to the City for consideration.

Number of Crossovers

In general, only one crossover per street frontage is permitted.

An additional crossover may be permitted for:

- Group dwellings and non-residential areas where an additional crossover has been approved as part of development approval.
- Properties situated on street corners where one crossover per street frontage is achievable.
- Extenuating circumstances that are substantiated by sufficient evidence and approved by the City at its discretion.
- In lieu of a verge treatment, where the crossover is limited to a 3m width and is directly connected to a driveway or a parking area inside the property.

Crossovers within Heritage Areas

Applications for additional crossovers for properties within a Heritage Area, which includes Mount Lawley, Menora and Inglewood, will be assessed in accordance with the applicable Local Planning Scheme and relevant Local Planning Policies.

Crossover Conflict with Road Reserve Infrastructure Asset

Where the location of a new crossover, requested by the property owner, conflicts with existing road reserve infrastructure assets, the cost to relocate the assets or modify the crossover design to avoid the conflict will be borne by the property owner. Any required modifications will be assessed in accordance with the Modifications of Traffic Management Treatments for Property Access Policy.

Delineation of crossovers from verge treatments

All crossovers should be delineated from verge treatments by means of contrasting materials or colour to ensure demarcation between two areas.

Existing Footpath at or adjacent to the property boundary

The path alignment is to be clearly delineated in the new crossover by either one of the following methods:

- The existing concrete footpath is to be retained; or
- Removing the existing concrete footpath and installing matching control joint edge lines in the new crossover to line up with the edges of the path; or
- For brick paved crossovers, removing the existing concrete path and incorporating two separate courses of bricks of different colour (to remainder of crossover) to line up with the edges of the path.

Existing Paths at the Kerbline

The existing footpath at the kerbline will need to be removed and replaced to accommodate the ramp part of the crossover. The replacement shall be in grey concrete and match the alignment of the existing path.

Should a footpath need to be removed or reconstructed during the crossover works, advice should be sought from the City prior to the removal of the footpath.

No part of the footpath may be removed or modified without the prior approval of the City.

Impact of New Footpaths at the Kerbline on Existing Crossovers

New footpaths constructed by the City will cross through existing crossovers.

Protection of Street Trees

A minimum setback of a crossover from any street tree on the verge is required. The setback distance will be in direct relation to the diameter at breast height (DBH) of the street tree.

- DBH of up to 200mm requires a minimum setback of one metre;
- DBH of 201mm to 400mm requires a minimum setback of two metres;
- DBH of 401mm to 600mm requires a minimum setback of three metres; and
- DBH of over 601mm or greater a prominent tree and will require determination on a case-by-case basis, with a minimum setback of four metres.

Where the prescribed separation distances cannot be achieved, a site inspection by a delegated officer will be undertaken to determine whether a reduced setback may be supported. Any variation is at the discretion of the City and must be demonstrably consistent with the ongoing health, structural integrity, and protection of the City tree. Applicable Council inspection fees and charges may apply.

Protection for street trees shall be established prior to any crossover works commencing and should remain during all stages of construction.

Refer to the City's Tree Policy for further information.

Crossover Subsidy Payment

The property owner may apply to the City for a subsidy equivalent to 50% of the cost of a standard 3m-wide crossover, provided that;

- The crossover is installed in accordance with the City's Crossover Guidelines and Specifications.
- Applications for a crossover subsidy must be received within 12 months of the completion of the crossover.
- The subsidy relates only to the first crossover service to the property.
- Where there is an existing footpath, the length of the crossover does not include the footpath for the purposes of calculating the crossover subsidy.

The City will not provide a subsidy towards construction of a second crossover on the same lot or any crossover that was constructed without the approval of the City.

Post Construction Inspection

The City will conduct an inspection at the conclusion of the works to ensure that the crossover has been constructed in accordance with the City's Crossover Guidelines and Specifications.

The property owner is liable to repair or modify the crossover if it has not been constructed according to the City's requirements.

Maintenance of Crossovers

Maintenance of crossovers is the responsibility of the property owner.

Any path that intersects the crossover will be maintained by the City according to the City's specifications.

Where a crossover may have been damaged by street tree roots, the City will inspect the crossover and street tree and take remedial action to ensure that the crossover is safe.

Reinstatement of Crossovers

The City will reinstate crossovers with 'standard materials' that are damaged by its works. Where a

crossover is damaged by the City's works, the City will reinstate the crossover using standard materials.

The City will not be responsible for reinstating crossovers that are not approved according to this policy.

The City will not take responsibility for any damages to crossovers caused by parties other than the City.

Redundant Crossovers

In accordance with the City of Stirling Thoroughfares and Public Places Local Law 2009 (as amended), redundant crossovers must be removed from the verge, the kerbing closed and the verge reinstated.

Compliance

For the purposes of determining compliance, the policy in force at the time of construction of the crossover is to apply.

Non-compliance with this policy may result in enforcement action in accordance with the provisions of the Compliance Enforcement Policy.

Variation to the Policy

A variation to this policy may be approved by the Coordinator Verge Control & Swimming Pools, where it is demonstrated that the proposal satisfies the objectives of this policy and the intent of the policy is achieved.

Definitions

Crossover has the same meaning as a '**crossing**' as outlined in the City of Stirling Thoroughfares and Public Places Local Law 2009 and means the area of road reserve that acts as the point of access to a property between the constructed road carriageway and property boundary.

Heritage Area means land identified by the City as part of a recognised heritage area and subject to applicable heritage planning controls and policies.

Infrastructure Asset means any physical asset within the road reserve, including but not limited to crossovers, kerbs, footpaths, street trees, utility services, drainage infrastructure, signs and street lighting.

Variation means a modification or addition to the proposed crossover construction that meets the objectives of this policy.

Modification means any alteration, extension or repair to an existing crossover.

Property Owner is defined as the owner or authorised occupier of a property that the crossover serves and includes a builder, an agent or a contractor authorised by the owner of the property to construct or modify a crossover.

Redundant Crossover is where works on a lot result in a crossover no longer giving access to a lot.

Road Reserve is the strip of public land between abutting property boundaries, specifically gazetted for the provision of public right of way. It includes the road carriageway, as well as footpath, crossovers, trees, verges and public utilities infrastructure and the like.

Standard Crossover Pursuant to Regulation 15(2) of the Local Government (Uniform Local Provisions) Regulations 1996, the City defines a 'standard crossover' as one that is 3.0m wide (excluding splays) and is constructed in grey pre-mixed concrete in accordance with this policy.

Standard Material For 'Residential Concrete Crossovers', standard material means grey pre-mixed concrete. For 'Residential Brick Paved Crossovers', standard material means best matched compliant paver that is currently in stock. For 'Non-Residential Crossovers', it shall be the same as for residential concrete and brick paved crossovers and for 'Asphalt Crossovers', standard material means red or black dense graded asphalt.

Street Tree has the same meaning as a 'tree' as outlined in the City of Stirling Thoroughfares and Public Places Local Law 2009 and means a woody perennial plant generally having a single stem or trunk which will grow to a height of approximately four metres or higher.

Relevant management practices/documents

- Compliance Enforcement Policy
- Modification of Traffic Management Treatments for Property Access Policy
- Verge Treatment Policy
- City Trees Policy
- Stormwater Runoff Disposal Policy
- Guidelines and Technical Specifications for Crossovers
- Heritage Protection Areas – Local Planning Policy 3.1 Character Guidelines Mt Lawley, Menora and Inglewood and 3.1A Character Retention Guidelines Inglewood,

Legislation/local law requirements

- Local Government Act 1995
- City of Stirling Thoroughfares and Public Places Local Law 2009
- City of Stirling Parking Local Law 2014
- Local Government (Uniform Local Provisions) Regulations 1996

Office use only			
Relevant delegations	Crossovers		
Initial Council adoption	Date	18 August 2026	Resolution #
Last reviewed	Date	18 August 2026	Resolution #
Next review due	Date	18 August 2030	

Crossover Policy

Aligned City Value/s	Approachable		Transparent	Innovative
Responsible Directorate	Planning and Development			
Responsible Business Unit/s	Development Services			
Responsible Officer	Manager Development Services			
Affected Business Unit/s	Engineering Design Engineering Operations Services City Planning Future Facilities, Projects and Assets Parks and Sustainability Environment			

Objective

The objectives of the policy are:

- To provide conditions that enable the property owner to construct a crossover;
- To provide a crossover design that is uniform and practical;
- To provide safe access with minimal impact on infrastructure assets in the road reserve and streetscape;
- To mitigate stormwater entering private property from the road;
- To ensure stormwater runoff from private property is appropriately managed and retained on-site, preventing discharge into the road reserve.
- To provide requirements for subsidy eligibility;
- To provide a safe, amenity, accessible, and convenient environment for pedestrians;
- To protect and retain existing street trees; and
- Create and retain future planting locations
- To ensure continuity and compatibility of crossovers within the streetscape.

Scope

This policy applies to the installation and modification of crossovers for all properties within the City of ~~Stirling~~
Stirling.

Policy

Introduction

A crossover is the section of the driveway between the private property boundary and the road. It is a requirement that each lot has a crossover ~~in order~~ for vehicles to enter and exit the property.

Crossovers are to be constructed in accordance with the City's Crossover Guidelines Residential and Non-Residential and Technical Specifications for Crossovers. These documents provide necessary information and ~~specifications~~specification for allowable crossovers.

Approval to Construct or Modify Crossovers

The property owner is required to complete and submit a Crossover Installation Application to the City for assessment before a crossover is constructed or modified.

Construction of a new crossover, or modification of an existing crossover, may not commence until written permission has been granted by the City.

The approval to construct a crossover is valid for a two-year period from the date ~~it is~~ issued. If construction of the crossover has not been commenced within this period a new application must be submitted to the City for consideration.

Number of Crossovers

In general, only one crossover per street frontage is permitted.

An additional crossover may be permitted for:

~~1. These properties located within the Heritage Protection Area Special Control Area (which includes the suburbs of Mount Lawley, Menora and Inglewood). An application for Planning Approval under Local Planning Scheme No 3 and specifically under Heritage Protection Areas Special Control Area – Policy 3.1 Character Guidelines in these areas is required for additional crossovers.~~

- Group dwellings and non-residential areas where an additional crossover has been approved as part of the Planning Approval process~~development approval~~.
- Properties situated on street corners where one crossover per street frontage is achievable.
- Extenuating circumstances ~~such as safe access on distributor roads and disability access. In these cases, justification is required on a case-by-case basis, or that are substantiated by sufficient evidence and approved by the City at its discretion.~~
- In lieu of a verge treatment, where the crossover is limited to a 3m~~3m~~ width and is directly connected to a driveway or a parking area inside the property.

Crossovers within Heritage Areas

Applications for additional crossovers for properties within a Heritage Area, which includes Mount Lawley, Menora and Inglewood, will be assessed in accordance with the applicable Local Planning Scheme and relevant Local Planning Policies.

Crossover Conflict with Road Reserve Infrastructure ~~Assets~~Asset

Where the location of a new crossover, requested by the property owner, conflicts with existing road reserve infrastructure assets, the cost to relocate the assets or modify the crossover design to avoid the conflict will

be borne by the property owner.

~~Modifications to road reserve infrastructure assets~~ Any required modifications will be assessed in accordance with the Modifications of Traffic Management Treatments for Property Access Policy.

Delineation of crossovers from verge treatments

All crossovers should be delineated from verge treatments by means of contrasting materials or colour to ensure demarcation between ~~the~~ two areas.

Existing Footpath at or adjacent to the property boundary

The path alignment is to be clearly delineated in the new crossover by either one of the following methods:

- ~~Leaving the~~The existing concrete ~~path in;~~ footpath is to be retained; or
- Removing the existing concrete ~~path~~footpath and installing matching control joint edge lines in the new crossover to line up with the edges of the path; or
- For brick paved crossovers, removing the existing concrete path and incorporating two separate courses of bricks of different colour (to remainder of crossover) to line up with the edges of the path.

Existing Paths at the Kerbline

The existing footpath at the kerbline will need to be removed and replaced to accommodate the ramp part of the crossover. The replacement shall be in grey concrete and match the alignment of the existing path.

Should a footpath need to be removed or reconstructed during the crossover works, advice should be sought from the City prior to the removal of the footpath.

No part of the footpath may be removed or modified without the prior approval of the City.

Impact of New Footpaths at the Kerbline on Existing Crossovers

New footpaths constructed by the City will cross through existing crossovers.

Protection of Street Trees

A minimum setback of a crossover/~~driveway~~ from any street tree on the verge is required. The setback distance will be in direct relation to the ~~Diameter~~diameter at ~~Breast-Height~~breast height (DBH) of the street tree:-

- DBH of up to ~~200 mm~~200mm requires a minimum setback of one metre;
- DBH of ~~201 mm~~201mm to ~~400 mm~~400mm requires a minimum setback of two metres; ~~and~~
- DBH of ~~401 mm or greater~~ 401mm to 600mm requires a minimum setback of three metres; ~~and~~
- ~~Should~~DBH of over 601mm or greater a prominent tree and will require determination on a case-by-case basis, with a minimum setback of four metres.

Where the prescribed separation distances required need to cannot be less than the above specifications achieved, a site inspection by a delegated officer ~~will need to be~~

~~conducted/undertaken~~ to determine ~~if/whether a reduced setback may be supported. Any variation is at the discretion of the distance can be reduced on a tree by~~City and must be demonstrably consistent with the ongoing health, structural integrity, and protection of the City tree-basis. Applicable Council inspection fees and charges may apply.

Protection for street trees shall be established prior to any crossover works commencing and should remain during all stages of construction.

Refer to the ~~Street and Reserve~~City's Tree Policy for further information.

Crossover Subsidy Payment

The property owner may apply to the City for a subsidy equivalent to 50% of the cost of a ~~3m wide~~standard 3m-wide crossover~~-providing; provided that:~~

- The crossover is installed in accordance with the City's Crossover Guidelines and Specifications.
- Applications for a crossover subsidy must be received within 12 months of the completion of the crossover.
- The subsidy relates only to the first crossover ~~to~~service to the property.
- Where there is an existing footpath, the length of the crossover does not include the footpath for the purposes of calculating the crossover subsidy.

The City will not provide a subsidy towards construction of a second crossover on the same lot ~~and/or~~ any crossover that was constructed without the approval of the City~~-will not be awarded a subsidy.~~

Post Construction Inspection

The City will conduct an inspection at the conclusion of the works to ensure that the crossover has been constructed in accordance with the City's Crossover Guidelines and Specifications.

The property owner is liable to repair or modify the crossover if it has not been constructed according to the City's requirements.

Maintenance of Crossovers

Maintenance of crossovers is the responsibility of the property owner.

Any path that intersects the crossover will be maintained by the City according to the City's specifications.

Where a crossover may have been damaged by street tree roots, the City will inspect the crossover and street tree and take remedial action to ensure that the crossover is safe.

Reinstatement of Crossovers

The City will reinstate crossovers with ~~"standard materials"~~materials that are damaged by its works. Where a crossover is damaged by the City's works, the City will reinstate the crossover using standard materials.

The City will not be responsible for reinstating crossovers that are not approved according to this policy.

The City will not take responsibility for any damages to crossovers caused by parties other than the City. ~~Redundant Crossovers~~

Redundant Crossovers

In accordance with the City of Stirling Thoroughfares and Public Places Local Law 2009 (as amended), redundant crossovers must be removed from the verge, the kerbing closed and the verge reinstated.

~~redundant crossovers must be removed from the verge, the kerbing closed and the verge backfilled.~~

Compliance

~~The~~

For the purposes of determining compliance, the policy which was in place at the time of construction of the crossover shall be used to determine compliance.

Non-compliance with this policy may result in enforcement action in accordance with the provisions of the Compliance Enforcement Policy.

Variation to the Policy

A variation to this policy ~~will~~ may be ~~assessed against~~ approved by the Coordinator Verge Control & Swimming Pools, where it is demonstrated that the proposal satisfies the objectives of this policy ~~where adequate justification is provided~~ and the intent of the ~~Policy~~ policy is ~~deemed to have been met~~ achieved.

Definitions

Crossover has the same meaning as a ~~"crossing"~~ 'crossing' as outlined in the City of Stirling Thoroughfares and Public Places Local Law 2009 and means the area of road reserve that acts as the point of access to a property between the constructed road carriageway and a property boundary.

~~Heritage Protection Area~~ ~~Special Control Area is defined as that~~ means land ~~delineated as such~~ identified by the City ~~as part of Stirling Local Planning Scheme No 3 map a recognised heritage area and subject to applicable heritage planning controls and policies.~~

Infrastructure Asset means any physical asset within the road reserve, including but not limited to crossovers, kerbs, footpaths, street trees, utility services, drainage infrastructure, signs and street lighting.

Variation means a modification or addition to the proposed crossover construction that meets the objectives of this policy.

Modification means any alteration, extension or repair to an existing crossover.

Property Owner is defined as the owner or authorised occupier of a property that the crossover serves and includes a builder, an agent or a contractor authorised by the owner of the property to ~~construct or~~ constructor modify a crossover.

Redundant Crossover is where works on a lot ~~results~~ result in a crossover no longer giving access to a lot.

Road ~~reserve~~Reserve is the strip of public land between abutting property boundaries, specifically gazetted for the provision of public right of way. It includes the road carriageway, as well as ~~footpaths~~footpath, crossovers, trees, verges and public utilities infrastructure and the like.

Standard Crossover- Pursuant to Regulation 15(2) of the Local Government (Uniform Local Provisions) Regulations 1996, the City defines a ~~“standard crossover”~~“crossover” as one that is 3.0m wide (excluding splays) and is constructed in grey pre-mixed concrete in accordance with this policy.

Standard Material- For ~~“Residential Concrete Crossovers”~~“Crossovers”, standard material means grey pre-mixed concrete. For ~~“Residential Brick Paved Crossovers”~~“Crossovers”, ~~it~~standard material means best matched compliant paver that is currently in stock. For ~~“Non-residential Crossovers”~~“Residential Crossovers”, it shall be the same as for residential concrete and brick paved crossovers and for ~~“Asphalt Crossovers”~~“Crossovers”, ~~it shall mean~~standard material means red or black dense graded asphalt.

Street Tree has the same meaning as a ~~“tree”~~“tree” as outlined ~~in the~~ in the City of Stirling Thoroughfares and Public Places Local Law 2009 and means a woody perennial plant generally having a single stem or trunk which will grow to a height of approximately four metres or higher.

Relevant management practices/documents

- Compliance Enforcement Policy
- Modification of Traffic Management Treatments for Property Access Policy ~~Verge Treatment Policy~~
- ~~Street and Reserve Tree~~Verge Treatment Policy
- City Trees Policy
- Stormwater Runoff Disposal Policy
- Guidelines and Technical Specifications for Crossovers
- Heritage Protection ~~Area Special Control Area - Areas – Local Planning~~ Policy 3.1 Character Guidelines Mt Lawley, Menora ~~&and~~ Inglewood and 3.1A Character Retention Guidelines Inglewood.

Legislation/local law requirements

- Local Government Act 1995
- City of Stirling Thoroughfares and Public Places Local Law 2009
- City of Stirling Parking Local Law 2014
- Local Government (Uniform Local Provisions) Regulations 1996

Office use only				
Relevant delegations	Crossovers			
Initial Council adoption	Date	18 August 2026	Resolution #	0417/010
Last reviewed	Date	18 August 2026	Resolution #	0520/027
Next review due	Date	18 August 2030		

Crossover Policy Review

Summary of Changes: Existing Policy vs Revised Policy

Policy Area	Summary of Change
Governance and Structure	Introduced aligned City values, updated affected business units and refreshed policy administration information.
Policy Objectives	Added objectives relating to on-site stormwater retention, pedestrian accessibility, retention of existing street trees and creation of future planting locations.
Additional Crossovers	Removed automatic heritage area allowance and introduced assessment-based provisions. Extenuating circumstances now require supporting evidence and City approval.
Heritage Areas	Created a new dedicated section requiring additional crossover applications in heritage areas to be assessed against the applicable planning framework and local planning policies.
Infrastructure Asset Protection	Expanded provisions to clarify that where a crossover conflicts with infrastructure assets, the property owner is responsible for relocation costs or design modifications.
Verge Treatments	Strengthened distinction between crossovers and verge treatments through clearer delineation requirements.
Pedestrian Environment	Increased emphasis on pedestrian safety, accessibility and continuity of footpaths through crossover areas.
Street Tree Protection	Introduced a fourth tree size category, increased setback requirements for larger trees, strengthened assessment criteria and formalised discretionary assessment where setbacks cannot be achieved.

Stormwater Management	Added explicit requirement that stormwater runoff from private property be retained on-site and not discharged to the road reserve.
Reinstatement and Maintenance	Clarified crossover reinstatement responsibilities and expanded the definition of standard materials.
Compliance and Variations	Clarified compliance is assessed against the policy in force at the time of construction and introduced a formal variation approval process.
Definitions	Added new definitions including Heritage Area and Infrastructure Asset, and updated several existing definitions.
Related Policies and Documents	Added City Trees Policy, Stormwater Runoff Disposal Policy and updated heritage planning references.



Crossover Policy

Responsible Directorate	Planning and Development
Responsible Business Unit/s	Development Services
Responsible Officer	Manager Development Services
Affected Business Unit/s	Engineering Design Engineering Operations City Planning Facilities, Projects and Assets Parks and Sustainability

Objective

The objectives of the policy are:

- To provide conditions that enable the property owner to construct a crossover;
- To provide a crossover design that is uniform and practical;
- To provide safe access with minimal impact on infrastructure assets in the road reserve and streetscape;
- To mitigate stormwater entering private property from the road
- To provide requirements for subsidy eligibility;
- To provide a safe amenity for pedestrians;
- To protect existing street trees; and
- To ensure continuity and compatibility of crossovers within the streetscape.

Scope

This policy applies to the installation and modification of crossovers for all properties within the City of Stirling.

Policy

Introduction

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Number of Crossovers

In general, only one crossover per street frontage is permitted.

An additional crossover may be permitted for:

1. Those properties located within the Heritage Protection Area Special Control Area (which includes the suburbs of Mount Lawley, Menora and Inglewood). An application for Planning Approval under Local Planning Scheme No 3 and specifically under Heritage Protection Areas Special Control Area – Policy 3.1 Character Guidelines in these areas is required for additional crossovers.
2. Group dwellings and non-residential areas where an additional crossover has been approved as part of the Planning Approval process.
3. Properties situated on street corners where one crossover per street frontage is achievable.
4. Extenuating circumstances such as safe access on distributor roads and disability access. In these cases, justification is required on a case-by-case basis; or
5. In lieu of a verge treatment, where the crossover is limited to a 3 m width and is directly connected to a driveway or a parking area inside the property.

Crossover Conflict with Road Reserve Infrastructure Assets

Where the location of a new crossover, requested by the property owner, conflicts with existing road reserve infrastructure assets, the cost to relocate the assets or avoid the conflict will be borne by the property owner.

Modifications to road reserve infrastructure assets will be assessed in accordance with the Modifications of Traffic Management Treatments for Property Access Policy.

Delineation of crossovers from verge treatments

All crossovers should be delineated from verge treatments by means of contrasting materials to ensure demarcation between the two areas.

Existing Footpath at or adjacent to the property boundary

The path alignment is to be clearly delineated in the new crossover by either one of the following methods:

- Leaving the existing concrete path in;
- Removing the existing concrete path and installing matching control joint edge lines in the new crossover to line up with the edges of the path; or
- For brick paved crossovers, removing the existing concrete path and incorporating two separate courses of bricks of different colour (to remainder of crossover) to line up with the edges of the path.

Existing Paths at the Kerbline

The existing footpath at the kerbline will need to be removed and replaced to accommodate the ramp part of the crossover. The replacement shall be in grey concrete and match the alignment of the existing path.

Should a footpath need to be removed or reconstructed during the crossover works, advice should be sought from the City prior to the removal of the footpath.

No part of the footpath may be removed or modified without the prior approval of the City.

Impact of New Footpaths at the Kerbline on Existing Crossovers

New footpaths constructed by the City will cross through existing crossovers.

Protection of Street Trees

A minimum setback of a crossover/driveway from any street tree on the verge is required. The setback distance will be in direct relation to the Diameter at Breast Height (DBH) of the street tree:

- DBH of up to 200 mm requires a minimum setback of one metre;
- DBH of 201 mm to 400 mm requires a minimum setback of two metres; and
- DBH of 401 mm or greater requires a minimum setback of three metres.

Should the distances required need to be less than the above specifications, a site inspection will need to be conducted to determine if the distance can be reduced on a tree by tree basis. Council inspection fees and charges may apply.

Protection for street trees shall be established prior to any crossover works commencing and should remain during all stages of construction.

Refer to the Street and Reserve Tree Policy for further information.

Crossover Subsidy Payment

The property owner may apply to the City for a subsidy equivalent to 50% of the cost of a 3m wide standard crossover providing:

- The crossover is installed in accordance with the City's Crossover Guidelines and Specifications.
- Applications for a crossover subsidy must be received within 12 months of the completion of the crossover.
- The subsidy relates only to the first crossover to service the property.
- Where there is an existing footpath, the length of the crossover does not include the footpath for the purposes of calculating the crossover subsidy.

The City will not provide a subsidy towards construction of a second crossover on the same lot and any crossover that was constructed without the approval of the City will not be awarded a subsidy.

Post Construction Inspection

The City will conduct an inspection at the conclusion of the works to ensure that the crossover has been constructed in accordance with the City's Crossover Guidelines and Specifications.

The property owner is liable to repair or modify the crossover if it has not been constructed according to the City's requirements.

Maintenance of Crossovers

Maintenance of crossovers is the responsibility of the property owner.

Any path that intersects the crossover will be maintained by the City according to the City's specifications.

Where a crossover may have been damaged by street tree roots, the City will inspect the crossover and street tree and take remedial action to ensure that the crossover is safe.

Reinstatement of Crossovers

The City will reinstate crossovers with "standard materials" that are damaged by its works.

The City will not be responsible for reinstating crossovers that are not approved according to this policy.

The City will not take responsibility for any damages to crossovers caused by parties other than the City.

Redundant Crossovers

In accordance with the *City of Stirling Thoroughfares and Public Places Local Law 2009* (as amended), redundant crossovers must be removed from the verge, the kerbing closed and the verge backfilled.

Compliance

The policy which was in place at the time of the crossover construction shall be used to determine compliance.

Non-compliance with this policy may result in enforcement action in accordance with the provisions of the Compliance Enforcement Policy.

Variation to the Policy

A variation to this policy will be assessed against the objectives of this policy where adequate justification is provided and the intent of the Policy is deemed to have been met.

Definitions

Crossover has the same meaning as a “**crossing**” as outlined in the *City of Stirling Thoroughfares and Public Places Local Law 2009* and means the area of road reserve that acts as the point of access to a property between the constructed road carriageway and a property boundary.

Heritage Protection Area Special Control Area is defined as that land delineated as such by the *City of Stirling Local Planning Scheme No 3* map.

Variation means a modification or addition to the proposed crossover construction that meets the objectives of this policy.

Modification means any alteration, extension or repair to an existing crossover.

Property Owner is defined as the owner or authorised occupier of a property that the crossover serves and includes a builder, an agent or a contractor authorised by the owner of the property to construct or modify a crossover.

Redundant Crossover is where works on a lot results in a crossover no longer giving access to a lot.

Road reserve is the strip of public land between abutting property boundaries, specifically gazetted for the provision of public right of way. It includes the road carriageway, as well as footpaths, crossovers, verges and public utilities infrastructure and the like.

Standard Crossover- Pursuant to Regulation 15(2) of the *Local Government (Uniform Local Provisions) Regulations 1996*, the City defines a “standard crossover” as one that is 3.0m wide (excluding splays) and is constructed in grey pre-mixed concrete in accordance with this policy.

Standard Material- For “Residential Concrete Crossovers”, standard material means grey pre-mixed concrete. For “Residential Brick Paved Crossovers”, it means best matched compliant paver that is currently in stock. For “Non-residential Crossovers”, it shall be the same as for residential concrete and brick paved crossovers and for “Asphalt Crossovers”, it shall mean red or black dense graded asphalt.

Street Tree has the same meaning as a “tree” as outlined in the *City of Stirling Thoroughfares and Public Places Local Law 2009* and means a woody perennial plant generally having a single stem or trunk which will grow to a height of approximately four metres or higher.

Relevant management practices/documents

Compliance Enforcement Policy
 Modification of Traffic Management Treatments for Property Access Policy
 Verge Treatment Policy
 Street and Reserve Tree Policy
 Guidelines and Technical Specifications for Crossovers
 Heritage Protection Area Special Control Area - Policy 3.1 Character Guidelines Mt Lawley, Menora & Inglewood

Legislation/local law requirements

Local Government Act 1995
City of Stirling Thoroughfares and Public Places Local Law 2009
City of Stirling Parking Local Law 2014
Local Government (Uniform Local Provisions) Regulations 1996

Office use only			
Relevant delegations	Crossovers		
Initial Council adoption	Date 11 April 2017	Resolution #	0417/010
Last reviewed	Date 26 May 2020	Resolution #	0520/027
Next review due	Date 2021		

12.2/P1 SERVICE LEVEL CHANGES - 2026/27 PARKS & ENVIRONMENT BUDGET

Business Unit:	Parks & Environment	Service: Parks & Streetscapes
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Information - *Receiving information about the City or its community.*

Council Resolution

0826/031

Moved Councillor Paparde, seconded Councillor Ferrante

That Council NOTES the service level changes and the adjustments for the Parks & Environment Business Unit 2026/27 budget.

The motion was put and declared CARRIED (14/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That Council NOTES the service level changes and the adjustments for the Parks & Environment Business Unit 2026/27 budget.

Officer's Recommendation

That Council NOTES the service level changes and the adjustments for the Parks & Environment Business Unit 2026/27 budget.

Purpose

At the Ordinary Meeting of Council held 7 July 2026, Council resolved (Council Resolution Number 0726/027) to seek further consideration of an additional recommendation. The purpose of this report is to address that recommendation as outlined below:

13. *That Council NOTES that the proposed changes to the City's Parks & Environment service levels as outlined in the Statutory Planning and Budget 2026/27 documents and calls for a report to be PRESENTED to a future Council meeting providing detail on these proposed changes, for a final decision on whether to proceed.*

Details

As part of the 2026/27 draft Municipal budget process, the Parks and Environment Business Unit undertook a review of its operating budgets to ensure expenditure remained within prescribed financial constraints. This review identified the need to consider adjustments to current service levels within the Conservation and Wildlife, Parks and Streetscapes, and Urban Greening Service Units.

In the final round of changes before the 7 July 2026 Ordinary Meeting of Council, budget adjustments totalling \$384,000 were made across the three operational Service Units within Parks and Environment. The implications of this adjustment are as outlined below:

1. Conservation and Wildlife
 - Contractor maintenance schedules adjusted from quarterly to six monthly servicing in some low profile areas within conservation sites - \$15,000.
2. Parks and Streetscapes
 - Deferring planting and mulching renewal works for Pompeii Potenza Reserve, Stirling and the medians of Ravenswood Drive, Nollamara - \$77,000.
 - Adjusting the sports field renovation program through the deferral of the following areas from the six year renovation cycle (Separate to the Sustainable Sportsturf Renovation Program) - \$65,000:
 - Reader Reserve, Yokine
 - Camberwell Park, Balga
 - Fernhurst Reserve, Balga
 - Garden Renewals (Mulching) - \$107,000.
3. Urban Greening
 - A delay in reactive tree removals if they don't pose an immediate safety concern. This delay will be location and tree specific, if possible, some trees may be able to be retained for fauna habitat purposes and therefore minimal costs associated with the retention - \$66,000.
 - A re-prioritisation of public pruning requests that will extend response times for actioning. This approach will see timeframes determined by the pruning type and risk. Non-urgent pruning requests may take up to six months for actual works and will be aligned where possible to existing programs. Customer contact timeframes will remain the same (10 business days) - \$54,000.

Officers do not believe the listed changes will negatively impact on the visual amenity of the City across parks, streetscapes, street trees, conservation and wildlife.

The listed Service Level changes are not capital project based with all services considered operational within this report.

Financial Assessment and Implications

The development of the City's 2026/27 budget was a collaborative approach developed through the Integrated Planning & Budgeting (IPB) process. The IPB process included multiple workshops with Elected Members, Executive and Senior Officers in attendance. During this process a number of budget line items were discussed, added, amended or removed in response.

For the 2026/2027 year, Parks and Environment's three operational Service Units have a Net Service Cost of \$60,768,511. These operational budgets support the delivery and administration of all management activities relating to parks, streetscapes, street trees, conservation and wildlife.

The \$384,000 equates to 0.63% of Parks and Environment's three operational Service Units Net Service Cost for 2026/27. All operational budgets will be monitored closely throughout the year budgets changes can be further considered at mid-year review

Stakeholder Engagement

Not Applicable.

Options Summary

The following options were considered, presented in the order in which they are recommended.

OPTIONS	
1.	That Council NOTES the service level changes and the adjustments for the Parks & Environment Business Unit 2026/27 budget.
2.	That Council NOTES the service level changes and the adjustments for the Parks & Environment Business Unit 2026/27 budget. and requests the Chief Executive Officer to list at the midyear budget review for inclusion into the Budget.

Recommended Action

It is recommended that Council consider this report and NOTES the service level changes and the adjustments will not significantly impact on public amenity.

Relevant Policies, Legislation and Council Resolutions

[Local Government Act 1995](#)

Meeting Date	Council Resolution Number	Council Resolution
7 July 2026	0726/027	13. That Council NOTES that the proposed changes to the City's Parks & Environment service levels as outlined in the Statutory Planning and Budget 2026/27 documents, and calls for a report to be PRESENTED to a future Council meeting providing detail on these proposed changes, for a final decision on whether to proceed.

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Strive for operational efficiency and effectiveness while maintaining a safe working environment

Priority: Provide responsible financial and asset management

Strategic Risk

Strategic Risk	Risk Appetite
Asset Stewardship & Financial Sustainability	If asset lifecycle, prioritisation and long-term funding are not aligned to service objectives and future delivery commitments, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

Councillor Damien Giudici disclosed an Impartial Interest in Item 12.2/F3 as in his fulltime employment he has a number of working engagements with Satterley Property Group.

12.2/F3 ANNUAL WAIVE OR GRANT CONCESSIONS/WRITE OFF MONEY FOR 2025/2026

Business Unit:	Finance Services	Service: Financial Accounting
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Moved Councillor Krsticevic, seconded Councillor Perkovic

That Council:

1. RECEIVES the report detailing the exercise of delegated authority to write off unrecoverable debt.
2. APPROVES the following debts write offs which fall outside the delegated authority limits
 - a. Satterley Property Group Pty Ltd - \$108,250.00
 - b. Paediatric Nursing Services Ltd - \$51,217.93

At the request of Council, the Presiding Member put the recommendations separately.

Moved Councillor Krsticevic, seconded Councillor Perkov

1. **RECEIVES** the report detailing the exercise of delegated authority to write off unrecoverable debt.

The motion was put and declared **CARRIED (14/0)**.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.
Against: Nil.

Moved Councillor Krsticevic, seconded Councillor Perkov

2. **APPROVES** the following debts write offs which fall outside the delegated authority limits

- a. **Satterley Property Group Pty Ltd - \$108,250.00**

The motion was put and declared **CARRIED (10/4)**.

For: Councillors Ferrante, Giudici, Hatton, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud and Mayor Irwin.
Against: Councillors Creado, Dudek, Ion and Re.

Moved Councillor Krsticevic, seconded Councillor Perkov

2. **APPROVES** the following debts write offs which fall outside the delegated authority limits

- b. **Paediatric Nursing Services Ltd - \$51,217.93**

The motion was put and declared **CARRIED (13/1)**.

For: Councillors Creado, Dudek, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.
Against: Councillor Ferrante.

Committee Recommendation

1. That Council RECEIVES the report detailing the exercise of delegated authority to write off unrecoverable debt.
2. That Council APPROVES the following debts write offs which fall outside the delegated authority limits
 - b. Paediatric Nursing Services Ltd - \$51,217.93

Officer's Recommendation

That Council:

1. RECEIVES the report detailing the exercise of delegated authority to write off unrecoverable debt.
2. APPROVES the following debts write offs which fall outside the delegated authority limits
 - a. Satterley Property Group Pty Ltd - \$108,250.00
 - b. Paediatric Nursing Services Ltd - \$51,217.93

Purpose

To inform Council of write offs of amounts of money approved under delegated authority for the period 1 July 2025 to 30 June 2026 and request approval to write off debts that fall outside the delegated limits.

Details

At its meeting held 5 October 1999, Council resolved to receive a report annually detailing the amount written off by category, the general write off trends, the main reasons for significant write off categories and any corrective action that can be taken, if applicable.

This report excludes secured debt (Rates, Domestic Waste Charges and Security Service Charge) which are charged against a property.

Delegation

Council has approved the delegation to the CEO to:

1. Waive a debt which is owed to the City (other than rates and services charges)
2. Grant a concession in relation to money which is owed to the City
3. Write off an amount of money which is owed to the City (other than rates and services charges)

The waiver, concession or write off should not exceed \$10,000 per individual transaction. Write offs that are greater than this amount must be referred for Council Decision.

The tables below detail debt which is written off under the delegation and debt write offs being referred to Council for approval

1. Debt Write Offs under Delegation to the CEO, Directors & Business Unit Managers

Debt Category	Write Off Delegation	2025/26 Write Offs	2024/25 Write Offs
Infringements			
Animal	Director Community Development	318.40	105.70
Bushfire	Director Community Development	214.60	0.00
Parking	Director Community Development	294.40	108.90
Other	Director Community Development	0.00	0.00
		827.40	214.60
Fines Enforcement Registry			
Community Development Fines	Director Community Development	11,854.60	17,265.55
Development Services Fines	Director Planning & Development	498.95	1,550.40
		12,353.55	18,815.95
Other Debt Write Offs			
Outside of School Hours Care	Director Community Development	2,503.94	44,490.10
Library Services	Director Community Development	8,590.50	10,157.15
Sporting Club Utility Costs	Manager Finance	0.00	2,413.00
		11,094.44	57,060.25
Total		24,275.39	76,090.80

2. Debt Write Offs Referred for Council Approval

Debt Category	2025/26 Write Offs	2024/25 Write Offs
Other Debt Write Offs		
Satterley Property Group Pty Ltd	108,250.00	0.00
Paediatric Nursing Services Ltd	51,217.93	0.00
	159,467.93	0.00

3. Debt write off justification

Infringements

The debts are infringement notices issued for breaches relating to animal, parking and bushfire offences that have remain unpaid. The City issues reminder notices for any unpaid infringements and if they remain unpaid the debt is referred to Fines Enforcement Registry (FER) for collection. The debts being written off are infringements that have not been referred to FER and the costs relating to fil demands.

Fines Enforcement Registry – Community Development Fines

All unpaid Infringements are registered with the Fine Enforcement Registry for collection. The City will write off any debt where it is recommended by the Fines Enforcement Registry to discontinue the enforcement action and this may be due to the offender being deceased, insufficient details to enforce the infringement, and cases which are over 8 years old.

Fines Enforcement Registry – Development Services Fines

These write offs relate to past prosecutions or infringements for non-compliance with the relevant planning, building or health legislation that are deemed uneconomical to pursue.

Outside of School Hours Care

During the final closure of the legacy Qikkids childcare system, additional inactive customer balances and unmerged customer accounts were identified that had not been captured in previous reporting. This resulted in a further \$2,503.94 of unrecoverable debt being identified and validated through a final reconciliation process. The reconciliation is now complete and the proposed write off will finalise all known historical OSHC customer debt balances and enable the closure of the Qikkids system.

Library Services

The debts primarily relate to lost and damaged library items, along with associated debt recovery fees. Prior to recommending any debt for write-off, Library debts undergo several stages of collection recovery. Customers receive multiple reminder notices and communications including email reminders, postal notices and follow up phone calls.

Once an item is deemed lost, a replacement charge is applied to their account and the customer's borrowing privileges are suspended, including loaning physical items, using eResources and use of any computer services. Debts are referred to a library-specific debt collection agency that undertakes additional recovery actions including further notices and telephone contact. Debt remains on record for an extended period to provide every reasonable opportunity for recovery.

The debts proposed for write-off are generally more than three years old and are considered no longer recoverable. Once approved, write-offs are processed through the Library Management System and reconciled with Finance. The write-off process does not remove the historical transaction record, which is retained for audit and record-keeping purposes.

Satterley Property Group Pty Ltd

The debt relates to Satterley's use of public open space during the construction of the Seven Hills Estate in Dianella. Satterly were invoiced for the use Gay Osborne Reserve for parking and to locate the sales office for the development. The charges were levied by the Parks team and based on a discounted reserve hire fee. Satterly disputed the invoice because the City did not provide a formal lease agreement and the reserve fee charges were not published in the City's Fees & Charges schedule. Discussions between the two parties failed to reach an agreement. Given the absence of a formal lease, and the low likelihood of successful recovery through legal or collection processes, the debt is considered unrecoverable. It is therefore recommended that Council approve the write-off. The City has subsequently updated its processes so that similar agreements are formalised and centrally managed through the City's Property Team.

Paediatric Nursing Services Pty Ltd

The City leased premises at 895A Beaufort Street in Inglewood to Paediatric Nursing Services Ltd under the terms of a 5-year commercial lease, commencing in April 2019. The business was sold but the City were not notified until September 2023 which was some months after the sale and by then the new owners had already defaulted on the lease. The City attempted to agree a payment plan with the new tenant for the outstanding amount. Acceptable terms could not be agreed with the tenant, so the lease was terminated in March 2024 and the debt was referred to debt collection agency. Paediatric Nursing Services ceased operations and debt collection efforts have been unsuccessful. The debt is considered unrecoverable and it is therefore recommended that Council approve the write-off of the outstanding debt. The City has since relet the premises.

Financial Assessment and Implications

The consequence of writing off debts is the reduction of revenue. In most cases, it is an unavoidable aspect of providing services and is allowed for by establishing a provision for doubtful debts. The total balance of debt referenced in this report was \$5.2 million on 30 June 2026 and the provision for doubtful debts was \$176,087.

Relevant Policies, Legislation and Council Resolutions

[Local Government \(Financial Management\) Regulations 1996](#)

[Local Government Act 1995](#)

Meeting Date	Council Resolution Number	Council Resolution
5 October 1999	Item 10.2/A10	2. That the Chief Executive Officer annually SUBMIT a report to Council for information purposes detailing amounts written off by category, the general write off trends, the main reasons for significant write off categories and what corrective action can be taken if possible.
5 July 2022	0722/009	1. That Council CEASES the charging of fines for the late return of library loans and AMENDS the Library Services Policy as shown in Attachment 1.

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Comply with legislation, standards and obligations

Strategic Risk

Strategic Risk	Risk Appetite
Governance	The City will act with integrity and implement appropriate processes and controls to avoid breach of legislation.

Relevant Documents and InformationAttachments

Nil.

Available for viewing at meeting

Nil.

Linked Documents

Nil.

Council Resolution

0826/032

Moved Councillor Papparde, seconded Councillor Proud

That the balance of the Community and Resources Committee recommendations be ADOPTED by exception resolution in accordance with Clause 4.7 of the City of Stirling Meeting Procedures Local Law 2021.

The motion was put and declared CARRIED (14/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Papparde, Perkovic, Proud, Re and Mayor Irwin.

Against: Nil.

Councillor Joe Ferrante disclosed an Impartial Interest in Item 12.2/ES1 as he went to school at St Kieran's and Servite College.

Councillor Chris Hatton disclosed an Impartial Interest in Item 12.2/ES1 as when he was a State Member of Parliament, he supported additional infrastructure for the schools.

Councillor Daniela Ion disclosed an Impartial Interest in Item 12.2/ES1 as her children attended St Kieran's and Servite College as students.

Councillor Teresa Olow disclosed an Impartial Interest in Item 12.2/ES1 as she has had a meeting with the Principal Daine Burnett and Acting Principal Anthony Davis.

Councillor Rob Paparde disclosed an Impartial Interest in Item 12.2/ES1 as he owns property on Waterloo Street near the school.

Councillor Stephanie Proud JP disclosed an Impartial Interest in Item 12.2/ES1 as she has family in close proximity.

12.2/ES1 REVIEW OF TRIAL INTERSECTION CLOSURE - TYLER STREET AND CAPE STREET, TUART HILL

Business Unit:	Engineering Services	Service: Transport Services
Ward:	Osborne	Location: Intersection of Tyler Street and Cape Street, Tuart Hill
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution

0826/033

Moved Councillor Paparde, seconded Councillor Proud

1. That Council **ENDORSES** the permanent cul-de-sac closure of Tyler Street, south of Cape Street, Tuart Hill
2. That the permanent closure of Tyler Street, south of Cape Street, be **UNDERTAKEN** during the current financial year with funds listed on the Minor Traffic Safety Improvements account in the 2026/2027 Annual Budget

The motion was put and declared **CARRIED (14/0)** by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.
Against: Nil.

Committee Recommendation

1. That Council **ENDORSES** the permanent cul-de-sac closure of Tyler Street, south of Cape Street, Tuart Hill
2. That the permanent closure of Tyler Street, south of Cape Street, be **UNDERTAKEN** during the current financial year with funds listed on the Minor Traffic Safety Improvements account in the 2026/2027 Annual Budget

Officer's Recommendation

1. That Council **ENDORSES** the permanent cul-de-sac closure of Tyler Street, south of Cape Street, Tuart Hill
2. That the permanent closure of Tyler Street, south of Cape Street, be **UNDERTAKEN** during the current financial year with funds listed on the Minor Traffic Safety Improvements account in the 2026/2027 Annual Budget

Purpose

To advise Council of the results of the review of the trial intersection closure of Tyler Street, south of Cape Street, and to provide recommendations for further actions.

Details

Background

St Kieran Catholic Primary School is located on the south-east corner of the intersection of Tyler Street and Cape Street, Tuart Hill. The intersection is frequently used by students and staff from the school to access nearby school facilities for activities, requiring them to cross both streets. Previous discussions with the school have indicated their desire to close the left turn lane from Tyler Street into Cape Street, which would effectively convert Tyler Street into a cul-de-sac road for the section south of Cape Street.

At the Council Meeting of 25 November 2025, Council considered a proposal to close the left turn lane from Tyler Street into Cape Street. In considering that report, Council resolved in part (Council Resolution 1125/038) as follows:

“That Council ENDORSES the trial intersection closure of Tyler Street, south of Cape Street, Tuart Hill, for a period of no less than three months.”

A plan showing the trial intersection closure is provided as Attachment 1. The trial closure was implemented using temporary signage, traffic management bollards and cones to prevent unauthorised vehicle access. The closure became operational on Wednesday 28 January 2026, prior to the commencement of Term 1 of the school year.

The review of the trial closure focused on two key assessment areas – the extent to which traffic was redistributed across the surrounding local road network, and the impacts experienced by the community during the trial period.

Impact on Local Road Network

The trial closure removed the left-turn movement from Tyler Street into Cape Street, requiring vehicles that would otherwise have used this movement to access their destinations via alternative routes. The road sections most likely to experience redistributed traffic were Waterloo Street, south of Cape Street, and Hector Street, west of Tyler Street. A comparison of average weekday traffic volumes and operating speeds that were recorded before and during the trial closure is provided in Table 1.

Road	Section	Average Weekday Traffic Volume [vehicles per day]			Operating (85 th Percentile) Speed [km/h]		
		Before	During	Change	Before	During	Change
Waterloo Street	S of Cape Street	2,231	2,394	+ 163	52.2	48.1	- 4.1
Cape Street	E of Waterloo Street	6,303	6,178	- 125	46.8	46.4	- 0.4
Tyler Street	N of Morgans Street	704	187	- 517	35.3	37.1	+ 1.8
Tyler Street	N of Hector Street	1,186	987	- 199	46.3	41.0	- 5.3
Hector Street	W of Waterloo Street	845	647	- 198	40.5	41.2	+ 0.7
Hector Street	W of Stoneham Street	1,272	1,193	- 79	40.0	43.6	+ 3.6
Morgans Street	E of Tyler Street	592	549	- 43	36.9	38.3	+ 1.4

Table 1 – Change in Traffic Volumes and Travel Speeds Before and During the Trial Closure

Based on historical traffic count surveys, it was advised in previous Council reports that an estimated 530 vehicles per day could be redistributed from Tyler Street to adjacent roads as a result of the trial closure of the left-turn movement from Tyler Street into Cape Street. The traffic count undertaken on Tyler Street immediately south of the closure (i.e. north of Morgan Street) recorded a reduction of approximately 517 vehicles per day, which is consistent with the expected level of traffic redistribution. A similar reduction was recorded in the westbound lane of Cape Street (due to the reduction of left turn vehicles), however, this was partly offset by an increase in eastbound traffic, reducing the overall net impact on Cape Street.

Most redistributed traffic was expected to use Waterloo Street, but the most recent surveys for Waterloo Street showed an increase of only 163 vehicles per day. This suggests that some drivers selected alternative routes further from the intersection, rather than using Waterloo Street as the direct substitute for the restricted left-turn movement.

Following the trial closure, Waterloo Street carries just under 2,400 vehicles per day. This remains within the notional upper limit of 3,000 vehicles per day for a Local Access Road.

Impact on Community

In order to gauge feedback from the community regarding the success and/or impacts of the trial closure, a comprehensive community engagement process was undertaken, as detailed in the *Stakeholder Engagement* section of this report.

A total of 202 formal responses were received during the consultation period, of which 73% supported the trial closure. Approximately 82% of responses were from residents that were outside of the 200-metre radius, but still within the City of Stirling. This suggests that a high number of respondents that supported the trial closure may have been parents of school children that live outside of the immediate area but are concerned for the safety of their children when crossing the road.

Those respondents that supported the trial closure provided the following reasons for their support:

- Child and school community safety
- Reduced traffic volumes, congestion and calmer traffic flow
- Safer pedestrian crossings and movement between school facilities
- Reduced speeding, illegal turns and unsafe driver behaviour
- Reduced stress, greater confidence and improved wellbeing
- Near misses, crash risk and accident prevention
- Safety and access for vulnerable users
- Minimal disruption and available alternative routes
- Additional implementation or parking considerations

Those respondents that objected to the trial closure provided the following reasons for their objections:

- Road safety risks and near misses
- School-related traffic and parking impacts
- Increased traffic and congestion on surrounding streets
- Reduced local access and longer travel routes
- Alternative solutions should be explored
- Driveway obstruction and residential amenity impacts
- Fairness, public road access and private benefit concerns
- Local road capacity, parking and built form pressures
- Questioning evidence, process or consultation

Financial Assessment and Implications

The estimated cost to permanently close Tyler Street, south of Cape Street, is approximately \$60,000.

The project is not included as a standalone item in the 2026/2027 Annual Budget. Should Council wish to proceed with the permanent closure, funding could be allocated from the Minor Traffic Safety Improvements account, which is generally used for unforeseen traffic improvements such as children's crossings, pram ramps and other minor works. As this account has a total allocation of \$120,000, the estimated \$60,000 cost would use a significant portion of the available budget and would need to be replenished through the Mid-Year Budget Review.

Stakeholder Engagement

The consultation for the trial closure of the left turn lane from Tyler Street into Cape Street was open for 3 weeks from 25 May 2026 to 16 June 2026. In alignment with the consultation procedures outlined in the Community Engagement Policy, the consultation included:

- **Flyers** – 580 flyers distributed to households within 200m radius of the closure.
- **Project webpage** – the page received 829 visits during the consultation period
- **Onsite signage** – three A2 signs were placed along Tyler Street and in front of the school. Flyers were also available for collection on the community information board at Stirling Libraries – Osborne.
- **Newsletter** – an email was sent to 193 recipients, who commented on the previous community consultation for the temporary trial closure.
- **Social media** – one post on the City's Facebook page (via the What's Open format) reached 1,648 views.

A total of 202 formal responses were received, and a summary of the responses is provided in Table 2 below. All submissions received were verified using the provided address, and data quality procedures consistent with best practice were undertaken.

Submissions Received	Within 100m radius of intersection	Within 200m radius of intersection	Within the City of Stirling	Outside of the City of Stirling	Total Submissions Received
Support	2	16	118	11	147 (73%)
Object	0	7	48	0	55 (27%)
Total	2	23	166	11	202 (100%)

Table 2 - Submissions Received by Relative Location

A summary of the feedback received in support of the proposal is summarised in Table 3 below (noting that respondents may have made comments on multiple themes):

Feedback theme	No of comments	Description
Child and school community safety	130	The closure is seen as making the area safer for children, students, families, staff and the broader school community, particularly around St Kieran Catholic Primary School.
Reduced traffic volumes, congestion and calmer traffic flow	69	The closure has reduced traffic volumes, congestion and peak-period chaos, creating a calmer and more manageable traffic environment around the school.
Safer pedestrian crossings and movement between school facilities	64	The closure improves walking access and crossing conditions, including movement between the school, Cape Street crossing, playground, church, after-school care and nearby facilities.
Reduced speeding, illegal turns and unsafe driver behaviour	48	The closure has addressed unsafe driving behaviours such as speeding, illegal turns, shortcutting and drivers failing to give appropriate attention to pedestrians.
Reduced stress, greater confidence and improved wellbeing	34	The closure has made school travel feel less stressful, more comfortable and more predictable for families, staff and pedestrians moving through the area.
Near misses, crash risk and accident prevention	27	The closure is supported as a preventative safety measure because of previous near misses, dangerous incidents or concern that reopening the street could lead to a serious crash or injury.
Safety and access for vulnerable users	17	The closure is valued for improving safety and access for people who may be at greater risk, including students with disability or additional needs, people using mobility aids, young children, prams and older pedestrians.
Minimal disruption and available alternative routes	17	The benefits are seen as outweighing minor inconvenience, with respondents noting that alternative routes are available or that surrounding streets have not been noticeably impacted.
Additional implementation or parking considerations	7	Some feedback supports the closure while also suggesting related actions, such as managing the remaining dead-end section, improving parking arrangements or enforcing parking rules.

Table 3 – Summary of Feedback in Support of Proposal

A summary of the feedback received in objection to the proposal is summarised in Table 4 below (noting that respondents may have made comments on multiple themes):

Feedback theme	No of comments	Description
Road safety risks and near misses	37	The closure is seen as making local roads less safe, with references to near misses, dangerous driving, poor visibility, speeding, difficult turns, pedestrian risks or concerns that the safety problem has shifted elsewhere.
School-related traffic and parking impacts	32	School drop-off and pick-up activity is seen as the source of congestion, parking pressure or unsafe behaviour, with concerns that the closure mainly addresses school operations rather than broader community needs.
Increased traffic and congestion on surrounding streets	29	Traffic is being displaced onto nearby residential streets, increasing congestion, queuing and pressure on roads such as Waterloo, Hector, Roberts and Tyler Street, particularly during school peak periods.
Reduced local access and longer travel routes	23	The closure reduces direct access to Cape Street, Main Street, the freeway or other main routes, forcing residents and local traffic to take longer or less convenient routes.
Alternative solutions should be explored	23	Some suggest less restrictive alternatives, such as traffic management, crossing supervision, school-led measures, pedestrian crossings or bridges, speed controls, clearer signage, parking changes etc.
Driveway obstruction and residential amenity impacts	21	Residents describe being blocked in or out of driveways, local streets or footpaths, or experiencing reduced amenity due to parking, queuing, blocked access and disruption near their homes.
Fairness, public road access and private benefit concerns	14	The road is viewed as public infrastructure that should remain available to residents and the wider community, with concerns that the proposal unfairly prioritises the school or a limited group over local residents.
Local road capacity, parking and built form pressures	10	Concerns link the closure to broader local road constraints, including narrow streets, high-density housing, on-street parking, single-lane conditions, speed humps or existing traffic-management changes.
Questioning evidence, process or consultation	9	Some question the evidence base, traffic counts, consultation process, communication with affected residents, voting eligibility or whether Council has properly demonstrated the need for permanent closure.

Table 4 – Summary of Feedback in Objection to Proposal

Options Summary

The following options were considered, presented in the order in which they are recommended.

OPTIONS	
1.	1. That Council ENDORSES the permanent intersection closure of Tyler Street, south of Cape Street, Tuart Hill 2. That the permanent closure of Tyler Street, south of Cape Street, be UNDERTAKEN during the current financial year with funds listed on the Minor Traffic Safety Improvements account in the 2026/2027 Annual Budget.
2.	That Council DOES NOT SUPPORT the permanent intersection closure of Tyler Street, south of Cape Street, Tuart Hill.

Recommended Action

It is recommended that Council proceeds with the permanent closure of Tyler Street, south of Cape Street, based on the outcomes of the trial and community consultation. The trial did not result in any significant redistribution of traffic volumes to adjacent roads, and the consultation results indicate majority community support for the closure.

Relevant Policies, Legislation and Council Resolutions

In accordance with Section 3.50 of the [Local Government Act 1995](#), a local government may order a thoroughfare to be wholly or partially closed for a period exceeding four weeks. Prior to such closure, the local government is required to give local public notice of the proposed closure, allow a reasonable time for submissions to be made and to consider any submissions made.

Meeting Date	Council Resolution Number	Council Resolution
12 March 2024	0324/015	That a report be PRESENTED to Council on implementing a trial closure of the left turn lane from Tyler Street into Cape Street, and that the report considers: a. The upgrade of ROW 22105 – Boom Lane Hector Street to Cape Street; b. An overall Traffic Management Plan that has regard to a Servite College Master Plan; and c. The Hector Street Safe Active Street project.
28 May 2024	0524/028	1. That the Planning and Development Directorate MEET with both St. Kieran Catholic Primary School and Servite College to formalise discussions around a future masterplan to understand the impact of the road network. 2. That the results of this meeting with an options analysis is PRESENTED to Council within six months.
12 August 2025	0825/006	1. That Council NOTES the decision of the Minister for Planning and Lands to refuse to approve Local Planning Scheme No.3 Amendment No.128 proposing the addition of Right of Way 22015 (between Cape Street and Hector Street, Osborne Park) to the Development Contribution Plan for Rights of Way Improvement Works. 2. That Council NOTES progress on the development of a Masterplan for St Kieran Catholic Primary School and Servite College and its implications for a trial closure of the left turn lane from Tyler Street into Cape Street, Tuart Hill. 3. That the City INITIATES consultation to gauge community support for a trial closure of the left turn lane from Tyler Street (south) into Cape Street, Tuart Hill; 4. That a report be PRESENTED to the next available Committee Meeting to advise of the results of the community consultation and seek further direction from Council.

25 November 2025	1125/038	1. That Council ENDORSES the trial intersection closure of Tyler Street, south of Cape Street, Tuart Hill, for a period of no less than three months. 2. That a further report be PRESENTED to Council at the end of the trial period, including both the impacts of the closure on the surrounding local road network and the results of the post-trial community consultation
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Sustainable Stirling 2026-2036

Key Result Area: Our built environment

Objective: Connect the community through sustainable and integrated transport networks

Priority: Provide and maintain safe and accessible roads and parking

Priority: Provide a safe network of cycleways and pathways to link people and places

Strategic Risk

Strategic Risk	Risk Appetite
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Relevant Documents and Information

Attachments

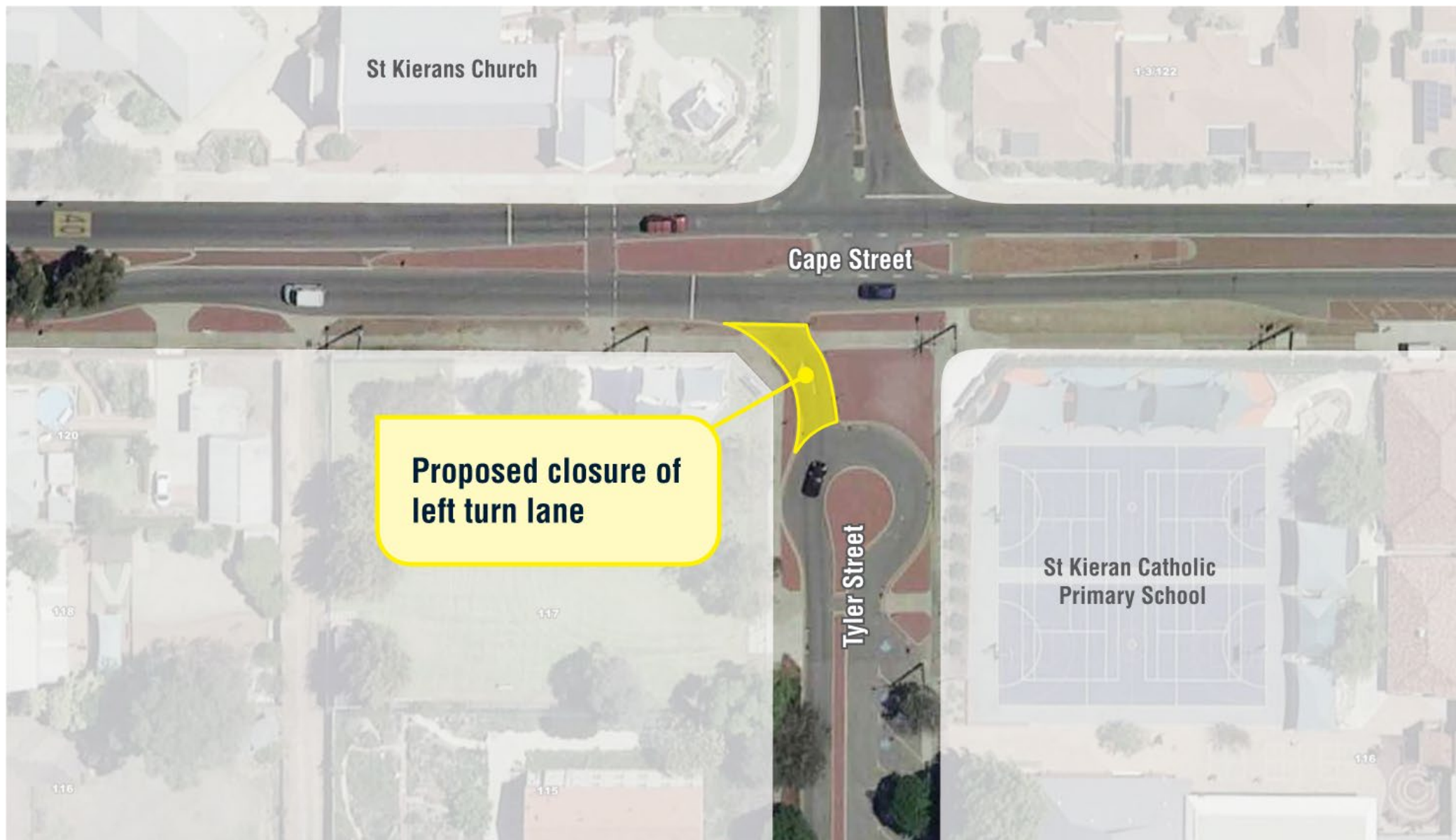
Attachment 1 - Plan of Trial Closure of Tyler Street, South of Cape Street

Available for viewing at meeting

Nil.

Linked Documents

Nil.



12.2/ES2 REVIEW OF PEDESTRIAN SAFETY ALONG WEST COAST DRIVE

Business Unit:	Engineering Services	Service: Transport Services
Ward:	Coastal	Location: West Coast Drive – Karrinyup Road to Beach Road
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/034****Moved Councillor Paparde, seconded Councillor Proud**

1. That Council **NOTES** the report detailing the review of safety along West Coast Drive following the installation of raised formalised pedestrian crossings at three locations and a reduction in the speed limit along West Coast Drive.
2. That Council **APPROVES** the installation of raised formalised pedestrian crossings at two locations along West Coast Drive at the following locations:
 - a. Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre)
 - b. Adjacent to Lynn Street, Trigg (near Mettams Pool)

The motion was put and declared **CARRIED (14/0)** by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

1. That Council NOTES the report detailing the review of safety along West Coast Drive following the installation of raised formalised pedestrian crossings at three locations and a reduction in the speed limit along West Coast Drive.
2. That Council APPROVES the installation of raised formalised pedestrian crossings at two locations along West Coast Drive at the following locations:
 - a. Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre)
 - b. Adjacent to Lynn Street, Trigg (near Mettams Pool)

Officer's Recommendation

1. That Council NOTES the report detailing the review of safety along West Coast Drive following the installation of raised formalised pedestrian crossings at three locations and a reduction in the speed limit along West Coast Drive.
2. That Council APPROVES the installation of raised formalised pedestrian crossings at two locations along West Coast Drive at the following locations:
 - a. Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre)
 - b. Adjacent to Lynn Street, Trigg (near Mettams Pool)

Purpose

To present the outcomes of a review of safety along West Coast Drive following the installation of raised formalised pedestrian crossings at three locations and a reduction in the speed limit and seek endorsement of additional treatments to further improve safety.

Details

Background

At the Council Meeting held 27 February 2024, Council considered a report relating to pedestrian safety along West Coast Drive. In considering the report, Council resolved as follows (Council Resolution 0224/033):

- “1. *That Council APPROVES the installation of raised formalised pedestrian crossings at the following three locations along West Coast Drive:*
 - a. *Adjacent to Elsie Street, Watermans Bay (near Little Bay Café);*
 - b. *Adjacent to Saunders Street, North Beach (Near Beachcombers, Spinifex and Trigg Pizza); and*
 - c. *Adjacent to Bennion Street, Trigg (near the old Yelo Café).*
2. *Subject to a successful review of the first three pedestrian crossings, that Council CONSIDERS the installation of raised formalised pedestrian crossings in the 2025/2026 budget process at the following two locations:*
 - a. *Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre); and*
 - b. *Adjacent to Lynn Street, Trigg (near Mettams Pool).*
3. *That Council ENDORSES a reduction in the speed limit to 40km/h along West Coast Drive, between Karrinyup Road and Beach Road.”*

This report has been prepared to review the safety and performance of West Coast Drive following the installation of the three formalised pedestrian crossings listed in Resolution 1 above, and to seek Council approval for the remaining two formalised pedestrian crossings listed in Resolution 2 above.

Funding for the three approved pedestrian crossings was approved in the 2024/2025 Annual Budget, and the three crossings were installed and operational by December 2024. The 40km/h speed limit along West Coast Drive was introduced by Main Roads WA on 21 December 2024.

The location plan showing the five pedestrian crossing locations is shown in Figure 1.

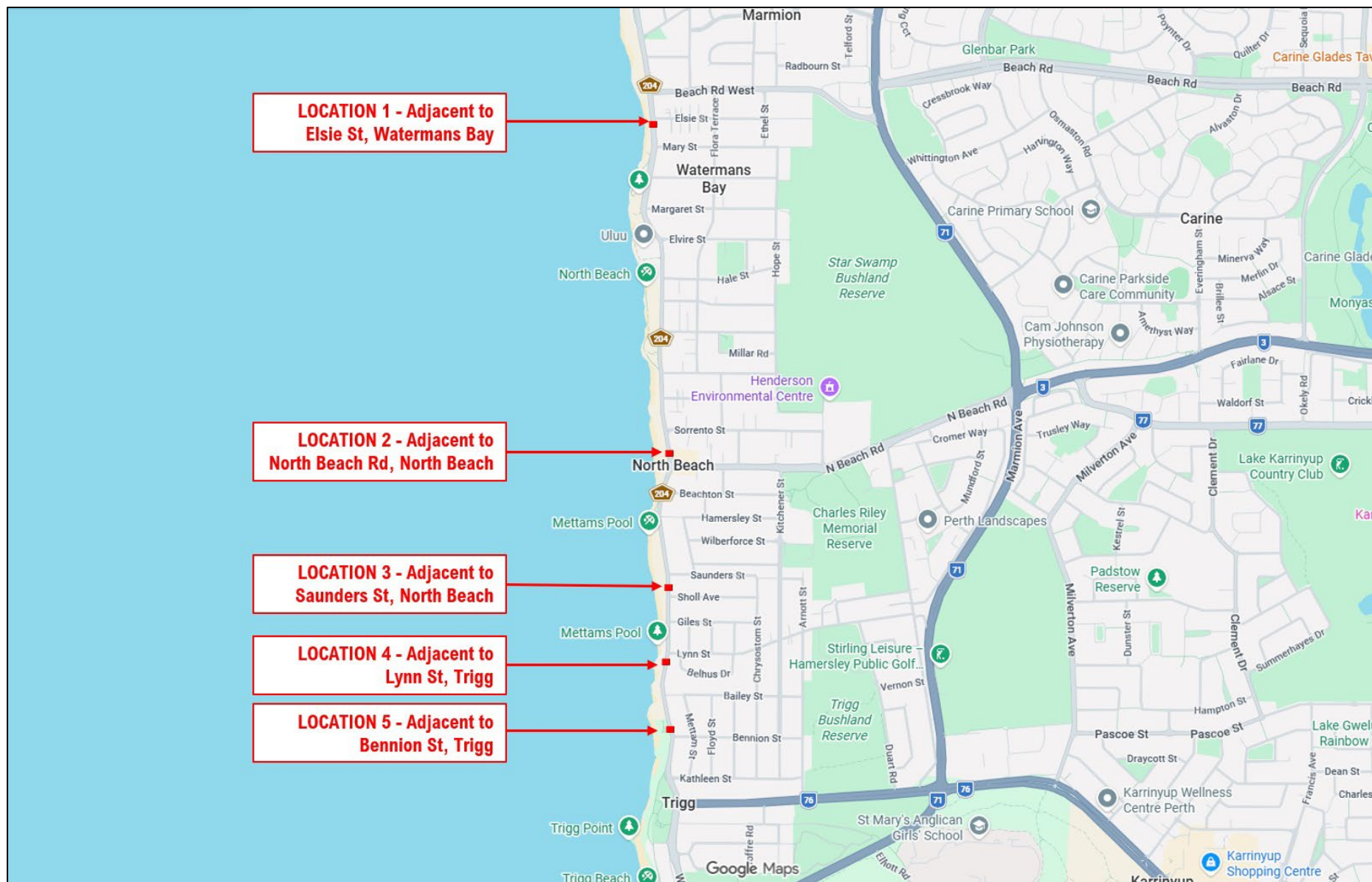


Figure 1 – Location Plan of Pedestrian Crossings

Review of Vehicle Volumes and Travel Speeds

In September 2023, the City undertook extensive community engagement to seek feedback on the initial proposal to install five raised formalised pedestrian crossings along West Coast Drive and a reduction of the speed limit from 50km/h to 40km/h. During that consultation, some respondents made comments that the pedestrian crossings would result in increased congestion along West Coast Drive, and may result in a redistribution of traffic to parallel local access roads.

A comparison of traffic volumes and travel speeds obtained from traffic surveys undertaken before and after the installation of raised pedestrian crossings and a lowered speed limit are provided in Table 1.

Road	Location	Average Weekday Traffic Volume [vehicles per day]			Operating (85 th percentile) Speed [km/h]		
		Before (Oct 2023)	After (Feb 2026)	Change	Before (Oct 2023)	After (Feb 2026)	Change
West Coast Drive	S of Margaret Street	16,235	16,463	+228	53.8	48.1	-5.7
West Coast Drive	S of Malcolm Street	17,409	17,877	+468	55.3	51.1	-4.2
West Coast Drive	N of Bailey Street	15,586	15,095	-491	54.3	48.8	-5.5
Average		16,410	16,478	+68	54.5	49.3	-5.2

Table 1 – Review of Traffic Volumes and Travel Speeds along West Coast Drive.

The data in Table 1 shows that the traffic volume along West Coast Drive has remained relatively consistent ($\pm 3\%$) since the installation of raised pedestrian crossings. This would tend to suggest that there has not been any perceptible redistribution of traffic away from West Coast Drive because of the pedestrian crossings and/or reduced speed limit.

The data also indicates that average travel speeds along West Coast Drive have reduced by 5.2km/h. While operating speeds remain above the new 40km/h posted limit, the approximately 10% reduction represents a meaningful road safety improvement. The City is discussing with Main Roads WA the potential installation of additional 40km/h repeater signs between existing signs to further encourage compliance with the lower speed limit.

Review of Crash Patterns

A review of crash patterns along West Coast Drive has been undertaken for the 3.2-kilometre section between Karrinyup Road and Beach Road West. The pre-construction period has been reviewed for the 4-year period between 2021 and 2024, and the post-construction period has been reviewed for the 1-year period in 2025 (noting that crash data for the 2026 calendar year is not yet available). The results of the review are shown in Table 2.

Category	Type	Pre-Construction (2021-2024) [crashes per year]	Post Construction (2025) [crashes per year]
Severity	Serious Injury	7.0	5
	Property Damage Only	11.2	7
Location	Midblock	9.7	7
	Intersection	8.5	5
Total		18.2	12

Table 2 – Review of Crash Patterns along West Coast Drive, 2021-2025.

The crash data shows that there has been a 33% reduction in crash frequency along the road – from 18.2 to 12 crashes per year, and a 29% reduction in serious injury crashes – from 7 to 5 per year. These values demonstrate a demonstrable improvement to road safety along West Coast Drive.

Review of Pedestrian Activity

A review of pedestrian activity has been undertaken for four pedestrian crossing locations, of which two now have raised pedestrian crossings.

The pre-construction video surveys were taken in January 2021 and were used to support the initial application for formalised pedestrian crossings. The post construction video surveys were taken in December 2025

A comparison of the number of pedestrians crossing the road obtained from video surveys undertaken before and after the installation of raised pedestrian crossings and a lowered speed limit are provided in Table 3. The values provided in the tables represent the number of pedestrians crossing the road over the course of the 12-hour video survey period.

Location	Number of Pedestrians Crossing the Road over 12-hour Survey Period			
	Weekday		Weekend	
	Before (2021)	After (2025)	Before (2021)	After (2025)
Locations with Raised Crossings				
West Coast Drive, S of Elsie Street	1196	796	1447	1240
West Coast Drive, N of Bennion Street	754	158	1313	407
Locations with No Formal Crossings				
West Coast Drive, N of North Beach Road	670	872	1656	1684
West Coast Drive, N of Lynn Street	524	251	872	871

Table 3 – Number of Pedestrians Crossing West Coast Drive at Designated Locations.

Pedestrian activity reduced at some locations when comparing the pre-construction and post-construction video surveys. While this may appear inconsistent with expectations that pedestrian volumes would increase following the installation of formalised crossings and the reduced speed limit, the results should be interpreted in context. Several factors are likely to have influenced the survey outcomes.

- *2021 survey conditions:* The pre-construction video surveys were undertaken during a period affected by the Coronavirus pandemic and related restrictions. With fewer alternative activities available, coastal walking and cycling activity was noticeably higher, as these activities provided local residents with an accessible outdoor recreation option.
- *Bennion Street activity:* Pedestrian activity near Bennion Street was previously influenced by its proximity to the former Yelo Café. The café closed in May 2023 and relocated to Flora Terrace. Until redevelopment of the former site is completed, pedestrian activity at this location is likely to remain lower than previous levels.
- *Weather conditions:* The post-construction video surveys in 2025 were undertaken in significantly cooler conditions and included a brief period of inclement weather. These conditions would typically reduce pedestrian activity when compared with warmer, sunny conditions.

Notwithstanding these factors, pedestrian activity at all four reviewed locations remains significant, particularly on weekends. Importantly, the two locations that do not currently have formalised crossings continue to record high pedestrian crossing volumes. This supports the provision of new formalised crossings at those locations to improve pedestrian safety and provide clearer priority for pedestrians.

Consideration of At-Grade (Zebra) Crossings vs Raised (Wombat) Crossings

There have been suggestions that the two remaining pedestrian crossings should be constructed without a raised safety platform. Although it is true that a standard zebra crossing could be installed at road level, failure of vehicles to give way at these crossings is a significant safety issue. Raised (wombat) crossings are preferred for the following reasons:

- *Driver compliance:* Raised crossings are more visible due to their elevated platform. Drivers are more likely to notice and recognise them as pedestrian crossings, and the increased awareness encourages drivers to give way to pedestrians.
- *Speed reduction:* The raised profile of these crossings acts as a physical barrier that force drivers to slow down. Lower speeds make it easier for drivers to stop when pedestrians are crossing.
- *Clear priority:* Raised crossings emphasise pedestrian priority, and drivers understand that pedestrians have the right of way. Compliance improves as a result.
- *Reduced confusion:* Flat crossings can sometimes blend into the road surface, particularly during overcast conditions. Raised crossings are clearly demarcated with piano key markings and advisory speed zone signs, which reduces confusion for both drivers and pedestrians.

An international study published in 2024 for a similar type of urban collector road in Firenze, Italy, supports the points indicated above. As part of that study, assessments were undertaken of pedestrian crossings with various configurations (including raised and flat) to define how each configuration affects the drivers' behaviour and if they improve pedestrian safety. The study also measured driver behaviour by having participants wearing specifically designed glasses to track driver eye movements on the approaches to various configurations of pedestrian crossings. The main findings of that study included:

- A statistically significant decrease in the speed approaching pedestrian crossings were obtained when the raised deflection is present.
- A significant increase in the drivers' attention on the pedestrian crossing markings was observed when the raised deflection is present.

Should Council approve the installation of formalised pedestrian crossings at the two remaining locations, it would be the strong recommendation that they be constructed as raised (wombat) crossings, similar to the three recently installed pedestrian crossings. The installation of at-grade (zebra) crossings along a section of road that already incorporates raised (wombat) crossings would potentially lead to driver uncertainty and introduce an element of additional risk to pedestrians that can be easily resolved with minimal impact to vehicle movements and travel times.

Financial Assessment and Implications

The installation of formalised pedestrian crossings along West Coast Drive would require civil works to widen the existing median openings and to install raised plateaus. Each location will also require street lighting upgrades to ensure the lux levels satisfy the appropriate standards. The combination of civil and lighting upgrades would be in the order of \$75,000 per location.

There are currently no funds allocated to this project in the current budget. If the implementation of two additional formalised pedestrian crossings is endorsed by Council, the works would need to be listed for consideration on the Draft 2027/2028 Annual Budget.

Stakeholder Engagement

Extensive community engagement was conducted in September 2023, before Council endorsed the three initial pedestrian crossings. Of the 689 responses received during that consultation, 58% supported the installation of five raised formalised pedestrian crossings, and 42% supported reducing the speed limit to 40 km/h.

During the engagement, respondents were asked which pedestrian crossing would provide the greatest benefit. The responses were as follows:

1. Adjacent to North Beach Road, North Beach – 32%
2. Adjacent to Elsie Street, Watermans Bay – 21%
3. Adjacent to Lynn Street, Trigg – 20%
4. Adjacent to Saunders Street, North Beach – 14%
5. Adjacent to Bennion Street, Trigg – 13%

Under the previous Council Resolution, crossings at the first and third highest priority locations were deferred pending further review. This feedback indicates that both locations remain high priorities for the community.

Following the installation of the three Council-endorsed pedestrian crossings between November 2024 and November 2025, the City received 10 submissions through its online feedback system about pedestrian safety measures along West Coast Drive. The submissions reflected mixed views, consistent with the findings of the 2023 community consultation. Positive feedback noted improved crossing safety and lower vehicle speeds, while concerns related to congestion, speed hump design and the speed limit change.

Community discussions on social media following the installation of the three crossings, from October 2024 to January 2025, showed mixed but balanced sentiment. This was consistent with the themes identified through the 2023 community consultation.

A resident-led social media post seeking views on the new speed limit received a large number of comments, reflecting a broad range of community perspectives. Positive comments recognised that West Coast Drive has been historically difficult to cross, especially for seniors or people with disability, and that the changes improve safety. There was support for maintaining or even extending the lower limit along the full coastal stretch.

Opposing views included concerns that the raised crossing disrupt traffic flow without resolving safety issues, that pedestrians will continue to cross informally rather than use the designated crossings, and that the changes lack evidence or justification. Others suggested that because peak summer traffic naturally travels slow, the regulatory limit was not required.

Options Summary

The following options were considered, presented in the order in which they are recommended.

OPTIONS	
1.	1. That Council NOTES the report detailing the road safety review of West Coast Drive following the installation of raised formalised pedestrian crossings at three locations and a reduction in the speed limit along West Coast Drive. 2. That Council APPROVES the installation of raised formalised pedestrian crossings at two locations along West Coast Drive at the following locations: a. Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre) b. Adjacent to Lynn Street, Trigg (near Mettams Pool)
2.	1. That Council NOTES the report detailing the road safety review of West Coast Drive following the installation of raised formalised pedestrian crossings at three locations and a reduction in the speed limit along West Coast Drive. 2. That Council DOES NOT SUPPORT the installation of raised formalised pedestrian crossings at two locations along West Coast Drive at the following locations: a. Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre) b. Adjacent to Lynn Street, Trigg (near Mettams Pool)

Recommended Action

A review of road safety along West Coast Drive has been undertaken for the section between Karrinyup Road and Beach Road West.

The review found that traffic volumes remained relatively consistent following the introduction of three raised pedestrian crossings and a reduced speed limit. However, there was a 10% reduction in travel speeds and a 33% reduction in crash frequency.

The data also shows that pedestrian activity at the two locations that do not currently have formalised crossings continue to record high pedestrian crossing volumes. This supports the provision of new formalised crossings at those locations to improve pedestrian safety and provide clearer priority for pedestrians

It is therefore recommended that the two remaining raised pedestrian crossings be approved by Council, with the aim of being included for construction in the 2027/2028 financial year, subject to approval of funding under the normal budget process.

Relevant Policies, Legislation and Council Resolutions

[Local Government Act 1995](#)

Meeting Date	Council Resolution Number	Council Resolution
10 May 2022	0522/032	<i>“That a report be PRESENTED to Council providing an overview of pedestrian safety along West Coast Drive including options on what short, medium and long term measures can be taken to improve pedestrian safety.”</i>
16 August 2022	0822/029	<i>“1. That the City PROGRESSES the application for raised formalised pedestrian crossings at four locations along West Coast Drive at the following positions:</i> <i>a. Adjacent to Elsie Street, Watermans Bay (near Little Bay Café);</i> <i>b. Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre);</i> <i>c. Adjacent to Lynn Street, Trigg (near Mettams Pool); and</i> <i>d. Adjacent to Bennion Street, Trigg (near Yelo Café).</i> <i>2. That the City INVESTIGATES the possibility for a raised formalised pedestrian crossing along West Coast Drive, adjacent to Saunders Street.</i> <i>3. That Council INVESTIGATES the proposal to lower the speed limit along West Coast Drive, subject to community consultation.”</i>
27 February 2024	0224/033	<i>“1. That Council APPROVES the installation of raised formalised pedestrian crossings at the following three locations along West Coast Drive:</i> <i>a. Adjacent to Elsie Street, Watermans Bay (near Little Bay Café);</i> <i>b. Adjacent to Saunders Street, North Beach (Near Beachcombers, Spinifex and Trigg Pizza); and</i> <i>c. Adjacent to Bennion Street, Trigg (near the old Yelo Café).</i>

		2. <i>Subject to a successful review of the first three pedestrian crossings, that Council CONSIDERS the installation of raised formalised pedestrian crossings in the 2025/2026 budget process at the following two locations:</i> a. <i>Adjacent to North Beach Road, North Beach (near North Beach Shopping Centre); and</i> b. <i>Adjacent to Lynn Street, Trigg (near Mettams Pool).</i> 3. <i>That Council ENDORSES a reduction in the speed limit to 40km/h along West Coast Drive, between Karrinyup Road and Beach Road."</i>
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Sustainable Stirling 2026-2036

Key Result Area: Our built environment

Objective: Connect the community through sustainable and integrated transport networks

Priority: Provide and maintain safe and accessible roads and parking

Priority: Provide a safe network of cycleways and pathways to link people and places

Strategic Risk

Strategic Risk	Risk Appetite
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

12.2/DS2 CITY OF STIRLING PUBLIC HEALTH PLAN 2026-2031

Business Unit:	Development Services	Service: Environmental Health
Ward:	City Wide	Location: City Wide
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/035****Moved Councillor Papparde, seconded Councillor Proud****That Council ADOPTS the Public Health Plan 2026-2031 as shown in Attachment 1.****The motion was put and declared CARRIED (14/0) by exception resolution.****For:** Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Papparde, Perkov, Proud, Re and Mayor Irwin.**Against:** Nil.**Committee Recommendation****That Council ADOPTS the Public Health Plan 2026-2031 as shown in Attachment 1.**

Officer's Recommendation

That Council ADOPTS the Public Health Plan 2026-2031 as shown in Attachment 1.

Purpose

To seek Council adoption of the City of Stirling Public Health Plan 2026–2031, in accordance with the Public Health Act 2016.

Details

Public health planning is a proactive, systematic approach to enhancing the health and well-being of communities.

The Department of Health and local governments share a statutory responsibility for public health. The Public Health Act 2016 (the Act) was introduced in 2016 to replace the Health (Miscellaneous Provisions) Act 1911. The implementation of the Act has been divided into five stages. Part 5 of the Act was mandated on 4 June 2024, requiring the Chief Health Officer to publish the State Public Health Plan 2025-2030 by 4 June 2025. Local governments are required to prepare and publish their local public health plans by 4 June 2026, unless approval is granted by the Chief Health Officer. The City has been granted an extension to finalise the Public Health Plan until 31 August 2026.

In accordance with Section 45 of the Act the City's Public Health Plan must achieve the following:

- Identify the public health needs of the local government district.
- Examine data relating to the health status and health determinants in the local government district.
- Establish objectives and policy priorities for the promotion, improvement, and protection of public health in the district area.
- Develop and deliver public health services in the district area.
- Identify, based on available evidence, how the objectives and policy priorities are proposed to be achieved.
- Describe how the local government proposes to work with the Chief Health Officer and other bodies undertaking public health initiatives, projects and programs to achieve the objectives and policy priorities.
- Include a strategic framework for the identification, evaluation, and management of public health risks in the district area.
- Include a report, in accordance with any subsidiary regulations made under the Act, on the performance by the local government of its functions under the Act.

The City's Public Health Plan 2026-2031 has been developed to provide a strategic, whole-of-city approach to improving community health and wellbeing. As this is the City's inaugural Public Health Plan, it captures and build upon the strengths of existing City strategies and activities that work to support health and wellbeing for residents. The plan is consistent with the Strategic Community Plan (SCP) and aligns to the new focus area under *Our Community* 'foster collaboration to support the health and wellbeing of community.'

The Public Health Plan aims to:

- Support health and wellbeing outcomes for our residents.
- Address preventable risk factors for chronic disease.
- Support environments that enable healthy, active and connected lives.
- Strengthen cross-department collaboration and align with existing City strategies.
- Guide future planning, partnership and decision-making for community health and wellbeing.
- Align with the State Public Health Plan for WA 2025–2030.
- Ensure a co-ordinated, evidence-informed approach to City public health action.
- Meet the City's obligations under the Western Australian Public Health Act 2016.

The priorities of the City's Public Health Plan have been developed in alignment with the SCP to respond to the City's local health data, evidence from the State Public Health Plan for WA 2025–2030, community priorities and insights from our service areas. Five key priority areas were identified in the Public Health Plan these include:

1. Healthy, active communities
2. Mentally healthy and socially connected communities
3. Safe, resilient and sustainable communities
4. Access to affordable and healthy living
5. Strong partnerships and collaborative leadership

The priorities and objectives of the Public Health Plan contribute to the Sustainable Stirling 2026-2036, the City's SCP Key Result Areas: Our Community, Our Built Environment, Our Natural Environment, and Our Leadership as indicated in Table 1 below.

Table 1: Strategic Alignment	
Draft Public Health Plan Area	SCP Outcome Alignment
1. Healthy, active communities	An active and healthy City A liveable City An accessible and connected City
2. Mentally healthy and socially connected communities	An inclusive and harmonious City
3. Safe, sustainable and resilient communities	A safer City A biodiverse City A waste-wise City A water-wise City A liveable City
4. Access to affordable and healthy living	An inclusive and harmonious City A liveable City An accessible and connected City
5. Strong partnerships and collaborative leadership	A well-governed City A customer-focused City A capable and efficient City

Financial Assessment and Implications

No additional funding is requested through this report. Actions and deliverables within the inaugural Public Health Plan 2026–2031 are incorporated into Council's annual integrated planning and budgeting process, at both Business Unit and service levels.

Stakeholder Engagement

The development of the Public Health Plan has been informed by a range consultation activities to ensure it reflects local needs, values and priorities (Attachment 2 and 3).

Elected Member Workshop:

An Elected Member Workshop was held on the 1 September 2025 to seek Council's feedback and direction on the City's inaugural Public Health Plan. The workshop enabled Council to consider and provide strategic guidance on the development and direction of the Plan and its objectives.

External Engagement:

To help inform the Public Health Plan community members were invited to participate in the Everyone Belongs and Future Stirling 2025 engagement initiatives, which included specific components to understand the community's public health priorities. Additionally, in collaboration with the City of Stirling Reconciliation Action Plan working group, the City engaged local Aboriginal Community Controlled Organisations (ACCO's) as well as a range of mainstream community health organisations to gather insights on local Aboriginal health priorities and broader community public health needs.

What we heard through community engagement:

- Physical activity is the number one priority for young adults and older people
- Mental health is the number one priority for middle aged people
- Access to affordable healthy food is number two for 42% of young adults
- Social connection is number two for middle-aged and older people
- 81% of people value having daily needs close to home, 66% say this is achieved

ACCOs key insights:

- Housing is a critical issue - housing instability and homelessness impacting health, safety and wellbeing
- Partnerships matter - strengthening relationships and collaboration with support services is a key priority
- Opportunity for future community hub - a local hub could improve coordination and access to culturally safe services

Internal Engagement:

Internal engagement occurred across relevant Business Units to ensure alignment with existing service delivery and to support Key Performance Indicators (KPI) mapping and development. This has helped to ensure that the Public Health Plan is practical, achievable and can be accurately reported.

Community Consultation:

To ensure the Public Health Plan reflects the needs of the community a consultation process was also undertaken. It was important that community members see themselves reflected in the Public Health Plan, recognising how their insights are captured in the City's priorities and actions. Targeted consultation with identified priority groups was critical to ensure the consultation process was inclusive and captured diverse perspectives. A formal three-week public advertising period was conducted to seek feedback on the proposed plan. The consultation period ran from 8 July to 29 July 2026, during which community events were attended and community members were invited to review the draft plan, provide submissions, rank the draft priorities, and participate in a quick poll to identify barriers and opportunities relating to their health and wellbeing.

The engagement process has enabled the community to:

- Understand how earlier community engagement has influenced the development of the plan
- Review the proposed health and wellbeing priorities for the next 5 years
- Provide feedback on the draft Public Health Plan

A total of 11 submissions were received during the advertising period. Of these 11 submissions, three submission was made on behalf of a business or organisation and four were written submissions. All submissions were verified using the provided address details and data quality assurance procedures consistent with best practice were applied.

The written feedback was supportive, general themes included creating healthier, safer and more connected communities through improved walking and cycling infrastructure, road safety, urban greening and shade, strong community partnerships, and evidence-based planning. There was also support for greater focus on inclusion, mental wellbeing, healthy lifestyles, injury prevention, and transparent reporting to ensure the Plan delivers meaningful health outcomes. Further detail on the changes made to the Public Health Plan as a result of the community consultation is outlined in Attachment 2.

A summary table consolidating levels of community support and opposition, including analysis by proximity to the relevant project locations, is provided below. This approach ensures consistency in how submissions are assessed and presented to Council.

Submissions received	Within 100m radius of proposed site	Within 200m radius of proposed site	Within the City of Stirling	Outside of the City of Stirling	Total Submissions Received
Support	N/A	N/A	7 (64%)	4 (36%)	11 (100%)
Object	N/A	N/A	0	0	0
Total	N/A	N/A	7 (64%)	4 (36%)	11 (100%)

Table 1 – Summary of submissions received – relative locations

Further detail on the community engagement outcomes is provided in the Community Engagement Outcomes Report (Attachment 3).

Recommended Action

It is recommended that Council adopts the inaugural City of Stirling Public Health Plan 2026–2031, as contained in Attachment 1.

The Public Health Plan has been developed through a range of community and internal engagement and provides a clear, strategic framework to guide the City's public health priorities, service delivery and partnerships over the next five years. It reflects Council's longstanding commitment to supporting a healthy community and provides a clear framework for coordinated and meaningful actions across the City.

Relevant Policies, Legislation and Council Resolutions

[Local Government Amendment Act 2023](#)

[Public Health Act 2016](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our community

Objective: An active and healthy City

Priority: Facilitate a range of recreation and leisure opportunities for everyone in the City

Priority: Facilitate and advocate for the provision of a range of quality health services

Strategic Risk

Strategic Risk	Risk Appetite
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.

Relevant Documents and Information

Attachments

Attachment 1 - City of Stirling Public Health Plan 2026-2031

Attachment 2 - Public Health Plan 2026 - 2031 - Consultation Changes

Attachment 3 - Consultation Outcomes Report - Public Health Plan

Available for viewing at meeting

Nil.

Linked Documents

Nil.



Public Health Plan 2026-2031





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 the hopes for 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.

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Mayor's message

The City of Stirling is in a unique position to improve the health and wellbeing of our community of around 250,000 residents. Our inaugural Public Health Plan 2026-2031 lays out a strategic and evidence-based approach to doing exactly that.

As well as being the state's largest local government by population, we are also one of the most diverse, with more than one in three people born overseas and more than one in four speaking a language other than English at home. When it comes to public health planning, it is crucial that people of all ages, cultures and backgrounds are taken into account to create a system that works for everyone and addresses inequities. That is why community engagement is such an integral part of this plan.



Our City already does fantastic work in the public health space, providing first-rate places and programs for physical activity and fostering a safe, inclusive and harmonious community. We want our Public Health Plan 2026-2031 to harness the extensive work we are already doing and make it even more strategic and proactive. It has been designed to align with our existing strategies, processes and responsibilities to ensure a whole-of-organisation approach to implementation.

The plan is based around five priority areas:

- Healthy, active communities
- Mentally healthy and socially connected communities
- Safe, sustainable and resilient communities
- Access to affordable and healthy living
- Strong partnerships and collaborative leadership.

Under each priority area, there are objectives, actions and outcomes, listed alongside the City teams responsible for delivering them. These objectives deal with everything from creating opportunities for our residents to be socially active to preparing for natural disasters. It represents a holistic and proactive approach to building a healthy, resilient and connected community.

Mark Irwin AM
Mayor



About this plan

The City of Stirling Public Health Plan 2026-2031 (Public Health Plan) aims to provide a strategic, whole-of-City approach to improving community health and wellbeing. The plan responds to the City's local health data, evidence from the State Public Health Plan for WA 2025–2030, community priorities and insights from our service areas. It helps to capture the strengths of our existing activities to improve health and wellbeing for all residents.

While many of our community members experience good health and access to services, others face greater social and economic challenges.¹ These differences highlight the need for an equitable approach that focuses on prevention and early intervention. This includes addressing the social, environmental and economic factors that influence health such as housing, education, income, transport, social connection and cultural identity.²

For the City, public health means shaping environments that make healthy choices accessible for everyone. By promoting healthy lifestyles, reducing risk factors and creating inclusive spaces, we can work to prevent chronic disease and injury, improve mental wellbeing, reduce health inequities and build resilience to emerging risks such as emergencies and climate impacts.

As the level of government closest to the community, local governments play a vital role in creating healthy environments. They help keep people safe and healthy by delivering essential public health services, including environmental health, waste management, community safety and emergency response.

Today, chronic diseases and injuries such as cancer, heart disease and mental health conditions present some of our most pressing health challenges.

Our most recent health insights indicate increasing impacts from preventable risk factors and growing demand for mental health and social connection initiatives, underscoring the need for a coordinated local response.³

The Public Health Plan aims to provide an overarching framework for the City that aligns the goals and actions of existing strategies to collectively improve the health and wellbeing of our diverse population.

The Public Health Plan aims to:

- Improve health and wellbeing outcomes for all residents
- Address preventable risk factors for chronic disease and injury
- Support environments that enable healthy, active and connected lives
- Strengthen cross-department collaboration and align existing strategies
- Guide future planning, partnership and decision-making for community health and wellbeing
- Align with the State Public Health Plan for WA 2025–2030 objectives
- Ensure a coordinated and evidence-informed approach to our public health actions.



¹ Australian Bureau of Statistics. Socio-Economic Indexes for Areas (SEIFA), Australia. <https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/latest-release#data-downloads>

² Department of Health WA, *State Public Health Plan for WA 2025–2030*, 2025, *State Public Health Plan 2025–2030*

³ City of Stirling, *Everyone Belongs Community Engagement*. 2025; Department of Health WA, *Health and Wellbeing Profile: City of Stirling 2015-2024*. 2026



Our Sustainable Stirling 2022-2032 Strategic Community Plan has five key result areas with outcomes, objectives and strategies that will help us deliver our vision of “a sustainable City with a local focus”. The Public Health Plan's priorities and objectives directly contribute to the following four key result areas: Our Community, Our Built Environment, Our Natural Environment, and Our Leadership.

Public Health Plan priority area	Strategic Community Plan outcomes
1. Healthy, active communities	• An active and healthy City • A liveable City • An accessible and connected City
2. Mentally healthy and socially connected communities	• An inclusive and harmonious City
3. Safe, sustainable and resilient communities	• A safer City • A biodiverse City • A waste-wise City • A water-wise City • A liveable City
4. Access to affordable and healthy living	• An inclusive and harmonious City • A liveable City • An accessible and connected City
5. Strong partnerships and collaborative leadership	• A well-governed City • A customer-focused City • A capable and efficient City

The Public Health Plan meets the City's obligations under WA's *Public Health Act 2016* and has been developed in consideration with the priorities identified by the Chief Health Officer in the State Public Health Plan for WA 2025–2030. This ensures alignment with statewide public health objectives and directions while addressing local community needs.⁴

We will liaise with the WA Department of Health through annual reporting actions outlined in the plan and work in partnership with health services, community organisations and other stakeholders to support the delivery of public health initiatives.

In line with the *Public Health Act 2016*, we will take a practical, evidence-informed approach to identifying and responding to public health risks within the City. This includes:

- Considering current and emerging risks as part of planning and service delivery
- Using available data, community insights and legislative guidance to understand potential impacts
- Prioritising risks that require City-level action
- Incorporating risk considerations into updates of this plan and broader decision-making processes.

⁴ Department of Health WA, *State Public Health Plan for WA 2025–2030*, 2025, *State Public Health Plan 2025–2030*; Department of Justice WA, *Public Health Act 2016*. Western Australia. 2016, [WALW – Public Health Act 2016 – Home Page](#)

Integrated Planning and Reporting Framework

Western Australian legislation requires local governments to plan for the future through an Integrated Planning and Reporting Framework. This includes a 10-year Strategic Community Plan, a four-year Corporate Business Plan and supporting informing plans, such as the Public Health Plan.

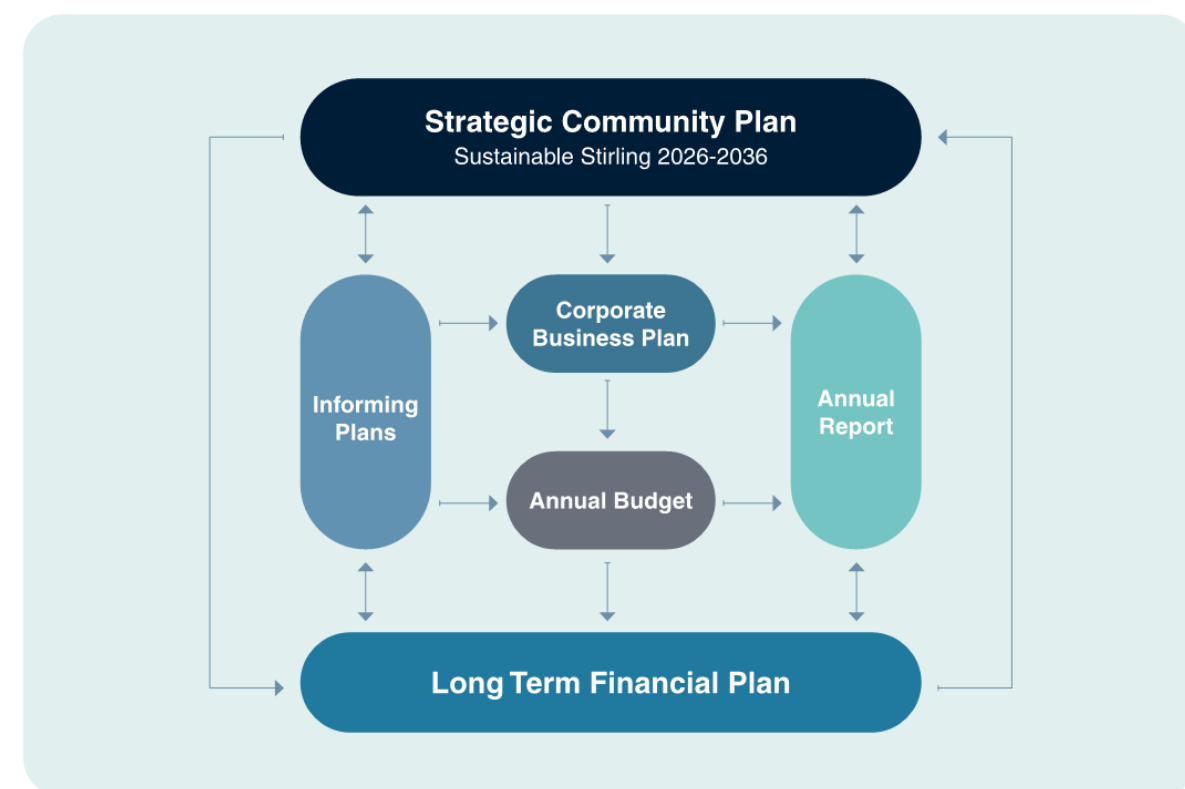
As part of the integrated planning process, local governments work with their communities to shape a long-term vision, examine and understand the demographic, social, environmental and economic trends shaping the future of their area, and align their activities and resources to address the community's aspirations expressed in the vision.

Under the Integrated Planning and Reporting Framework, local governments are required to measure, assess and report their performance every year to their community. This process of measurement and reporting helps local governments continually improve their performance and progress towards their vision and objectives.

The diagram below illustrates the City of Stirling's Integrated Planning and Reporting Framework.

Informing plans provide more detail on key areas of work, outlining the actions and targets that will guide us towards our long-term goals. See appendix 1 for additional informing plans and their alignment with the Public Health Plan.

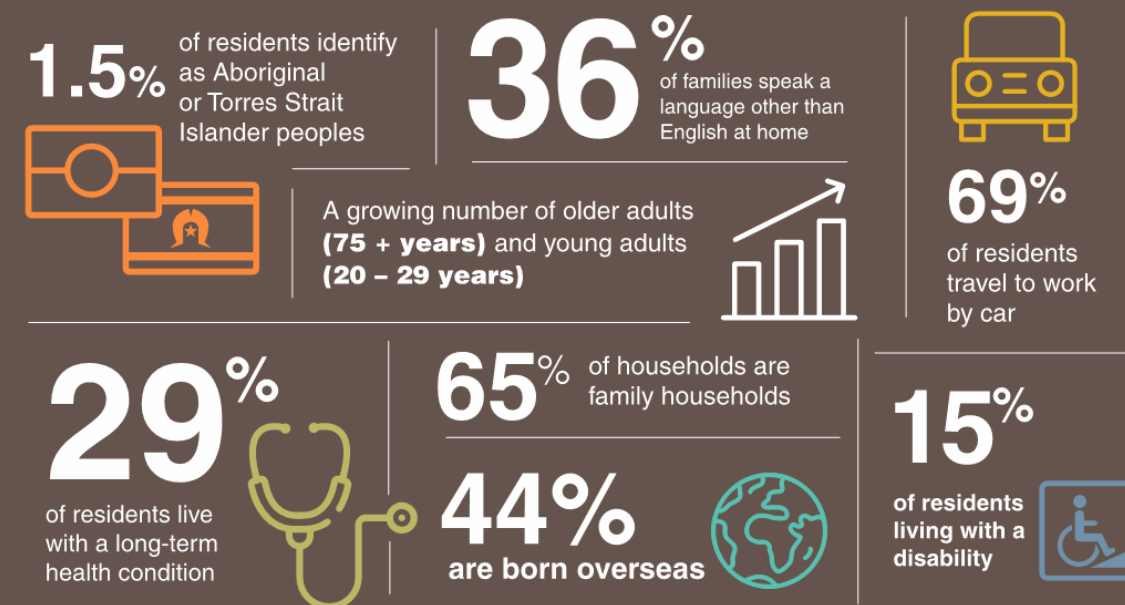
The Public Health Plan addresses our obligations under WA's *Public Health Act 2016* and will be used to help the City achieve healthy, inclusive and sustainable outcomes.



Health and wellbeing in our community

With almost 250,000 residents across 30 suburbs, the City of Stirling is WA's largest local government by population. Our City is also one of the most diverse local governments in the state, home to residents of all ages and backgrounds. This diversity is one of our greatest strengths and a key consideration in shaping inclusive public health initiatives.

Our community:⁵



⁵ Australian Bureau of Statistics. Population estimates and components by LGA, 2023 to 2024. Canberra (ACT): ABS; 2025. <https://www.abs.gov.au/statistics/people/population/regional-population/latest-release#data-downloads>



City of Stirling Health and Wellbeing Profile: ⁶

The City's population is projected to grow by almost **40,000** people by 2036



12%
Tree canopy coverage

Most suburbs have low to moderate walkability

1 in 4
residents have been told by a doctor in last 12 months they had a mental health condition such as **anxiety, stress or depression**



31% of residents live alone

Less than **3%** of residents walk or cycle



6% of adults and **10%** of children meet the recommended daily vegetable intake



8% of adults and **5%** of children eat fast foods more than twice a week



28% of adults drink alcohol at levels that pose long-term health risks



11% of residents aged 18 years and above currently smoke and **8%** currently vape

23% of children and **68%** of adults are classified as overweight or obese



46% of children and **36%** of adults exceed recommended screen time limits



65% of children and **35%** of adults did not complete the recommended amount of physical activity

The City acknowledges the North Metropolitan Health Service for providing data that has helped inform the development of this plan.

⁶ Department of Health WA. *Health and Wellbeing Profile: City of Stirling 2011-2020. 2024*; Department of Health WA. *Health and Wellbeing Profile: City of Stirling 2015-2024. 2026*

Community and stakeholder engagement

Community and stakeholder input has been central to the development of the Public Health Plan. We undertook a comprehensive engagement process to ensure the plan reflects local needs, values and priorities. Community members were invited to participate in the Everyone Belongs and Future Stirling community engagement initiatives. In partnership with the our Reconciliation Action Plan Working Group, we engaged local Aboriginal Community Controlled Organisations (ACCOs) to gather insights on local Aboriginal health priorities.

What we heard through community engagement:⁷

Mental health
is a top priority
for middle
aged people



Physical activity is
the No. 1 priority for
young adults and
older people



42%
of young
adults say
access to affordable healthy
food is their No. 2 priority



Social Connection
is the No. 2 priority for middle-aged
and older people

81% value having daily needs
close to home, **66%** say this
is achieved

ACCOs key insights:⁸

Housing
is a critical issue

Housing instability and
homelessness impacts
health, safety and wellbeing



**Partnerships
matter**

Strengthening
relationships and
collaboration with
support services
is a key priority



**Opportunity
for future
community
hub**

A local hub could
improve coordination
and access to culturally
safe services

Ongoing consultation and engagement is essential to the success of the plan and will be embedded into the plan over the next five years.



⁷ City of Stirling, Everyone Belongs Community Engagement. 2025; City of Stirling, Future Stirling Phase One Engagement Report for Public Health Plan. 2025
⁸ City of Stirling, Aboriginal Health Priorities Engagement. 2025



Reporting, monitoring and evaluation

The Public Health Plan is designed to be implemented through a whole-of-organisation approach that aligns with existing City strategies, business planning processes and legislative responsibilities under the *Public Health Act 2016*. Implementation will focus on strengthening existing activity, coordinating service areas and identifying opportunities for collective action that supports long-term health and wellbeing outcomes.

The Public Health Plan is a living framework that can help the City continue to:

- Respond to emerging health risks, climate impacts and population changes
- Adjust actions to respond to opportunities that strengthen health and wellbeing outcomes
- Strengthen partnerships with key stakeholders and community organisations
- Engage and collaborate with community.

Ongoing implementation will be supported by a Public Health Steering Group to maintain cross-service alignment and support continuous improvement. The flexible approach allows for adaptations to ensure it remains relevant to community needs over the five year lifespan of the plan.

Each service unit will report on the Public Health Plan-related actions through quarterly KPI reporting and monitoring and annual business planning.

We will annually review and report against the Public Health Plan to ensure implementation is on track and actions remain achievable and aligned to emerging health priorities and risks. The reviews will be conducted through Key Performance Indicator reporting and Corporate Business Plan updates. The community will continue to stay involved by way of consultation and delivery updates through our Annual Report and other communication methods, such as existing advisory groups and working groups where relevant.

In 2031, the Public Health Plan will be evaluated and reviewed to understand what worked well, new opportunities and any lessons learned. A new Public Health Plan will be developed in line with any new evidence and community consultation to ensure it is relevant to community priorities and emerging risks.

Guiding principles

This plan is shaped by six core principles that guide our approach to improving health outcomes and building community resilience:

Aboriginal health and wellbeing

We recognise that Aboriginal health is holistic, encompassing physical, social, emotional, cultural and spiritual wellbeing. We are committed to culturally safe, inclusive and community-led approaches when implementing actions of this plan.

Equity and inclusion

We strive to reduce health disparities and ensure that all residents have equitable access to opportunities for good health, regardless of age, ability, sex, gender, race, cultural background, income or location. Equity and inclusion considerations will inform planning, engagement, service delivery and evaluation activities undertaken through this plan.

Prevention and early intervention

We will focus on preventing illness and injury before they occur. We will promote healthy active lifestyles and address risk factors to reduce long-term disease burden and improve quality of life.

Community engagement and empowerment

We believe meaningful change comes from collaboration. We intend to actively involve residents, local organisations and service providers in shaping and delivering health initiatives that reflect community needs and aspirations.

Evidence-based decision-making

Our strategies are guided by reliable data, research and local insights. We intend to monitor progress, evaluate outcomes and adapt actions to remain effective and responsive to emerging health trends.

Sustainability and resilience

We aim to promote health in ways that also support environmental sustainability and community resilience. This includes planning for the climate-related health impacts, encouraging active transport and designing healthy built environments.

Public Health Priorities

To achieve the City's Strategic Community Plan (SCP) vision of a "sustainable City with a local focus", the Public Health Plan focuses on five interconnected priority areas. These areas reflect the most significant health and wellbeing needs identified through community engagement and data analysis and align with our SCP to ensure a coordinated, whole-of-City approach.

1

Healthy, active communities

Creating environments that make healthy and active living easy and accessible for all, reducing the risk of chronic disease and injury and promoting lifelong wellbeing.

2

Mentally healthy and socially connected communities

Strengthening mental health, cultural identity and social connection through inclusive spaces and partnerships.

3

Safe, resilient and sustainable communities

Building safer neighbourhoods, preparing for emergencies and adapting to changing climates to protect health and wellbeing.

4

Access to affordable and healthy living

Supporting equitable access to housing, healthy food and essential services to reduce financial stress and health inequities.

5

Strong partnerships and collaborative leadership

Fostering collaboration across sectors and strengthening governance and accountability to deliver integrated health outcomes.

Timeframes for implementation

The actions in the Public Health Plan are categorised using the following timeframes to guide planning, resourcing and reporting:

Short term	1–2 years
Medium term	3–4 years
Long term	5–plus years
Ongoing	Continuous delivery throughout the life of the Public Health Plan.

Priority One

Healthy, active communities

Communities thrive when people can easily access safe, inclusive and engaging places to move, play and connect. Active communities support long-term wellbeing by reducing the risk of chronic disease and injury, strengthening mental wellbeing, fostering social connection and enhancing quality of life. The City plays an important role in shaping neighbourhoods, spaces and programs that make healthy, active living the easy

Objective	Link to SCP	Action
1.1 Enable inclusive access to a range of active and healthy lifestyle opportunities through recreation and open spaces	An active and healthy City A liveable City	1.1.1 Maintain and upgrade high-quality public open spaces, recreation spaces and walkable environments with inclusive amenities guided by universal design 1.1.2 Deliver and promote diverse, low-cost/free physical activity programs 1.1.3 Enable access to unstructured physical activity opportunities including nature play, outdoor gyms, walking trails, active transport and open-space activation 1.1.4 Enable, support and promote community events that encourage movement and safe outdoor recreation
1.2 Support transport networks that enable walking, cycling and public transport use	An active and healthy City An accessible and connected City	1.2.1 Improve neighbourhood walkability and accessibility through pathway upgrades, pedestrian access ways, shared paths, safer crossings, lighting, shade and end-of-trip facilities 1.2.2 Deliver behaviour-change programs and initiatives that support walking and cycling 1.2.3 Support bicycles and State Government-endorsed infrastructure, including parking facilities and safe, accessible paths 1.2.4 Promote awareness and accessibility of local walking and cycling routes through signage, maps and digital resources
1.3 Support and promote partnership-based health education and prevention activities across City services	An active and healthy City	1.3.1 Support childhood wellbeing through children and family services networks across the City to promote best practice in the child health and family wellbeing space 1.3.2 Promote and encourage healthy environments through Healthway's Healthy Venues program in City-run facilities, and support the use of healthy environment messaging through our events and programs 1.3.3 Deliver injury prevention initiatives, including water safety education and fall prevention programs

choice for all ages and abilities. By improving walkability, expanding recreation opportunities, increasing access to open space and promoting healthy environments and preventative health initiatives, we aim to support a community where residents can lead active, healthy and fulfilling lives.

Lead	Timeline	Health + wellbeing outcomes
Parks and Environment	Ongoing	Increased physical activity, improved mobility and use of public spaces, stronger social connection and reduced risk of chronic disease and injury and health inequities
Recreation and Leisure	Ongoing	
Parks and Environment	Ongoing	
Customer and Communications	Ongoing	
Engineering Services	Ongoing	Increased active transport participation, reduced injury risk, improved air quality, improved access to walking and cycling networks and stronger community connectivity
Engineering Services	Ongoing	
Engineering Services	Ongoing	
Engineering Services	Ongoing	
Community Development	Ongoing	Improved nutrition and health literacy, earlier awareness and prevention, reduced injury risk and reduced exposure to preventable health risks
Recreation and Leisure, Community Development	Ongoing	
Recreation and Leisure, Community Development	Ongoing	

Priority Two

Mentally healthy and socially connected communities

Strong social connection, cultural identity and supportive environments are essential for mental health and wellbeing. Feeling connected, valued and included within your community helps protect against stress, anxiety and depression and supports emotional resilience. We recognise that for many residents – particularly Aboriginal and Torres Strait Islander peoples and culturally and linguistically diverse (CaLD) communities – connection to culture,

Objective	Link to SCP	Action
2.1 Strengthen social cohesion and inclusion by facilitating community participation, volunteering and local connection	An inclusive and harmonious City	2.1.1 Coordinate and deliver inclusive, community-based programs and activities that encourage participation and connection 2.1.2 Support and promote volunteering opportunities as pathways to social connection and civic participation 2.1.3 Develop public spaces that support social interaction through inclusive infrastructure, equipment and nature-based elements
2.2 Foster cultural connection, identity and belonging through reconciliation, multicultural engagement and intergenerational connection	An inclusive and harmonious City	2.2.1 Celebrate cultural and community events that strengthen visibility, cultural pride and shared understanding 2.2.2 Support and promote culturally safe spaces for Aboriginal and Torres Strait Islander and CaLD communities 2.2.3 Support public art, creative programs and place-based cultural expression that reflect local identity, diversity and Nyoongar culture 2.2.4 Provide multilingual, accessible information to improve participation in our programs and services
2.3 Enhance access to mental wellbeing supports through partnerships and the use of community spaces	An inclusive and harmonious City	2.3.1 Maintain partnerships with community mental health organisations to improve access to outreach services in priority locations, such as libraries, community hubs and activity centres

Country, family and community is central to social and emotional wellbeing. The City plays a key role in fostering belonging and inclusion through accessible public spaces, culturally safe programs, community events and arts initiatives. This priority focuses on reducing isolation, improving mental health literacy and creating environments where all residents feel safe, connected and supported.

Lead	Timeline	Health + wellbeing outcomes
Community Development	Ongoing	Reduced social isolation, increased community participation and connection and improved mental wellbeing and community resilience
Community Development, Parks and Environment, Recreation and Leisure	Ongoing	
Parks and Environment	Ongoing	
Community Development	Ongoing	Stronger cultural identity and cultural safety, increased social inclusion and belonging, stronger intergenerational connection and improved emotional wellbeing
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	Improved mental health literacy and awareness of supports, reduced stigma, stronger perceptions of safety and improved community resilience

Priority Three

Safe, resilient and sustainable communities

Safe, resilient and sustainable communities are essential for protecting public health, wellbeing and quality of life. This priority focuses on creating environments where residents feel secure, prepared and supported. With climate-related hazards increasing in frequency and impact, proactive and coordinated responses are vital to the community's health and safety.

Objective	Link to SCP	Action
3.1 Build a safer, more prepared community through coordinated emergency management, crime prevention and visible safety infrastructure	A safer City	3.1.1 Implement and review emergency management plans, including disaster preparedness, response and recovery planning
	A liveable City	3.1.2 Deliver community education and awareness programs on emergency preparedness, bushfire readiness, severe weather and household safety
		3.1.3 Deliver proactive community safety initiatives and supporting referrals for vulnerable residents
		3.1.4 Coordinate and support emergency management while partnering with agencies to ensure community resilience and psychosocial support
		3.1.5 Support priority communities with safety and early intervention through engagement programs, partnerships and outreach
3.2 Improve environmental health resilience by promoting climate-adaptive practices, biodiversity and safe urban environments	A biodiverse City	3.2.1 Continue to expand tree canopy, urban greening and biodiversity protection to support environmental and community health
	A waste-wise City	3.2.2 Promote water-sensitive urban design and flood mitigation to reduce injury risk, water contamination and climate-related health impacts
	A water-wise City	3.2.3 Support waste reduction and sustainable waste systems to reduce environmental health risks and contamination in waste and recycling streams
		3.2.4 Promote community awareness of weather and climate-related health risks
		3.2.5 Provide environmental health education and promote community awareness of health-related risks
3.3 Support cross-unit resilience efforts to reduce injury, protect against health risks from environmental sources and strengthen community trust in safety services	An active and healthy City	3.3.1 Continue statutory environmental health services, including food premises inspections, waste management oversight, public building surveillance and regulated premises monitoring
	A safer City	3.3.2 Continue to reduce injury risk through animal management and local laws enforcement
		3.3.3 Partner with state agencies and service providers to respond to emerging public health and environmental risks

Access to green spaces and urban greening also play a vital role in building a safe, resilient and sustainable community. Trees and vegetation reduce urban heat, improve air quality and support biodiversity, while parks and natural areas promote physical activity, mental wellbeing and social connection.

Lead	Timeline	Health + wellbeing outcomes
Community Safety	Ongoing	Reduced injury and crime-related harm, improved perceptions of safety, and stronger community resilience during emergencies
Community Safety	Ongoing	
Community Safety	Ongoing	
Community Safety	Ongoing	
Community Safety	Ongoing	
Parks and Environment	Ongoing	Improved climate resilience, air quality and neighbourhood health, with reduced weather and climate-related health risks
Engineering Services	Ongoing	
Waste and Fleet	Ongoing	
Community Safety	Ongoing	
Development Services	Ongoing	
Development Services	Ongoing	Reduced environmental health risk and preventable injuries, with stronger trust in safety services and community resilience
Community Safety	Ongoing	
Development Services	Ongoing	

Priority Four

Access to affordable and healthy living

Access to safe and affordable housing, healthy food and essential services is foundational to good health and wellbeing. The City plays an important enabling role in shaping inclusive neighbourhoods, advocating for housing diversity and affordability, strengthening access to culturally and socially accessible services and

Objective	Link to SCP	Action
4.1 Promote inclusive access to safe and healthy living environments through housing, public space and service delivery	A liveable City An accessible and connected City	4.1.1 Continue to develop our Local Planning Strategy to support a greater mix of housing types and affordability 4.1.2 Support priority community members experiencing housing vulnerability through partnerships, referral pathways, and access to support services
4.2 Strengthen access to culturally and socially accessible services that support daily living and wellbeing across the community	An inclusive and harmonious City A liveable City	4.2.1 Support older adults to live safely and independently through transport services and social support programs 4.2.2 Strengthen pathways to essential services for people living alone and people experiencing disability, chronic illness or mental health conditions 4.2.3 Seek to reduce the impacts of poverty and financial hardship through targeted initiatives and the promotion of relevant services 4.2.4 Support and promote access to affordable healthy food through community partnerships and local initiatives
4.3 Support inclusive design in community infrastructure to improve accessibility, participation and community wellbeing	An accessible and connected City A liveable City An attractive and well-maintained City	4.3.1 Integrate universal design principles into all stages of planning and design for City buildings, facilities, events and natural environments, ensuring accessibility and inclusivity are core considerations 4.3.2 Continue to strengthen neighbourhood-based planning and community infrastructure delivery to improve service catchment access, affordability, transport access, safety and usability

supporting the delivery of community infrastructure that meets diverse needs. This priority focuses on improving access to the conditions and supports that enable residents to live safely, independently and with dignity.

Lead	Timeline	Health + wellbeing outcomes
City Future	Ongoing	Improved access to housing support and essential services, reduced risk of housing insecurity and improved health and wellbeing outcomes
Community Development	Ongoing	
Community Development	Ongoing	Improved access to essential supports, increased food security and nutrition, cultural safety and social inclusion
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	Improved mobility and participation, greater independence and stronger social inclusion and quality of life
Recreation and Leisure	Ongoing	

Priority Five

Strong partnerships and collaborative leadership

Strong partnerships and collaborative leadership are essential to delivering sustainable, integrated public health outcomes. Improving health and wellbeing requires shared responsibility across government agencies, community organisations, service providers, businesses and residents. The City plays an important role in bringing sectors and service areas together to coordinate action, strengthen shared leadership and embed

Objective	Link to SCP	Action
5.1 Strengthen cross-sector partnerships and shared leadership to support co-designed, community-led public health and outcomes	A customer-focused City	5.1.1 Advocate to the State Government and key partners for policy, funding and investment decisions that support positive health and wellbeing outcomes
	A capable and efficient City	5.1.2 Integrate health, equity and wellbeing considerations into strategic planning, project design, evaluation and service delivery across the organisation
		5.1.3 Strengthen cross-directorate collaboration to support implementation of the Public Health Plan and embed shared responsibility for health and wellbeing outcomes
5.2 Promote transparent and accountable governance of public health action through regular monitoring, reporting and evaluation	A well-governed City	5.2.1 Establish a Public Health Plan monitoring and reporting framework to track progress against public health objectives
	A capable and efficient City	5.2.2 Use data, evaluation and community feedback to inform continuous improvement of plans, programs and priorities
		5.2.3 Undertake ongoing, meaningful engagement with diverse community members and stakeholders, in line with our Community Engagement Policy, to capture local insights that inform evidence-based public health priorities and actions

a consistent health and wellbeing lens across decision-making. This priority focuses on strengthening cross-sector partnerships, coordinating internal capability and promoting transparent monitoring, reporting and evaluation.

Lead	Timeline	Health + wellbeing outcomes
Strategy and Performance	Ongoing	Stronger service coordination, improved collaboration across partners, and consistent application of a health and wellbeing lens across City functions
Community Development	Ongoing	
Recreation and Leisure	Ongoing	
Strategy and Performance	Short – ongoing	Improved transparency and accountability, and evidenced-informed decision-making to support better health and wellbeing outcomes
Recreation and Leisure	Ongoing	
Community Engagement	Ongoing	

Case Studies

Community Grants Program

Maladjiny Dandjoo, Dianella Secondary College community garden

Our Community Grants Program offers various funding options to support projects that provide excellent value and meet the diverse community needs without duplicating existing services. One of the successful initiatives funded through this program is the Maladjiny Dandjoo (Grow Together) Dianella Secondary College community garden. Its location at the college ensures accessibility for the wider community, creating a welcoming shared space that has helped foster stronger cultural, educational, environmental connections and community benefits.

Karalee Blake, Aboriginal Education Coordinator at the college, spoke of how students had begun developing hands-on skills in gardening, harvesting, cooking and sustainable food practices, with many gardening for the first time. The produce grown in Maladjiny Dandjoo is used in the college's after-school Dookerniny Garbala (late afternoon) Cooking Club.

Students harvest ingredients directly from the garden and cook alongside Elders-in-residence. In this space, students create healthy meals using fresh produce and native ingredients while learning about nutrition, sustainable food systems and Nyoongar cultural knowledge. This creates a powerful paddock-to-plate learning experience grounded in cultural practice and wellbeing.

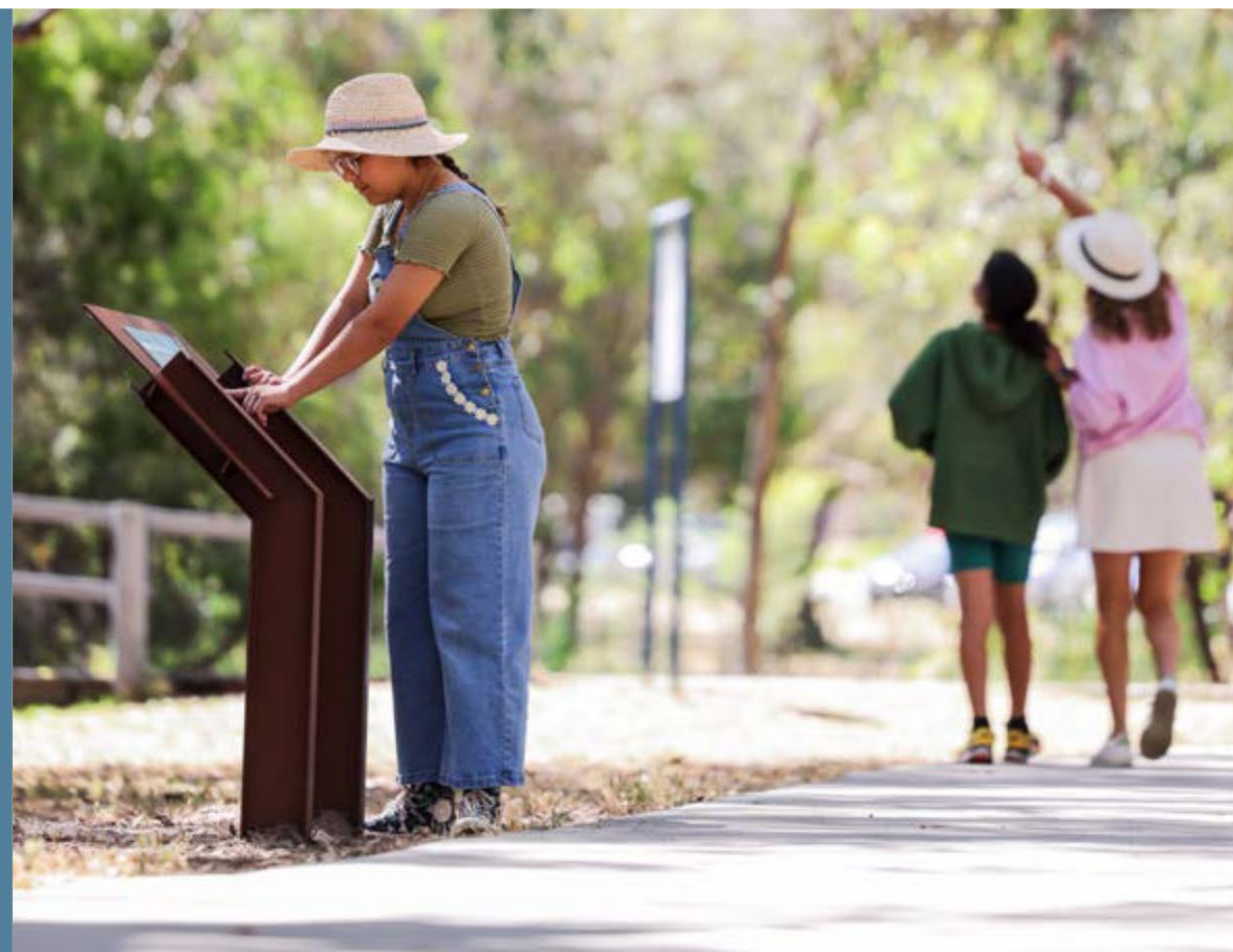
The garden has had a positive impact on local biodiversity through native plants, herbs and vegetables, improving soil health and transforming the area into a thriving outdoor classroom. Waste has been reduced through a worm farm and composting system, building practical knowledge of sustainability. The program has helped support Nyoongar knowledge-sharing as Elders are able to teach the students cultural meanings behind plant use and caring for Country. Socially and emotionally, the garden has become a calm and inclusive space where students connect with peers, volunteers and staff, supporting wellbeing, belonging and positive engagement.

Funding from this grant has helped the college continue daily garden sessions with selected students and established a before-school Garden Club open to all year levels, ensuring ongoing participation and cultural learning. The college is committed to further developing the space as an outdoor classroom for cross-curriculum learning. From 2026, the college will also open a weekly schedule for families and community members to access and enjoy the garden, supporting intergenerational learning, community connection and shared stewardship of the space.⁹



⁹ Dianella Secondary College, Sustainable Communities 25/26 Quick Response Acquitall. 2025

26 Public Health Plan 2026-2031



Lake Gwelup Story Trail

The Lake Gwelup Story Trail offers a unique experience with insights into Nyoongar culture, local history and the area's rich biodiversity. The trail has ground-based artworks created by local Nyoongar artists Emily Rose and David Jones, in collaboration with design fabricator Jahne Rees. These artworks incorporate key symbols and elements significant to Lake Gwelup, weaving together a narrative that honours traditional knowledge, practices and connection to the land. This combination of the story trail and public art provides people with an enriching cultural and educational experience.

The Lake Gwelup Story Trail was created to connect the community with the many fascinating features and stories of Lake Gwelup. Created in partnership with the Rotary Club of Karrinyup to celebrate the club's 50th anniversary, the trail was enriched by contributions from local cultural associations, wildlife groups and the Wadjak Nyoongar community.

The Lake Gwelup Story Trail delivers substantial health, wellbeing and environmental benefits by protecting wildlife habitats and highlighting the ecological importance of wetlands. It provides residents and visitors with an opportunity to learn about the history, cultural significance and environmental features in the area. The trail also offers a free and accessible way for people of all ages and abilities to engage with nature, helping support healthy movement, mental wellbeing and overall physical health.

In addition to these benefits, the trail strengthens social connection by creating an inclusive and family friendly space where community members can come together. The trail further encourages community participation and stewardship by offering opportunities to engage with volunteer groups such as the Friends of Lake Gwelup, fostering local pride and ongoing care for the area.

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Stirling Community Kitchen

The City established the Stirling Community Kitchen program as an initiative to address social isolation by bringing local community members together to prepare, cook and eat food. Using fresh produce generously donated by stallholders from the Stirling Farmers Market, the initiative removes some cost barriers and encourages hands-on learning about healthy cooking.

The program invites people of all ages and backgrounds to connect and learn new skills in a relaxed and supportive environment.

Stirling Community Kitchen helps to strengthen community connection, reduce social isolation and increase access to nutritional food for participating residents. It helps residents build confidence in preparing healthy, affordable meals at home.

The welcoming environment provides an opportunity for relationship building and fosters a sense of belonging within the community.



Joondanna Reserve

Joondanna was identified as one of five suburbs across the City with the lowest provisions of public open space at three per cent. This is significantly lower than the 'minimum recommendation of 10 per cent and it is expected to get worse as population and density grows.¹⁰ Public open spaces are essential to any community, providing a wide range of health, social, environmental and economic benefits and supporting a sense of place and local identity.

In response to low access to public open spaces and increasing growth pressures, we undertook upgrades to Joondanna Reserve. The improvements created a more inclusive space that supports structured and unstructured physical activity, recreation, relaxation and social interaction. The design of the upgrades was strongly informed by community consultation, with residents expressing high value for the reserve and a clear need for improved amenities.

The upgraded reserve now offers a more welcoming, accessible and healthy environment that strengthens community belonging and identity, encourages active lifestyles and provides quality green space for residents to share.



¹⁰ City of Stirling, *Community Infrastructure and Public Open Space Action Plan – Joondanna*. 2024

²⁸ Public Health Plan 2026-2031

Stirling Local Drug Action Team

Alcohol and other drug (AOD) use can have significant impacts on individuals, families and communities and can contribute to a range of health, social and safety challenges. Recognising these challenges, a group of organisations came together, including the City of Stirling, to establish the Stirling Local Drug Action Team (SLDAT). The SLDAT aims to provide a coordinated, multiagency approach focusing on prevention and minimising AOD-related harm across the City of Stirling.

To help address these issues within the City the SLDAT developed a three-year Alcohol and Other Drugs Action Plan. Developing the plan included three community workshops, bringing together more than 85 stakeholders including community members, health professionals, local and State Government representatives, social service providers and those with lived AOD experience.

These workshops helped to identify key priority areas, define objectives and develop strategies to guide action.

Creating this team helps to strengthen partnership across sectors, build shared ownership of AOD initiatives, and provide a collaborative and coordinated approach to decision-making. The AOD action plan now serves as a practical and sustainable roadmap for a wide range of harm prevention initiatives across the City, with many of its key elements being integrated into the Public Health Plan. In recognition of the approach to developing the AOD action plan, the SLDAT were awarded winner of the 2025 Outstanding Achievement by a Local Government in Injury Prevention or Recovery Award for the Alcohol and Other Drugs Action Plan Development Process.

Appendix 1

Alignment of Public Health Plan with existing City of Stirling plans

This ensures a consistent organisational view of improving health and wellbeing outcomes.

Public Health Plan priority area	Contributing City plans	Strategic links (from existing City plans)	Strategic Community Plan alignment
Healthy, active communities	Reconciliation Action Plan 2026-2028 Disability Access and Inclusion Plan 2026-2031 Active Transport Principles Age-Friendly Plan 2023-2027 Youth Framework Alcohol and Other Drugs Action Plan 2025-2028	Physical activity Recreation Nutrition Active transport Healthy behaviours	An active and healthy City A liveable City An accessible and connected City
Mentally healthy and socially connected communities	Reconciliation Action Plan 2026-2028 Disability Access and Inclusion Action Plan 2026-2031 Multicultural Framework Youth Framework Age-Friendly Plan 2023-2027 Public Art Masterplan 2021-2025	Inclusion Cultural identity and belonging Inclusion Social participation Intergenerational connection	An inclusive and harmonious City
Safe, sustainable and resilient communities	Climate Change Adaptation Plan Active Transport Principles City of Stirling Local Emergency Management Plan	Safety Injury prevention Climate resilience Emergency preparedness Environmental health	A safer City A biodiverse City A waste-wise City A water-wise City A liveable City
Access to affordable and healthy living	Reconciliation Action Plan 2026-2028 Disability Access and Inclusion Action Plan 2026-2031 Multicultural Framework Age-Friendly Plan 2023-2027	Social inclusion Healthy environments Equity of access Universal design	An inclusive and harmonious City A liveable City An accessible and connected City
Strong partnerships and collaborative leadership	All major strategies	Partnerships Community engagement Cross-sector collaboration Co-design Internal capacity building	A well-governed City A customer-focused City A capable and efficient City





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This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555.



Public Health Plan 2026-2031





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 the hopes for 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.

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Mayor's message

The City of Stirling is in a unique position to improve the health and wellbeing of our community of around 250,000 residents. Our inaugural Public Health Plan 2026-2031 lays out a strategic and evidence-based approach to doing exactly that.

As well as being the state's largest local government by population, we are also one of the most diverse, with more than one in three people born overseas and more than one in four speaking a language other than English at home. When it comes to public health planning, it is crucial that people of all ages, cultures and backgrounds are taken into account to create a system that works for everyone and addresses inequities. That is why community engagement is such an integral part of this plan.



Our City already does fantastic work in the public health space, providing first-rate places and programs for physical activity and fostering a safe, inclusive and harmonious community. We want our Public Health Plan 2026-2031 to harness the extensive work we are already doing and make it even more strategic and proactive. It has been designed to align with our existing strategies, processes and responsibilities to ensure a whole-of-organisation approach to implementation.

The plan is based around five priority areas:

- Healthy, active communities
- Mentally healthy and socially connected communities
- Safe, sustainable and resilient communities
- Access to affordable and healthy living
- Strong partnerships and collaborative leadership.

Under each priority area, there are objectives, actions and outcomes, listed alongside the City teams responsible for delivering them. These objectives deal with everything from creating opportunities for our residents to be socially active to preparing for natural disasters. It represents a holistic and proactive approach to building a healthy, resilient and connected community.

Mark Irwin AM
Mayor



About this plan

The City of Stirling Public Health Plan 2026-2031 (Public Health Plan) aims to provide a strategic, whole-of-City approach to improving community health and wellbeing. The plan responds to the City's local health data, evidence from the State Public Health Plan for WA 2025–2030, community priorities and insights from our service areas. It helps to capture the strengths of our existing activities to improve health and wellbeing for all residents.

While many of our community members experience good health and access to services, others face greater social and economic challenges.¹ These differences highlight the need for an equitable approach that focuses on prevention and early intervention. This includes addressing factors that influence health such as housing, education, income, transport, social connection and cultural and environmental factors.²

For the City, public health means shaping environments that make healthy choices accessible for everyone. By promoting healthy lifestyles, reducing risk factors and creating inclusive spaces, we can prevent chronic disease, improve mental wellbeing, reduce health inequities and build resilience to emerging risks such as emergencies and climate impacts.

As the level of government closest to the community, local governments play a vital role in creating healthy environments. They help keep people safe and healthy by delivering essential public health services, including environmental health, waste management, community safety and emergency response.

Today, chronic diseases such as cancer, heart disease and mental health conditions present some of our most pressing health challenges.

Our most recent health insights indicate increasing impacts from preventable risk factors and growing demand for mental health and social connection initiatives, underscoring the need for a coordinated local response.³

The Public Health Plan aims to provide an overarching framework for the City that aligns the goals and actions of existing strategies to collectively improve the health and wellbeing of our diverse population.

The Public Health Plan aims to:

- Improve health and wellbeing outcomes for all residents
- Address preventable risk factors for chronic disease
- Support environments that enable healthy, active and connected lives
- Strengthen cross-department collaboration and align existing strategies
- Guide future planning, partnership and decision-making for community health and wellbeing
- Align with the State Public Health Plan for WA 2025–2030
- Ensure a coordinated and evidence-informed approach to our public health actions.



1 Australian Bureau of Statistics. Socio-Economic Indexes for Areas (SEIFA), Australia. <https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/latest-release#data-downloads>
2 Department of Health WA, *State Public Health Plan for WA 2025–2030*, 2025, *State Public Health Plan 2025–2030*
3 City of Stirling, Everyone Belongs Community Engagement. 2025; Department of Health WA. *Health and Wellbeing Profile: City of Stirling 2015-2024*. 2026



Our Sustainable Stirling 2022-2032 Strategic Community Plan has five key result areas with outcomes, objectives and strategies that will help us deliver our vision of “a sustainable City with a local focus”. The Public Health Plan’s priorities and objectives directly contribute to the following four key result areas: Our Community, Our Built Environment, Our Natural Environment, and Our Leadership.

Public Health Plan priority area	Strategic Community Plan outcomes
1. Healthy, active communities	• An active and healthy City • A liveable City • An accessible and connected City
2. Mentally healthy and socially connected communities	• An inclusive and harmonious City
3. Safe, sustainable and resilient communities	• A safer City • A biodiverse City • A waste-wise City • A water-wise City • A liveable City
4. Access to affordable and healthy living	• An inclusive and harmonious City • A liveable City • An accessible and connected City
5. Strong partnerships and collaborative leadership	• A well-governed City • A customer-focused City • A capable and efficient City

The Public Health Plan meets the City's obligations under WA's *Public Health Act 2016* and has been developed in consideration with the priorities identified by the Chief Health Officer in the State Public Health Plan for WA 2025–2030. This ensures alignment with statewide public health directions while addressing local community needs.⁴

We will liaise with the WA Department of Health and work in partnership with health services, community organisations and other stakeholders to support the delivery of public health initiatives.

In line with the *Public Health Act 2016*, we will take a practical, evidence-informed approach to identifying and responding to public health risks within the City. This includes:

- Considering current and emerging risks as part of planning and service delivery
- Using available data, community insights and legislative guidance to understand potential impacts
- Prioritising risks that require City-level action
- Incorporating risk considerations into updates of this plan and broader decision-making processes.

4 Department of Health WA, *State Public Health Plan for WA 2025–2030*, 2025, *State Public Health Plan 2025–2030*; Department of Justice WA, *Public Health Act 2016*. Western Australia. 2016, [WALW – Public Health Act 2016 – Home Page](#)

Integrated Planning and Reporting Framework

Western Australian legislation requires local governments to plan for the future through an Integrated Planning and Reporting Framework. This includes a 10-year Strategic Community Plan, a four-year Corporate Business Plan and supporting informing plans, such as the Public Health Plan.

As part of the integrated planning process, local governments work with their communities to shape a long-term vision, examine and understand the demographic, social, environmental and economic trends shaping the future of their area, and align their activities and resources to address the community's aspirations expressed in the vision.

Under the Integrated Planning and Reporting Framework, local governments are required to measure, assess and report their performance every year to their community. This process of measurement and reporting helps local

governments continually improve their performance and progress towards their vision and objectives.

The diagram below illustrates the City of Stirling's Integrated Planning and Reporting Framework.

Informing plans provide more detail on key areas of work, outlining the actions and targets that will guide us towards our long-term goals.

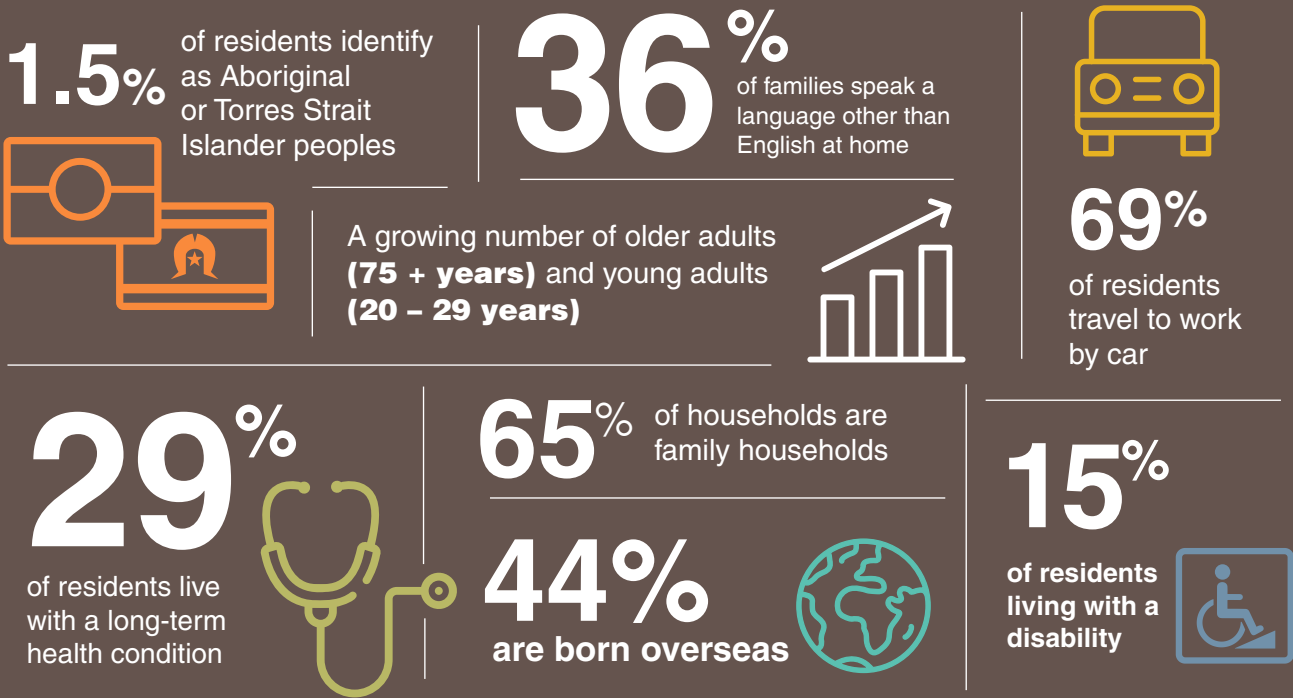
The Public Health Plan addresses our obligations under WA's *Public Health Act 2016* and will be used to help the City achieve healthy, inclusive and sustainable outcomes.



Health and wellbeing in our community

With almost 250,000 residents across 30 suburbs, the City of Stirling is WA's largest local government by population. Our City is also one of the most diverse local governments in the state, home to residents of all ages and backgrounds. This diversity is one of our greatest strengths and a key consideration in shaping inclusive public health initiatives.

Our community:⁵



⁵ Australian Bureau of Statistics. Population estimates and components by LGA, 2023 to 2024. Canberra (ACT): ABS; 2025. <https://www.abs.gov.au/statistics/people/population/regional-population/latest-release#data-downloads>



City of Stirling Health and Wellbeing Profile: ⁶

The City's population is projected to grow by almost
40,000
people by 2036



 **12%**
Tree canopy coverage

Most suburbs have low to moderate walkability

1 in 4 

residents have been told by a doctor in last 12 months they had a mental health condition such as **anxiety, stress or depression**

31% of residents live alone

Less than **3%** 
of residents walk or cycle

8% of adults and **5%** of children eat fast foods more than twice a week



6% of adults and 10% of children meet the recommended daily vegetable intake



 **28%** of adults drink alcohol at levels that pose long-term health risks

11% of residents aged 18 years and above currently smoke and **8%** currently vape

23% of children and **68%** of adults are classified as overweight or obese



46% of children and **36%** of adults exceed recommended screen time limits



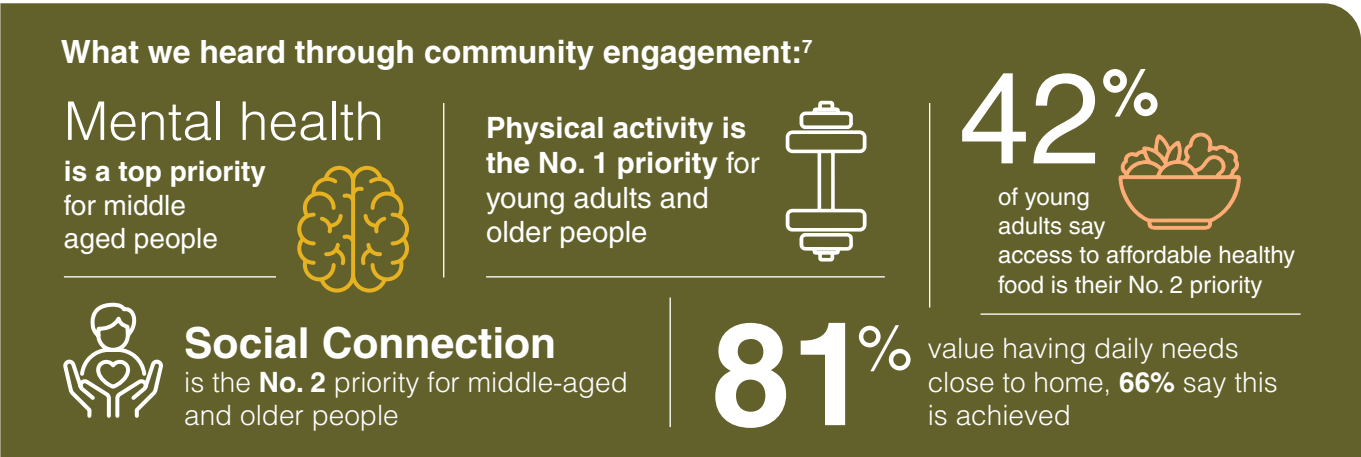
65% of children and **35%** of adults did not complete the recommended amount of physical activity

The City acknowledges the North Metropolitan Health Service for providing data that has helped inform the development of this plan.

⁶ Department of Health WA. *Health and Wellbeing Profile: City of Stirling 2011-2020. 2024*;
Department of Health WA. *Health and Wellbeing Profile: City of Stirling 2015-2024. 2026*

Community and stakeholder engagement

Community and stakeholder input has been central to the development of the Public Health Plan. We undertook a comprehensive engagement process to ensure the plan reflects local needs, values and priorities. Community members were invited to participate in the Everyone Belongs and Future Stirling community engagement initiatives. In partnership with the our Reconciliation Action Plan Working Group, we engaged local Aboriginal Community Controlled Organisations (ACCOs) to gather insights on local Aboriginal health priorities.



7 City of Stirling, Everyone Belongs Community Engagement. 2025; City of Stirling, Future Stirling Phase One Engagement Report for Public Health Plan. 2025
8 City of Stirling, Aboriginal Health Priorities Engagement. 2025



Reporting, monitoring and evaluation

The Public Health Plan is designed to be implemented through a whole-of-organisation approach that aligns with existing City strategies, business planning processes and legislative responsibilities under the *Public Health Act 2016*. Implementation should focus on strengthening existing activity, coordinating service areas and identifying opportunities for collective action that supports long-term health and wellbeing outcomes.

The Public Health Plan is a living framework that can help the City continue to:

- Respond to emerging health risks, climate impacts and demographic change
- Adjust actions to respond to opportunities that strengthen health and wellbeing outcomes
- Strengthen partnerships with key stakeholders and community organisations
- Engage and collaborate with community.

Ongoing implementation will be supported by a Public Health Steering Group to maintain cross-service alignment and support continuous improvement. The flexible approach allows for adaptations to ensure it remains relevant to community needs over the five year lifespan of the plan.

Each service unit will report on the Public Health Plan-related actions through quarterly KPI reporting and monitoring and annual business planning.

We will annually review and report against the Public Health Plan to ensure implementation is on track and actions remain achievable and aligned to emerging health priorities and risks. The reviews will be conducted through KPI reporting and Corporate Business Plan updates. The community will continue to stay involved by way of consultation and delivery updates through our Annual Report and other communication methods, such as existing advisory groups and working groups where relevant.

In 2031, the Public Health Plan will be evaluated and reviewed to understand what worked well, new opportunities and any lessons learned. A new Public Health Plan will be developed in line with any new evidence and community consultation to ensure it is relevant to community priorities and emerging risks.

Guiding principles

This plan is shaped by six core principles that guide our approach to improving health outcomes and building community resilience:

Aboriginal health and wellbeing

We recognise that Aboriginal health is holistic, encompassing physical, social, emotional, cultural and spiritual wellbeing. We are committed to culturally safe, inclusive and community-led approaches to public health initiatives.

Equity and inclusion

We strive to reduce health disparities and ensure that all residents have equitable access to opportunities for good health, regardless of age, ability, cultural background, income or location. Our strategies aim to prioritise vulnerable groups and promote inclusive environments and services.

Prevention and early intervention

We will focus on preventing illness and injury before they occur. We will promote healthy lifestyles and address risk factors to reduce long-term disease burden and improve quality of life.

Community engagement and empowerment

We believe meaningful change comes from collaboration. We intend to actively involve residents, local organisations and service providers in shaping and delivering health initiatives that reflect community needs and aspirations.

Evidence-based decision-making

Our strategies are guided by reliable data, research and local insights. We intend to monitor progress, evaluate outcomes and adapt actions to remain effective and responsive to emerging health trends.

Sustainability and resilience

We aim to promote health in ways that also support environmental sustainability and community resilience. This includes planning for the climate-related health impacts, encouraging active transport and designing healthy built environments.

Public Health Priorities

To achieve the City's Strategic Community Plan (SCP) vision of a "sustainable City with a local focus", the Public Health Plan focuses on five interconnected priority areas. These areas reflect the most significant health and wellbeing needs identified through community engagement and data analysis and align with our SCP to ensure a coordinated, whole-of-City approach.

1

Healthy, active communities

Creating environments that make healthy and active living easy and accessible for all, reducing chronic disease risk and promoting lifelong wellbeing.

2

Mentally healthy and socially connected communities

Strengthening mental health, cultural identity and social connection through inclusive spaces and partnerships.

3

Safe, resilient and sustainable communities

Building safer neighbourhoods, preparing for emergencies and adapting to changing climates to protect health and wellbeing.

4

Access to affordable and healthy living

Supporting equitable access to housing, healthy food and essential services to reduce financial stress and health inequities.

5

Strong partnerships and collaborative leadership

Fostering collaboration across sectors and strengthening governance and accountability to deliver integrated, impactful health outcomes.

Timeframes for implementation

The actions in the Public Health Plan are categorised using the following timeframes to guide planning, resourcing and reporting:

Short term	1–2 years
Medium term	3–4 years
Long term	5–plus years
Ongoing	Continuous delivery throughout the life of the Public Health Plan.

Priority One

Healthy, active communities

Communities thrive when people can easily access safe, inclusive and engaging places to move, play and connect. Active communities support long-term wellbeing by reducing the risk of chronic ~~disease~~, strengthening mental wellbeing, fostering social connection and enhancing quality of life. The City plays an important role in shaping neighbourhoods, spaces and programs that make healthy, active living the easy choice for all

Objective	Link to SCP	Action
1.1 Enable inclusive access to a range of active and healthy lifestyle opportunities through recreation and open spaces	An active and healthy City A liveable City	1.1.1 Maintain and upgrade high-quality public open spaces, recreation spaces and walkable environments with inclusive amenities guided by universal design 1.1.2 Deliver and promote diverse, low-cost/free physical activity programs 1.1.3 Enable access to unstructured physical activity opportunities including nature play, outdoor gyms, walking trails, active transport and open-space activation 1.1.4 Enable, support and promote community events that encourage movement and outdoor recreation
1.2 Support transport networks that enable walking, cycling and public transport use	An active and healthy City An accessible and connected City	1.2.1 Improve neighbourhood walkability and accessibility through pathway upgrades, pedestrian access ways, shared paths, safer crossings, lighting, shade and end-of-trip facilities 1.2.2 Deliver behaviour-change programs and initiatives that support walking and cycling 1.2.3 Support bicycles and State Government-endorsed infrastructure, including parking facilities and safe, accessible paths 1.2.4 Promote awareness and accessibility of local walking and cycling routes through signage, maps and digital resources
1.3 Support and promote partnership-based health education and prevention activities across City services	An active and healthy City	1.3.1 Support childhood wellbeing through children and family services networks across the City to promote best practice in the child health and family wellbeing space 1.3.2 Promote and encourage healthy environments through Healthway's Healthy Venues program in City-run facilities, and support the use of healthy environment messaging through our events and programs 1.3.3 Deliver injury prevention initiatives, including water safety education and fall prevention programs

ages and abilities. By improving walkability, expanding recreation opportunities, increasing access to open space and promoting healthy environments and preventative health initiatives, we aim to support a community where residents can lead active, healthy and fulfilling lives.

Lead	Timeline	Health + wellbeing outcomes
Parks and Environment	Ongoing	Increased physical activity, improved mobility and use of public spaces, stronger social connection and reduced chronic disease-risk and health inequities
Recreation and Leisure	Ongoing	
Parks and Environment	Ongoing	
Customer and Communications	Ongoing	
Engineering Services	Ongoing	Increased active transport participation, reduced injury risk, improved air quality, improved access to walking and cycling networks and stronger community connectivity
Engineering Services	Ongoing	
Engineering Services	Ongoing	
Engineering Services	Ongoing	
Community Development	Ongoing	Improved nutrition and health literacy, earlier awareness and prevention, reduced injury risk and reduced exposure to preventable health risks
Recreation and Leisure, Community Development	Ongoing	
Recreation and Leisure, Community Development	Ongoing	

Priority Two

Mentally healthy and socially connected communities

Strong social connection, cultural identity and supportive environments are essential for mental health and wellbeing. Feeling connected, valued and included within your community helps protect against stress, anxiety and depression and supports emotional resilience. We recognise that for many residents – particularly Aboriginal and Torres Strait Islander peoples and culturally and linguistically diverse (CaLD) communities – connection to culture,

Objective	Link to SCP	Action
2.1 Strengthen social cohesion and inclusion by facilitating community participation, volunteering and local connection	An inclusive and harmonious City	2.1.1 Coordinate and deliver inclusive, community-based programs and activities that encourage participation and connection
		2.1.2 Support and promote volunteering opportunities as pathways to social connection and civic participation
		2.1.3 Develop public spaces that support social interaction through inclusive infrastructure, equipment and nature-based elements
2.2 Foster cultural connection, identity and belonging through reconciliation, multicultural engagement and intergenerational connection	An inclusive and harmonious City	2.2.1 Celebrate cultural and community events that strengthen visibility, cultural pride and shared understanding
		2.2.2 Support and promote culturally safe spaces for Aboriginal and Torres Strait Islander and CaLD communities
		2.2.3 Support public art, creative programs and place-based cultural expression that reflect local identity, diversity and Nyoongar culture
		2.2.4 Provide multilingual, accessible information to improve participation in our programs and services
2.3 Enhance access to mental wellbeing supports through partnerships and the use of community spaces	An inclusive and harmonious City	2.3.1 Maintain partnerships with community mental health organisations to improve access to outreach services in priority locations, such as libraries, community hubs and activity centres

Country, family and community is central to social and emotional wellbeing. The City plays a key role in fostering belonging and inclusion through accessible public spaces, culturally safe programs, community events and arts initiatives. This priority focuses on reducing isolation, improving mental health literacy and creating environments where all residents feel safe, connected and supported.

Lead	Timeline	Health + wellbeing outcomes
Community Development	Ongoing	Reduced social isolation, increased community participation and connection and improved mental wellbeing and community resilience
Community Development, Parks and Environment, Recreation and Leisure	Ongoing	
Parks and Environment	Ongoing	
Community Development	Ongoing	Stronger cultural identity and cultural safety, increased social inclusion and belonging, stronger intergenerational connection and improved emotional wellbeing
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	Improved mental health literacy and awareness of supports, reduced stigma, stronger perceptions of safety and improved community resilience

Priority Three

Safe, resilient and sustainable communities

Safe, resilient and sustainable communities are essential for protecting public health, wellbeing and quality of life. This priority focuses on creating environments where residents feel secure, prepared and supported. With climate-related hazards increasing in frequency and impact, proactive and coordinated responses are vital to the community's health and safety.

Objective	Link to SCP	Action
3.1 Build a safer, more prepared community through coordinated emergency management, crime prevention and visible safety infrastructure	A safer City	3.1.1 Implement and review emergency management plans, including disaster preparedness, response and recovery planning
	A liveable City	3.1.2 Deliver community education and awareness programs on emergency preparedness, bushfire readiness, severe weather and household safety
		3.1.3 Deliver proactive community safety initiatives and supporting referrals for vulnerable residents
		3.1.4 Coordinate and support emergency management while partnering with agencies to ensure community resilience and psychosocial support
		3.1.5 Support vulnerable communities with safety and early intervention through engagement programs, partnerships and outreach
3.2 Improve environmental health resilience by promoting climate-adaptive practices, biodiversity and safe urban environments	A biodiverse City	3.2.1 Continue to expand tree canopy, urban greening and biodiversity protection to support environmental and community health
	A waste-wise City	3.2.2 Promote water-sensitive urban design and flood mitigation to reduce injury risk, water contamination and climate-related health impacts
	A water-wise City	3.2.3 Support waste reduction and sustainable waste systems to reduce environmental health risks and contamination in waste and recycling streams
		3.2.4 Promote community awareness of weather and climate-related health risks
		3.2.5 Provide environmental health education and promote community awareness of health-related risks
3.3 Support cross-unit resilience efforts to reduce injury, protect against health risks from environmental sources and strengthen community trust in safety services	An active and healthy City	3.3.1 Continue statutory environmental health services, including food premises inspections, waste management oversight, public building surveillance and regulated premises monitoring
	A safer City	3.3.2 Continue to reduce injury risk through animal management and local laws enforcement
		3.3.3 Partner with state agencies and service providers to respond to emerging public health and environmental risks

Access to green spaces and urban greening also play a vital role in building a safe, resilient and sustainable community. Trees and vegetation reduce urban heat, improve air quality and support biodiversity, while parks and natural areas promote physical activity, mental wellbeing and social connection.

Lead	Timeline	Health + wellbeing outcomes
Community Safety	Ongoing	Reduced injury and crime-related harm, improved perceptions of safety, and stronger community resilience during emergencies
Community Safety	Ongoing	
Community Safety	Ongoing	
Community Safety	Ongoing	
Community Safety	Ongoing	
Parks and Environment	Ongoing	Improved climate resilience, air quality and neighbourhood health, with reduced weather and climate-related health risks
Engineering Services	Ongoing	
Waste and Fleet	Ongoing	
Community Safety	Ongoing	
Development Services	Ongoing	
Development Services	Ongoing	Reduced environmental health risk and preventable injuries, with stronger trust in safety services and community resilience
Community Safety	Ongoing	
Development Services	Ongoing	

Priority Four

Access to affordable and healthy living

Access to safe and affordable housing, healthy food and essential services is foundational to good health and wellbeing. The City plays an important enabling role in shaping inclusive neighbourhoods, advocating for housing diversity and affordability, strengthening access to culturally and socially accessible services and

Objective	Link to SCP	Action
4.1 Promote inclusive access to safe and healthy living environments through housing, public space and service delivery	A liveable City An accessible and connected City	4.1.1 Continue to develop our Local Planning Strategy to support a greater mix of housing types and affordability
		4.1.2 Support vulnerable community members experiencing housing vulnerability through partnerships, referral pathways, and access to support services
4.2 Strengthen access to culturally and socially accessible services that support daily living and wellbeing across the community	An inclusive and harmonious City A liveable City	4.2.1 Support older adults to live safely and independently through transport services and social support programs
		4.2.2 Strengthen pathways to essential services for people living alone and people experiencing disability, chronic illness or mental health conditions
		4.2.3 Seek to reduce the impacts of poverty and financial hardship through targeted initiatives and the promotion of relevant services
		4.2.4 Support and promote access to affordable healthy food through community partnerships and local initiatives
4.3 Support inclusive design in community infrastructure to improve accessibility, participation and community wellbeing	An accessible and connected City A liveable City	4.3.1 Integrate universal design principles into all stages of planning and design for City buildings, facilities, events and natural environments, ensuring accessibility and inclusivity are core considerations
		4.3.2 Continue to strengthen neighbourhood-based planning and community infrastructure delivery to improve service catchment access, affordability, transport access, safety and usability
	An attractive and well-maintained City	

supporting the delivery of community infrastructure that meets diverse needs. This priority focuses on improving access to the conditions and supports that enable residents to live safely, independently and with dignity.

Lead	Timeline	Health + wellbeing outcomes
City Future	Ongoing	Improved access to housing support and essential services, reduced risk of housing insecurity and improved health and wellbeing outcomes
Community Development	Ongoing	
Community Development	Ongoing	Improved access to essential supports, increased food security and nutrition, cultural safety and social inclusion
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	
Community Development	Ongoing	Improved mobility and participation, greater independence and stronger social inclusion and quality of life
Recreation and Leisure	Ongoing	

Priority Five

Strong partnerships and collaborative leadership

Strong partnerships and collaborative leadership are essential to delivering sustainable, integrated public health outcomes. Improving health and wellbeing requires shared responsibility across government agencies, community organisations, service providers, businesses and residents. The City plays an important role in bringing sectors and service areas together to coordinate action, strengthen shared leadership and embed

Objective	Link to SCP	Action
5.1 Strengthen cross-sector partnerships and shared leadership to support co-designed, community-led public health and outcomes	A customer-focused City	5.1.1 Advocate to the State Government and key partners for policy, funding and investment decisions that support positive health and wellbeing outcomes
	A capable and efficient City	5.1.2 Integrate health, equity and wellbeing considerations into strategic planning, project design, evaluation and service delivery across the organisation
		5.1.3 Strengthen cross-directorate collaboration to support implementation of the Public Health Plan and embed shared responsibility for health and wellbeing outcomes
5.2 Promote transparent and accountable governance of public health action through regular monitoring, reporting and evaluation	A well-governed City	5.2.1 Establish a Public Health Plan monitoring and reporting framework to track progress against public health objectives
	A capable and efficient City	5.2.2 Use data, evaluation and community feedback to inform continuous improvement of plans, programs and priorities
		5.2.3 Undertake ongoing, meaningful engagement with diverse community members and stakeholders, in line with our Community Engagement Policy, to capture local insights that inform evidence-based public health priorities and actions

a consistent health and wellbeing lens across decision-making. This priority focuses on strengthening cross-sector partnerships, coordinating internal capability and promoting transparent monitoring, reporting and evaluation to support a responsive, accountable and continually improving public health system.

Lead	Timeline	Health + wellbeing outcomes
Strategy and Performance	Ongoing	Stronger service coordination, improved collaboration across partners, and consistent application of a health and wellbeing lens across City functions
Community Development	Ongoing	
Recreation and Leisure	Ongoing	
Strategy and Performance	Short – ongoing	Improved transparency and accountability, and evidenced-informed decision-making to support better health and wellbeing outcomes
Recreation and Leisure	Ongoing	
Community Engagement	Ongoing	

Case Studies

Community Grants Program Maladjiny Dandjoo, Dianella Secondary College community garden

Our Community Grants Program offers various funding options to support projects that provide excellent value and meet the diverse community needs without duplicating existing services. One of the successful initiatives funded through this program is the Maladjiny Dandjoo (Grow Together) Dianella Secondary College community garden. Its location at the college ensures accessibility for the wider community, creating a welcoming shared space that has helped foster stronger cultural, educational, environmental connections and community benefits.

Karalee Blake, Aboriginal Education Coordinator at the college, spoke of how students had begun developing hands-on skills in gardening, harvesting, cooking and sustainable food practices, with many gardening for the first time. The produce grown in Maladjiny Dandjoo is used in the college's after-school Dookerniny Garbala (late afternoon) Cooking Club.

Students harvest ingredients directly from the garden and cook alongside Elders-in-residence. In this space, students create healthy meals using fresh produce and native ingredients while learning about nutrition, sustainable food systems and Nyoongar cultural knowledge. This creates a powerful paddock-to-plate learning experience grounded in cultural practice and wellbeing.

The garden has had a positive impact on local biodiversity through native plants, herbs and vegetables, improving soil health and transforming the area into a thriving outdoor classroom. Waste has been reduced through a worm farm and composting system, building practical knowledge of sustainability. The program has helped support Nyoongar knowledge-sharing as Elders are able to teach the students cultural meanings behind plant use and caring for Country. Socially and emotionally, the garden has become a calm and inclusive space where students connect with peers, volunteers and staff, supporting wellbeing, belonging and positive engagement.

Funding from this grant has helped the college continue daily garden sessions with selected students and established a before-school Garden Club open to all year levels, ensuring ongoing participation and cultural learning. The college is committed to further developing the space as an outdoor classroom for cross-curriculum learning. From 2026, the college will also open a weekly schedule for families and community members to access and enjoy the garden, supporting intergenerational learning, community connection and shared stewardship of the space.⁹



Lake Gwelup Story Trail

The Lake Gwelup Story Trail offers a unique experience with insights into Nyoongar culture, local history and the area's rich biodiversity. The trail has ground-based artworks created by local Nyoongar artists Emily Rose and David Jones, in collaboration with design fabricator Jahne Rees. These artworks incorporate key symbols and elements significant to Lake Gwelup, weaving together a narrative that honours traditional knowledge, practices and connection to the land. This combination of the story trail and public art provides people with an enriching cultural and educational experience.

The Lake Gwelup Story Trail was created to connect the community with the many fascinating features and stories of Lake Gwelup. Created in partnership with the Rotary Club of Karrinyup to celebrate the club's 50th anniversary, the trail was enriched by contributions from local cultural associations, wildlife groups and the Wadjak Nyoongar community.

The Lake Gwelup Story Trail delivers substantial health, wellbeing and environmental benefits by protecting wildlife habitats and highlighting the ecological importance of wetlands. It provides residents and visitors with an opportunity to learn about the history, cultural significance and environmental features in the area. The trail also offers a free and accessible way for people of all ages and abilities to engage with nature, helping support healthy movement, mental wellbeing and overall physical health.

In addition to these benefits, the trail strengthens social connection by creating an inclusive and family friendly space where community members can come together. The trail further encourages community participation and stewardship by offering opportunities to engage with volunteer groups such as the Friends of Lake Gwelup, fostering local pride and ongoing care for the area.

9 Dianella Secondary College, Sustainable Communities 25/26 Quick Response Acquittal. 2025

Stirling Community Kitchen

The City established the Stirling Community Kitchen program as an initiative to address social isolation by bringing local community members together to prepare, cook and eat food. Using fresh produce generously donated by stallholders from the Stirling Farmers Market, the initiative removes some cost barriers and encourages hands-on learning about healthy cooking.

The program invites people of all ages and backgrounds to connect and learn new skills in a relaxed and supportive environment.

Stirling Community Kitchen helps to strengthen community connection, reduce social isolation and increase access to nutritional food for participating residents. It helps residents build confidence in preparing affordable meals at home while encouraging healthier eating habits.

The welcoming environment provides an opportunity for relationship building and fosters a sense of belonging within the community.



Joondanna Reserve

Joondanna was identified as one of five suburbs across the City with the lowest provisions of public open space at three per cent. This is significantly lower than the state's recommendation of 10 per cent and it is expected to get worse as population and density grows.¹⁰ Public open spaces are essential to any community, providing a wide range of health, social, environmental and economic benefits and supporting a sense of place and local identity.

In response to low access to public open spaces and increasing growth pressures, we undertook upgrades to Joondanna Reserve. The improvements created a more inclusive space that supports structured and unstructured physical activity, recreation, relaxation and social interaction. The design of the upgrades was strongly informed by community consultation, with residents expressing high value for the reserve and a clear need for improved amenities.

The upgraded reserve now offers a more welcoming, accessible and healthy environment that strengthens community belonging and identity, encourages active lifestyles and provides quality green space for residents to share.



Pregnancy Wellness Program

Many pregnant women face limited access to exercise options that support their physical and emotional wellbeing throughout all stages of pregnancy.¹¹ Traditional pregnancy programs often focus on either land-based or water-based activities, leaving few opportunities for women to benefit from a balanced approach that combines both. Recognising this gap, we identified an opportunity to create a unique and inclusive Pregnancy Wellness program that offers the advantages of dry and aquatic exercise in one coordinated experience. The program includes classes such as Pre-Natal Aqua Fitness and Pre-Natal Yoga, along with unlimited access to pool facilities for the duration of the course.

The program provides structured, evidence-informed classes and delivers a wide range of physical, social and emotional benefits for pregnant women. Participation in the program can help maintain cardiovascular fitness and build strength, while the water-based activities reduce strain on joints and support safe, low-impact movement. The program's focus on pelvic floor health, mobility and mindful practices support healthy weight management, reduce stress and contribute to better sleep during pregnancy. Additionally, the group-based format creates opportunities for social interaction and connection, helping women feel supported throughout their pregnancy journey.

10 City of Stirling, *Community Infrastructure and Public Open Space Action Plan – Joondanna*. 2024

11 Australian Government Department of Health, *Evidence-based physical activity guidelines for pregnant women*. 2020

Appendix 1

Alignment of Public Health Plan with existing City of Stirling plans

This ensures a consistent organisational view of improving health and wellbeing outcomes.

Public Health Plan priority area	Contributing City plans	Strategic links (from existing City plans)	Strategic Community Plan alignment
Healthy, active communities	Reconciliation Action Plan 2026-2028 Disability Access and Inclusion Plan 2026-2031 Active Transport Principles Age-Friendly Plan 2023-2027 Youth Framework Alcohol and Other Drugs Action Plan 2025-2028	Physical activity Recreation Nutrition Active transport Healthy behaviours	An active and healthy City A liveable City An accessible and connected City
Mentally healthy and socially connected communities	Reconciliation Action Plan 2026-2028 Disability Access and Inclusion Action Plan 2026-2031 Multicultural Framework Youth Framework Age-Friendly Plan 2023-2027 Public Art Masterplan 2021-2025	Inclusion Cultural identity and belonging Inclusion Social participation Intergenerational connection	An inclusive and harmonious City
Safe, sustainable and resilient communities	Climate Change Adaptation Plan Active Transport Principles City of Stirling Local Emergency Management Plan	Safety Injury prevention Climate resilience Emergency preparedness Environmental health	A safer City A biodiverse City A waste-wise City A water-wise City A liveable City
Access to affordable and healthy living	Reconciliation Action Plan 2026-2028 Disability Access and Inclusion Action Plan 2026-2031 Multicultural Framework Age-Friendly Plan 2023-2027	Social inclusion Healthy environments Equity of access Universal design	An inclusive and harmonious City A liveable City An accessible and connected City
Strong partnerships and collaborative leadership	All major strategies	Partnerships Community engagement Cross-sector collaboration Co-design Internal capacity building	A well-governed City A customer-focused City A capable and efficient City





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 | [!\[\]\(919a2cb85b99741a73c0c31a427236a8_img.jpg\)](#) [!\[\]\(c9cd5a1c35167a83f09a35036fe5dcbd_img.jpg\)](#) [!\[\]\(ae1936640fabdea8c18f922ca69733fe_img.jpg\)](#) [!\[\]\(e81307241bb070bc7c1be4e4328b2244_img.jpg\)](#) /citystirlingwa
This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555.



Health and Wellbeing Community Consultation (Public Health Plan 2026-2031)

Consultation Outcomes Report July 2026

Background

Under Western Australia's Public Health Act 2016, local governments are required to plan for and protect community health. This includes preparing a public health plan that aligns with the [State Public Health Plan for WA 2025-2030](#) and responds to local needs.

To help inform the development of the City's inaugural Public Health Plan, a range of community engagement initiatives were undertaken over the past two years. This engagement has identified issues and opportunities providing a strong knowledge base to identify local health priorities, understand community needs and shape the Plan's strategic direction.

Future Stirling

The Future Stirling community engagement process has been central to process to maintain an ongoing dialogue with our diverse community and generate community insight to inform the Public Health Plan.

Through a three-phase process in 2025/26, the City engaged thousands of residents, businesses, students and community members to better understand local priorities and aspirations. As an outcome of the community engagement process, the new Strategic Community Plan *Sustainable Stirling 2026-2036* includes a new focus area: "foster collaboration to support the health and wellbeing of our community." This addition recognises the City's role in working with partners and stakeholders to support community wellbeing and directly aligns with the Public Health Plan.

Everyone Belongs

Another early community engagement process that informed the plan was Everyone Belongs. Undertaken between February and March 2025, the purpose of the initiative was to better understand the drivers of belonging across our diverse community and help inform both the Access and Inclusion Plan and Public Health Plan.



The engagement included:

- 513 survey responses (online and face-to-face)
- Participation from approximately 300 community members through belonging hubs, drop-in activities and community conversations.

We heard from the community what it means to belong, the importance of social connection along with physical health and mental wellbeing. These community focus areas have directly informed the development of the Public Health Plan and supported the design of consultation activities related to this project.

Aboriginal Engagement

Guided by the City's Reconciliation Action Plan (RAP) Working Group, targeted stakeholder engagement was undertaken with eight Aboriginal Community-Controlled Organisations and services focused on Aboriginal health and wellbeing.

Key themes identified included:

- Housing instability and homelessness as significant factors affecting health, safety and wellbeing
- A need for stronger partnerships and collaboration between service providers
- Support for a future community hub to improve coordination and access to culturally safe services
- The importance of ongoing engagement to respond to emerging Aboriginal health priorities and strengthen relationships with community.

These insights have been incorporated throughout the Public Health Plan and have informed its priorities and actions.

As part of the consultation process for the draft Plan, feedback opportunities were also provided to the same organisations, the RAP Working Group, and Aboriginal community members through face-to-face engagement at the Mirrabooka NAIDOC event on 9 July 2026.



Project

The City of Stirling Public Health Plan 2026-2031 (Public Health Plan or the Plan) aims to provide a strategic, whole-of-City approach to improving community health and wellbeing. The Plan responds to the City's local health data, evidence from the State Public Health Plan for WA 2025-2030, community priorities and insights from our service areas. It helps to capture the strengths of our existing activities to improve health and wellbeing for all residents.

In this context, the purpose of the consultation of the Health and Wellbeing Consultation was to seek community feedback on the draft Public Health Plan 2026-2031 to ensure the City's priorities, actions and measures reflect both local health needs and community aspirations.

In addition to testing whether the Plan had the right balance of priorities, the consultation explored the barriers that impact health and wellbeing in everyday life, including challenges to achieving daily physical activity, maintaining mental wellbeing and feeling safe in the community. The consultation also provided an opportunity for key stakeholders to complete a prioritisation activity to identify what matters most across the public health priority areas, helping to ensure future actions are focused on the issues of greatest importance to the community.



Consultation

The consultation period for this project was from 8 July to 29 July 2026.

In alignment with the consultation procedures outlined in the [Policy](#), the consultation included:

- **Project webpage** – the page received 656 visits during the consultation period (Attachment 2).
- **Quick health challenge** – three poll questions on the project webpage received a combined total of 121 responses (Attachment 3 - which includes results).
- **Social media** – two posts on the City's Facebook page achieved a combined total of 4,996 views (Attachment 4).
- **Flyers** – flyers were available at the Administration Centre and across all Stirling Libraries and Leisure Centres (Attachment 5)
- **Poster** – were displayed at the Administration Centre and across all Stirling Libraries and Leisure Centres (Attachment 6).
- **Newsletters** – the consultation was mentioned in multiple newsletters (Community Safety, Stirling Leisure, Connect + Learn) sent to a combined total of 8,265 recipients, and generated 140 click-throughs (Attachment 7).
- **In-person pop-ups** – the City hosted four engagement opportunities with a combined estimated total of 5,090 attendees (Attachment 8):
 - [Mirrabooka NAIDOC Event 2026](#), Thursday 9 July 10.00am – 2.30pm, Stirling Leisure – Mirrabooka
 - [Meals on Wheels kitchen tour and tasting](#), Friday 10 July 10.00am – 12 noon, 97 Delawney St, Balcatta
 - [Bike skills school holiday challenge](#), Saturday 11 July 9.00am – 11.00am, Rickman Delawney Reserve Tennis Courts
 - [Stirling Farmers Market](#), Sunday 26 July 7.00am – 11.30am, 25 Cedric Street, Stirling.
- **Prioritisation activity** – a dot-stickering activity attracted total of 139 participants (Attachment 9 - which includes results).
- **Targeted consultation with key stakeholders** – the City informed, engaged and attended meetings with diverse groups, such as Aboriginal communities, youth, culturally and linguistically diverse, and access and inclusion. Meetings were held with: Cultural Champions, Settlement Services International, LEADS Youth Group, Youth service providers, RAP Working Group, Access and Inclusion Advisory Group, Ishar Women's Group, and the Seniors network.
- **Submissions** – the opportunity to participate was extended to all stakeholders, including individuals both within and outside the City, through the City's online Community Consultation Submission Form (Attachment 10). Those who required an alternative format or needed support to complete a submission could contact the City on (08) 9205 8555.



A total of 11 submissions were received during the three-week consultation period. Of these 11 submissions by stakeholders, three submitted on behalf of organisations or businesses. In total, 12 attachments were received from 4 stakeholders, including 4 written submissions.

All submissions received were verified using the provided address, and data quality procedures consistent with best practice were undertaken.

The summary table that consolidates the community support and opposition by proximity to the project location is listed below. This approach provides consistency in how submissions are reviewed and interpreted by Council.

Table Summary: Submissions received – relative locations

Submissions received	Within 100m radius of proposed site	Within 200m radius of proposed site	All other areas within the City of Stirling	Outside of the City of Stirling	Total submissions received
Support	N/A	N/A	7 (64%)	4 (36%)	11 (100%)
Object	N/A	N/A	0	0	0
Total responses	N/A	N/A	7 (64%)	4 (36%)	11 (100%)

Summary of support for the proposal: Feedback raised

The consultation feedback was supportive, with feedback focused on creating healthier, safer and more connected communities through improved walking and cycling infrastructure, road safety, urban greening and shade, strong community partnerships, and evidence-based planning. There was also support for greater focus on inclusion, mental wellbeing, healthy lifestyles, injury prevention, and transparent reporting to ensure the Plan delivers meaningful health outcomes.



Feedback Reference	Number of comments*	Feedback theme	Description
1	10	Plan support and strategic direction	General endorsement of the draft Plan, its priorities or the City's aim to improve community health and wellbeing.
2	7	Active transport and road safety	Desire for safer walking and cycling infrastructure, lower traffic speeds, better public transport connections and stronger action to reduce road trauma.
3	6	Urban greening, shade and environmental health	Views on tree canopy, green space and shade as important for heat, comfort, sun protection and healthy outdoor activity. One respondent raised concerns about verge trees.
4	5	Partnerships and community collaboration	Interest in collaboration with health agencies, Aboriginal organisations, community groups and specialist providers to design and deliver effective initiatives.
5	5	Healthy planning, policy and built environments	Desire for public health embedded in planning, policy, procurement and development decisions so neighbourhoods and public places make healthy choices easier.
6	4	Equity, inclusion and cultural diversity	Support for inclusive and culturally responsive approaches, with calls to recognise diverse communities, sexuality and gender, and groups at greater risk of exclusion.
7	4	Mental wellbeing and social connection	Support for mental wellbeing, suicide prevention and initiatives that reduce isolation and strengthen community connection.
8	4	Healthy eating and affordable living	Calls to improve access to affordable healthy food and nutrition education, including community food initiatives and food-producing trees. In addition, support for broader living conditions affecting health, including housing affordability and food security.
9	4	Injury prevention and community safety	More explicit prevention of falls, self-harm and other injuries, along with safe public environments and targeted education or programs.
10	4	Preventable health risks and chronic disease	Stronger action on alcohol, smoking, vaping, UV exposure, poor diet and physical inactivity to reduce cancer, chronic disease and related harms.
11	4	Governance, measurement and resourcing	Interested in clear alignment with government frameworks, measurable indicators, regular review and reporting, accessible communication, and adequate implementation resources.

*Please note that respondents may have touched on multiple feedback themes.



Attachment one – consultation document

Draft Public Health Plan 2026-2036



Attachment two – project webpage

Health and Wellbeing Community Consultation



Open date
08 July 2026

Closing date
29 July 2026

Last update date: 08 July 2026

[Get involved here](#)

Draft Public Health Plan 2026-2031

The City is seeking your feedback on the draft Public Health Plan 2026-2031, which aims to support the health and wellbeing of our community through the services, initiatives and spaces we deliver.

Public health isn't just about hospitals – it's also shaped by everyday things close to home including the programs and places that the City provides. From parks and leisure centres to community events and safety initiatives, these all play a role in your wellbeing. That's what this Plan is about.

Informed by community input and the latest health data, the Plan focuses on key priority areas including **healthy, active communities**; **mentally healthy and socially connected communities**; and **safe and resilient communities** – with clear actions and measures to track how we're doing.

Did you know?

- Connected and shaded [footpaths](#) make it easier to build movement into daily life and support active travel, helping create **healthy, active communities**. That's why the City maintains more than 900km of footpaths and continues to expand the network every year.
- Nearly 400 City-facilitated [events](#) and a range of community [arts](#) opportunities each year bring people together to support **mentally healthy and socially connected communities**. In fact, cultural events and festivals were identified as the top priority for improving sense of belonging.
- **Safe and resilient communities** matter to your health. That's why the City helps people feel safe in their neighbourhoods by providing more than 800 clean, well-maintained [parks and playgrounds](#), along with initiatives like home security [rebates](#).

You can explore more initiatives that support health and wellbeing further down the page.

Share your feedback

Have we got the balance right? Are there barriers we haven't considered, or opportunities to do better?

Take the quick 30-second health challenge below for your chance to win free family swim vouchers. You can review the draft Plan and share your feedback using the submission box, or come chat with us in person at one of the opportunities listed under 'How can I get involved?'.

Consultation documents

Draft Public Health Plan 2026-2031

5.81MB



Attachment three – quick health challenge

Polls shown on webpage:

Quick Health Challenge

Got 30 seconds? Help us combat challenges to our community's health and wellbeing by taking this quick poll, plus go in the draw to win prizes including family swim vouchers.

What's the main barrier to getting your 30 minutes of daily physical activity?

- ☐ Not enough time
- ☐ Mobility or health limitations
- ☐ Cost (e.g. gym memberships)
- ☐ Low energy or motivation
- ☐ No barriers

What's the biggest challenge to your mental wellbeing?

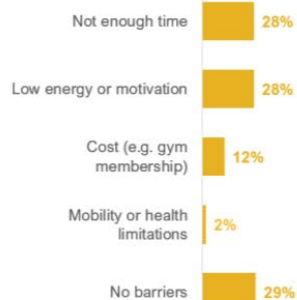
- ☐ Feeling disconnected or lacking social connection
- ☐ Work, financial or personal stress
- ☐ Limited access to mental health support
- ☐ Not knowing where to go for help
- ☐ No significant challenges

What prevents you from feeling safe in your community?

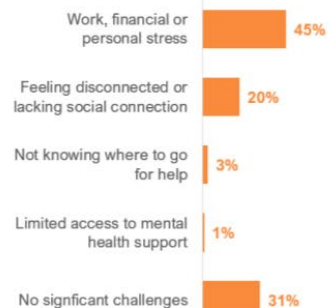
- ☐ Poor lighting or visibility
- ☐ Traffic or road safety concerns
- ☐ Anti-social behaviour or crime
- ☐ Feeling alone or isolated
- ☐ Nothing – I feel safe

Poll results:

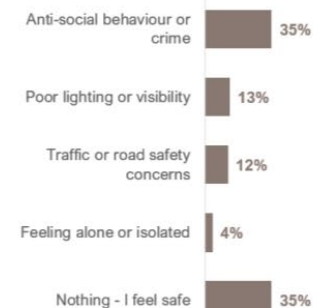
What's the main barrier to getting your 30 minutes of daily physical activity?



What's the biggest challenge to your mental wellbeing?



What prevents you from feeling safe in your community?



Based on a total of 121 community members.
Participants could select one option per question.

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This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555

[f](#) [@](#) [in](#) [v](#) [y](#) /citystirlingwa

9



Attachment four – social media posts



How does the City of Stirling contribute to your health?

More than you might think 😊

From parks, paths and leisure centres, to community programs, safety initiatives and local services – it all adds up to how healthy, active and connected we feel day to day. It's why we've put together the draft Public Health Plan 2026–2031 – to check we're focusing on the right priorities and programs to support health and wellbeing across our community.

Share your feedback or take the 30-second health poll and go in the running for free family swim passes 🏊

GET INVOLVED | www.stirling.wa.gov.au/publichealthplan See less



Apparently...

- 🥬 only 6% of City of Stirling adults are getting enough veggies in
- 🚶 about a third aren't moving as much as they'd like
- 📱 and a lot of us are pretty glued to our screens

Sound about right? 🤔

It's why we've put together the City's draft Public Health Plan 2026–2031 – to check we're focusing on the right priorities and programs to support health and wellbeing across our community.

Share your feedback or take the 30-second health poll and go in the running for free family swim passes 🏊

GET INVOLVED | www.stirling.wa.gov.au/publichealthplan See less





Attachment five – flyer

Share your feedback by 29 July

City of Stirling
City of Choice

Health and Wellbeing Community Consultation

Draft Public Health Plan 2026-31

The City is seeking your feedback on the draft Public Health Plan 2026-31, which aims to support the health and wellbeing of our community through our services, initiatives and spaces.

Public health isn't just about hospitals – it's also shaped by everyday things close to home including the programs and places that the City provides. From parks and leisure centres to community events and safety initiatives, these all play a role in your wellbeing.

The draft Plan sets key priorities, clear actions, and measures to track how we're doing.

Scan the QR Code or visit www.stirling.wa.gov.au/PublicHealthPlan to learn more and share your feedback before 29 July 2026.

Priorities of the draft Public Health Plan 2026-31

Informed by community input and the latest health data, the Plan focuses on key priority areas including **healthy, active communities**; **mentally healthy and socially connected communities**; and **safe and resilient communities**.

It brings together the practical ways the City aims to support and enhance community health, along with clear measures to track how we're doing.

Did you know?

- Footpaths support daily movement and active travel, creating **healthy, active communities**. That's why the City maintains more than 900km of footpaths and continues to expand the network every year.
- Nearly 400 City-facilitated events and community arts opportunities each year support **mentally healthy and socially connected communities**, with connection one of the biggest drivers of belonging.
- **Safe and resilient communities** matter to your health. That's why the City provides more than 800 clean, well-maintained parks and playgrounds, along with initiatives like home security rebates.

Share your feedback

Have we got the balance right? Are there barriers we haven't considered, or opportunities to do better? Visit www.stirling.wa.gov.au/PublicHealthPlan to learn more, review the draft Plan and share your feedback before **29 July 2026**.

Or, short on time? Take our quick 30-second health poll for a chance to win family swim vouchers. You can share as much or as little as you like – every bit of feedback helps.

This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555.

Scan the QR Code or visit www.stirling.wa.gov.au/PublicHealthPlan to learn more and share your feedback before 29 July 2026.





Attachment six – poster

Share your feedback by 29 July

City of Stirling
City of Choice

Health and Wellbeing Community Consultation

Draft Public Health Plan 2026-31

The City is seeking your feedback on the draft Public Health Plan 2026-31, which aims to support the health and wellbeing of our community through our services, initiatives and spaces.

Public health isn't just about hospitals – it's also shaped by everyday things close to home including the programs and places that the City provides. From parks and leisure centres to community events and safety initiatives, these all play a role in your wellbeing.

The draft Plan sets key priorities, clear actions, and measures to track how we're doing.

Scan the QR Code or visit www.stirling.wa.gov.au/PublicHealthPlan to learn more and share your feedback before 29 July 2026.

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This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555



12



Attachment seven - newsletters



How does safety contribute to your health?

More than you might think. Feeling safe at home and in your neighbourhood is essential for wellbeing. It helps reduce stress, supports mental health and allows people to stay connected and active in their community.

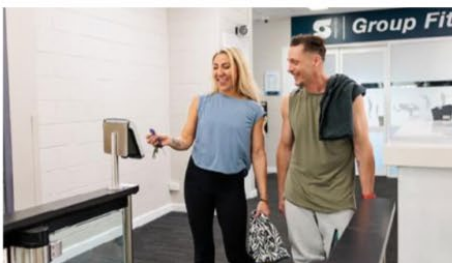
It's part of why the City provides more than 800 clean, well-maintained parks and playgrounds, 24/7 community patrols and initiatives like home security rebates.

And it's not just safety, the City aims to support health and wellbeing through the many services and programs we deliver.

The new draft Public Health Plan 2026-31 sets priorities, actions and measures to guide this work – but we want to check we're focusing on the right things.

Share your feedback or take the 30-second health poll and go in the running for free family swim passes.

[Learn more](#)



How does the City of Stirling contribute to your health?

More than you might think. From leisure centres, parks and paths to community programs, safety initiatives and local services – it all adds up to how healthy, active and connected we feel day-to-day.

It's why we've put together the draft Public Health Plan 2026-31, to check we're focusing on the right things to support health and well-being across our community.

We're asking:

- What's the main barrier to getting your 30 minutes of daily physical activity?
- What's the biggest challenge to your mental wellbeing?
- What prevents you from feeling safe in your community?

Take our 30-second health poll for your chance to win a free family swim passes or share your feedback on the draft Plan.

[Learn more](#)



How do libraries contribute to your health?

More than you might think. Libraries support wellbeing by offering welcoming spaces to relax, learn and connect, helping reduce stress and support mental health.

It's part of why Stirling Libraries offer a range of programs, services and community hubs.

And it's not just the City's libraries. From leisure centres, parks and paths to safety initiatives and community events, it all adds up to how healthy and connected we feel day to day.

The new draft Public Health Plan 2026-31 sets out the priorities, actions and measures to guide this work – but we want to check we're focusing on the right things.

Share your feedback or take the 30-second health poll and go in the running for free family swim passes.

[Learn more](#)



Attachment eight – in-person pop ups



Join us for a morning at the Meals on Wheels Kitchen, located at 97 Delamere Street, Balcatta. This is an opportunity to tour the facility, learn more about the food services the City offers and even sample some of the home-made meals available to purchase directly from Meals on Wheels.

Our goal is to make healthy eating convenient and accessible for everyone. If you need a little extra help in the kitchen, the food services team can provide delicious, nutritious meals delivered straight to your door. We look forward to welcoming you.

Date: Friday 10 July
Time: 10.00am to 12.00 noon
Location: 97 Delamere Street, Balcatta

For more information about the Living Locally Project visit www.stirling.wa.gov.au/livinglocally

Please note: All attendees must wear closed-in shoes, such as sneakers or boots.



You're invited to join us for a free bike skills school holiday challenge, hosted by CycleDome.

Bring your bike and enjoy a fun-filled morning at Robson Delamere Reserve Tennis Courts while building confidence and improving your bike skills at this outdoor community event.

Everyone is welcome!

Date: Saturday 11 July
Time: 9.00am – 11.00am
Location: Robson Delamere Reserve Tennis Courts

For more information about the Living Locally Project visit www.stirling.wa.gov.au/livinglocally



Date
10.00am - 12.00pm, 10 July 2026
Add to calendar

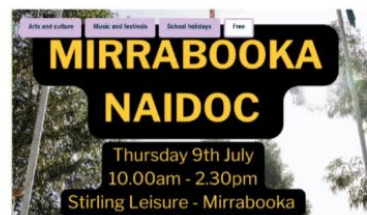
Address
Meals on Wheels Kitchen
97 Delamere St, Balcatta WA 6021
Get directions

Cost
Free

Book now

Contact details

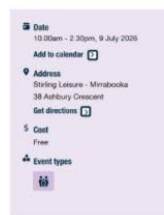
Community Engagement
general.enquiries@stirling.wa.gov.au
[08192058555](tel:08192058555)



We invite you to join the Mirrabooka NAIDOC Committee in celebrating 50 years of Deadly. The Mirrabooka NAIDOC Event is a vibrant and inclusive event that gives our local community the chance to connect through ceremony, entertainment, cultural activities and more. This family friendly event proudly celebrates Aboriginal and Torres Strait Islander culture whilst also promoting healthy lifestyles and access to a variety of local services. There are free activities for all ages, including native animals + rides + photo booth + live music + dancing and a free sausage sizzle. Come along and enjoy some lively tunes and help us celebrate together as one community!

This event is proudly alcohol and other drug free.

This year's event will see performances from a diverse lineup of Aboriginal artists including Lloyd Walley and the Out and About Band, Booz Kot, Lily Goggin, MONGEYEA, Tameesah, Kaya and Corbinnee for Life.



Date
10.00am - 2.30pm, 9 July 2026
Add to calendar

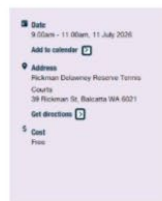
Address
Stirling Leisure - Mirrabooka
18 Ashbury Crescent
Get directions

Cost
Free

Event types

Contact details

Community Partnerships
kay@stirling.wa.gov.au
[08192058555](tel:08192058555)



Date
9.00am - 11.00am, 11 July 2026
Add to calendar

Address
Robson Delamere Reserve Tennis Courts
38 Robson St, Balcatta WA 6021
Get directions

Cost
Free

Contact details

Community Engagement
general.enquiries@stirling.wa.gov.au
[08192058555](tel:08192058555)



Stirling Farmers Markets is a community event supporting local growers/makers and is a project of the Rotary Club of Karrinyup. Shop for your weekly fresh fruit and veges, honey, bread, meat and seasonal produce. Coffee van and hot food available onsite.

Parking is available in the City of Stirling's car park located off Cedric Street.

For more information regarding the Stirling Farmers Markets, please visit their website www.stirlingfarmersmarkets.com.au or Facebook page <https://www.facebook.com/stirlingfarmersmarkets>



Date
Every Sunday from 7.30am - 11.30am
Add to calendar

Address
Stirling Farmers Market
25 Cedric Street, Stirling
Get directions

Cost
Free

Event types

Contact details

Rotary Club of Karringup
karrinyuprotary@gmail.com



Attachment nine – prioritisation activity

Worksheet activity:

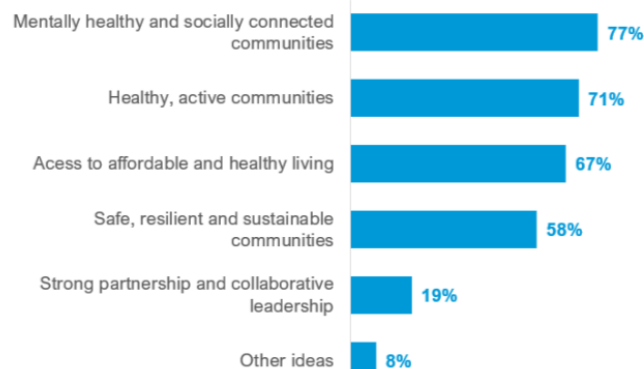
Health and Wellbeing Community Consultation
Draft Public Health Plan 2026-2031

These are the priority areas in the draft Plan, shaped by community insights and health data. Use three stickers to show what matters most to you.

Healthy, active communities	Mentally healthy and socially connected communities
Safe, resilient and sustainable communities	Access to affordable and healthy living
Strong partnerships and collaborative leadership	Other ideas?

Workshop results:

Which of the following priority areas in the draft Public Health Plan matters most to you? Please select three.



Based on a total of 139 community members.
Question: These are the priority areas in the draft Plan, shaped by community insights and health data. Use three stickers to show what matters most to you.
Participants selected priority areas by placing three dots across six categories.

Note: 'other ideas' highlighted the importance of community safety, stronger social inclusion and support for vulnerable groups, creating safe and welcoming spaces for young people, fostering community connection, improving lighting in public areas, addressing the impacts of increasing density and cost of living pressures, and improving access to affordable services and activities for students and young people.



Attachment ten: community consultation submission form

Community Consultation Submission Form

Your Submission Details

*What project would you like to provide comment on?

After considering the likely impact of this proposal, do you?*

- ☐ Support the proposal
☐ Object to the proposal

*What feedback on the proposal would you like to share for consideration in the decision-making process?

If you have prepared a written submission or would like to attach any additional documents please upload below

Or drop files

Uploaded files		
FILENAME	EXTENSION	SIZE

☐ I agree to the terms and conditions and I consent to the collection and use of my personal information as outlined in

12.2/F1 SCHEDULE OF ACCOUNTS FOR PERIOD 12 ENDING 30 JUNE 2026

Business Unit:	Finance Services	Service: Financial Accounting
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Information - *Receiving information about the City or its community.*

Council Resolution**0826/036****Moved Councillor Paparde, seconded Councillor Proud****That the schedules for Period 12, 1 June – 30 June 2026 comprising of:**

- 1. Cheques drawn and payments made amounting to \$74,882,483.28**
- 2. Fuel Card Payments made amounting to \$23,618.53**

be RECEIVED.**The motion was put and declared CARRIED (14/0) by exception resolution.****For:** Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.**Against:** Nil.

Committee Recommendation

That the schedules for Period 12, 1 June – 30 June 2026 comprising of:

1. Cheques drawn and payments made amounting to \$74,882,483.28
2. Fuel Card Payments made amounting to \$23,618.53

be RECEIVED.

Officer's Recommendation

That the schedules for Period 12, 1 June – 30 June 2026 comprising of:

1. Cheques drawn and payments made amounting to \$74,882,483.28
2. Fuel Card Payments made amounting to \$23,618.53

be RECEIVED.

Purpose

To inform Council of funds disbursed for the period 1 June – 30 June 2026.

Details

The reported schedules are submitted in accordance with Regulation 13 and 13A of the Local Government (Financial Management) Regulations 1996. In June 2023, the Regulations were amended to include the requirement to report payments by purchasing cards (Regulation 13A) to be implemented by local governments by September 2023.

Fuel cards are considered purchasing cards and so a separate attachment has been prepared for these transactions. Fuel cards are used for the purchase of fuel for the City's petrol vehicles and plant. The use of fuel cards is controlled with the card assigned to an individual vehicle and transactions limited to the purchase of fuel. Vehicle odometer readings are recorded for each fuel purchase. It should be noted that the full payment to Ampol is shown in the Payments Listing and the amount on the fuel card report may differ due to the timing of invoices.

The value of payments made in the month includes new term deposit investments of surplus cash funds. The surplus cash funds available for investment will be impacted by the City's cashflow cycle including the value of term deposits maturing in the month. The value of new term deposits is the main cause of fluctuations in the level of payments from month to month. Other factors would include progress payments made for major capital projects.

Expenditure on Agency Staffing

The table below shows the spend on agency staffing to June 2026. The actual spends of \$1,785,514 equates to 1.24% of the total spent on direct staffing by the City for the period.

Agency costs by Department	Year to date June 2026 Actual \$	% of Total Staffing Cost	Explanation
Community Development	52,418	0.28%	Flexible staffing for Community Food services
Customer & Communications	60,356	0.91%	Short term cover for Graphic designer position
Development Services	32,142	0.30%	Temporary administration staff
Engineering Services	198,184	1.37%	Temporary staff for maintenance & construction works
Finance Services	45,713	0.85%	Maternity leave cover
People	2,079	0.05%	Temporary vacancy cover
Infrastructure Administration	19,049	0.92%	Temporary administration staff
Parks & Environment	533,280	2.86%	Temporary staff to manage seasonal workload
Waste & Fleet	780,226	6.85%	Cover for Recycling Centre and Waste Collection staff
Property Services	34,123	2.13%	Part-time Land Administration Officer
Facilities	24,617	0.52%	Part-time Facility Works Officer
Recreation	3,327	0.02%	Temporary staff for Catering
	1,785,514	1.24%	

Relevant Policies, Legislation and Council Resolutions

Regulation 13 of the Local Government (Financial Management) Regulations 1996 requires that a list of accounts paid by the Chief Executive Officer is to be prepared each month and presented to the Council at the next ordinary meeting of Council after the list is prepared. Regulation 13A of the Local Government (Financial Management) Regulations 1996 requires that a list of accounts paid includes payments via purchasing cards.

[Local Government \(Financial Management\) Regulations 1996](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Comply with legislation, standards and obligations

Strategic Risk

Strategic Risk	Risk Appetite
Governance, Integrity & Compliance	If governance integrity or compliance practices degrade, then decisions and operations may breach obligations or erode trust, leading to regulatory action and impaired service legitimacy.

Relevant Documents and Information

Attachments

Attachment 1 - Payment Listing - June 2026 (ECM 11684434) (previously circulated to Elected Members under separate cover)

Attachment 2 - Ampol Purchase Card Report - June 2026 (ECM 11681161) (previously circulated to Elected Members under separate cover)

Available for viewing at meeting

Nil.

Linked Documents

Nil.

12.2/F2 MONTHLY STATEMENT OF FINANCIAL ACTIVITY FOR THE MONTH ENDING 30 JUNE 2026

Business Unit:	Finance Services	Service: Financial Planning
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Information - *Receiving information about the City or its community.*

Council Resolution**0826/037****Moved Councillor Paparde, seconded Councillor Proud**

That the monthly Statement of Financial Activity and other relevant Financial Reports for the month ending 30 June 2026 be RECEIVED.

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That the monthly Statement of Financial Activity and other relevant Financial Reports for the month ending 30 June 2026 be RECEIVED.

Officer's Recommendation

That the monthly Statement of Financial Activity and other relevant Financial Reports for the month ending 30 June 2026 be RECEIVED.

Purpose

To apprise Council of the financial position of the City in compliance with the provisions of Section 6.4 of the *Local Government Act 1995* and Regulation 34 of the Local Government (Financial Management) Regulations 1996 as amended.

Details

The City's financial reporting framework provides Council, management, and employees with a broad overview of the City-Wide financial position. The format for the financial report includes:

1. A financial summary comprising a Statement of Financial Activity (Attachment 1) and an explanation of each material variance in accordance with the requirements of Regulation 34 (see below).
2. The composition of net current assets, less committed assets, and restricted assets (Attachment 2) in accordance with the requirements of Regulation 34.
3. The Statement of Financial Position (Attachment 3) in accordance with requirements of regulation 35.
4. An Investment Report (Attachment 4) detailing the performance of the investment portfolio as required by the City's Investment Policy

Monthly Statement of Financial Activity for the Period Ending 30 June 2026

It should be noted that the statement shown as Attachment 1 only includes transactions as they relate to the Municipal Fund, and it removes the non-cash items to allow an assessment of the City's dependency on rate levies.

The City is currently finalising its FY26 position. These unaudited financial reports will be subject to change as year-end items, such as the financial position of Regional Councils are audited and reflected in the City's financial statements.

Explanations of major variances between YTD Actual and YTD (Original) Budget for the month ended 30 June 2026 are as follows:

General Rates

The Rates Statements issued in June 2026 generated \$269.72 million in revenue (this figure includes the Rates, Domestic Waste Charge, the Community Safety Service charge and the Emergency Services Levy revenue). \$270.58 million of debt including balances due from prior years have been collected by June 2026.

Operating Revenue**1. Operating Grants & Subsidies**

This revenue item has a positive variance of 44% to YTD budget, mainly due to the receipt of the Financial Assistance Grant for the 2026/27 financial year in advance.

2. Registrations, Licenses and Permits

This revenue item has a positive variance of 12% to YTD budget, mainly due to higher than budgeted revenue from Building Plan Approvals and Town Planning Approvals.

3. Underground Power – Income

This revenue item has a negative variance of 82% to YTD budget due to the timing of invoicing for the Doubleview Underground Power project which have been rescheduled to Q2 2026/27.

4. Fair value Profit on Investment Property

This adjustment reflects the change in valuation of the City's the Investment property at 22 Chesterfield Road, Mirrabooka. The Investment properties are revalued on an annual basis as required by the Australian Accounting Standards.

Operating Expenditure

5. Employee Costs (including Agency Staff)

The total of employee costs (including of the cost of Agency Personnel) was higher than budget for the year due to:

- Increased staffing levels at Recreation Facilities to maintain services levels. The additional cost has been offset by an increase in revenue as noted in the Fees & Charges commentary.
- Higher staffing required to deliver waste collections and resource the recycling centre. The additional cost is funded from domestic waste collection charges.
- Resourcing of IT projects where project staff have been employed as a better value for money option, but the budget assumed the work would be outsourced and is held elsewhere.
- Workers compensation insurance payments which relate to open claims from prior years

Internal labour recoveries were also below budget contributing to the variance. Labour recoveries relate to the transfer of internal staff time to maintenance services and capital projects, and the negative labour recovery variance is offset by reduced costs in these areas.

6. Materials & Contracts – Maintenance

This expenditure item has a negative variance of 13% mainly due to the following:

- An increase in contractor costs for pruning in the Parks area
- Operational expenditure incurred in the delivery of Capital Programs which have been provided for in the Capital Program budgets

7. Underground Power - Expenditure

This expenditure item has a positive variance of 16% mainly due to the timing of Underground Power Cash Calls from Western Power.

8. Other Expenditure

This expenditure item has a positive variance of 14% mainly due to costs associated with Catalina Estate land sales.

9. Profit/ Loss on Disposal of Assets

The net loss on the Disposal of Assets is due to City assets being written off for redevelopment or replacement. This loss is partly offset by profits from the disposal of Fleet vehicles.

Investment Activity**10. Capital Grants and Subsidies**

This revenue item has a positive variance of 56% mainly due to the receipt of the of the Financial Assistance Grant for the 2026/27 financial year in advance and the timing of LRCI and Main Roads Grants.

11. Capital Expenditure

- Capital Renewals Programs - variances mainly relate to the following Major Projects and Programs
 - \$6.3 million variance from the Building Renewal Program
 - \$1.1 million variance from the road construction program and \$0.4 million from the rights of way program
 - \$2.9 million across the Parks Capital Programs mainly for the Community Parkland Upgrades and Citywide Park Asset Refurbishment Projects
- \$18.5 million variance relating to council funded investment property, with expenditure dependent on identification and acquisition of property
- \$1.3 million variance relating to IT projects which are budgeted as capital projects, but actual expenditure is included in operating expenses. The relevant project expenditure will be capitalised as an intangible asset on completion of the project
- \$11.8 million variance due to delays in the delivery of vehicles due to supply constraints for the Fleet Replacement Program.
- \$1.7 million for the Recycling Centre Balcatta Redevelopment and \$1.1 million for the Hutton Street Extension strategic projects
- \$7.1 million variance relating to operational expenditure incurred in the delivery of Capital Programs and reflected in the Materials & Contracts – Maintenance negative variance.

Financial Assessment and Implications

The administration is mandated by Council to operate in a financially sustainable and responsible manner. As such, the City ensures that it closely monitors its financials against approved budget.

Relevant Policies, Legislation and Council Resolutions

The monthly statement of financial activity is prepared in accordance with Regulation 34 of the:

[Local Government \(Financial Management\) Regulations 1996.](#)

[Local Government Act 1995](#)

Meeting Date	Council Resolution Number	Council Resolution
1 April 1997	Item 10.2/A11	Monthly report must be provided to Council detailing the investment portfolio in terms of overall performance, percentage exposure of total portfolio by investment institution and in the case of managed investments, the changes in market value.

Sustainable Stirling 2026-2036

Key Result Area: Our leadership

Objective: Provide accountable and ethical governance

Priority: Comply with legislation, standards and obligations

Strategic Risk

Strategic Risk	Risk Appetite
Governance, Integrity & Compliance	If governance integrity or compliance practices degrade, then decisions and operations may breach obligations or erode trust, leading to regulatory action and impaired service legitimacy.

Relevant Documents and Information

Attachments

Attachment 1 - Statement of Financial Activity in the form of a Rate Setting Statement for the period to 30 June 2026 (ECM 11681197)

Attachment 2 - Statement of Financial Position for the period to 30 June 2026 (ECM11681296)

Attachment 3 - Net Current Assets as at 30 June 2026 (ECM 11681304)

Attachment 4 - An Investment Report for the period to 30 June 2026 (ECM11681348)

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

Statement of Financial Activity

As at period ended 30 June 2026



Account Description	Notes	Actuals 30 June 2026 \$	Ytd Budget 30 June 2026 \$	Variance \$	Variance %	Full Year Amended Budget \$
Net surplus/(deficit) at start of financial year		29,697,956	29,689,932			29,689,932
<i>Revenue from operating activities</i>						
Security Service Charge		6,206,486	6,194,268	12,218	0%	6,194,268
Operating Grants & Subsidies	(1)	18,658,679	13,086,828	5,571,852	43%	13,086,828
Contributions & Donations		2,152,150	2,299,357	147,207	6%	2,299,357
Waste Service Charge		50,249,042	49,211,412	1,037,630	2%	49,211,412
Fees & Charges		27,122,748	25,777,302	1,345,445	5%	25,777,302
Interest Earnings		9,948,124	9,254,971	693,153	7%	9,254,971
Registrations, Licences & Permits	(2)	5,871,154	5,230,440	640,714	12%	5,230,440
Underground Power - Income	(3)	1,603,267	9,056,975	7,453,708	82%	9,056,975
Other Revenue		44,561,512	46,285,403	1,723,890	4%	46,285,403
Profit on Disposal of Assets	(9)	243,417	1,365,076	1,121,659	82%	1,365,076
Fair value Profit on Investment Property	(4)	350,000	0	350,000	0%	0
		<u>166,966,577</u>	<u>167,762,031</u>			<u>167,762,031</u>
<i>Expenditure from operating activities</i>						
Employee Costs	(5)	(128,813,739)	(123,906,436)	4,907,302	4%	(123,906,436)
Materials & Contracts - Maintenance	(6)	(62,779,719)	(55,637,293)	7,142,426	13%	(55,637,293)
Materials & Contracts - Other Works		(61,718,540)	(60,500,541)	1,217,999	2%	(60,500,541)
Underground Power - Expenditure	(7)	(6,504,551)	(7,703,999)	1,199,448	16%	(7,703,999)
Utilities		(10,193,923)	(10,668,258)	474,336	4%	(10,668,258)
Depreciation & Amortisation		(61,090,820)	(59,479,245)	1,611,575	3%	(59,479,245)
Finance Costs		(205)	0	205	0%	0
Insurance Expenses		(2,130,459)	(2,054,708)	75,751	4%	(2,054,708)
Other Expenditure	(8)	(18,540,882)	(21,550,258)	3,009,376	14%	(21,550,258)
Loss on Disposal of Assets		(656,338)	(606,173)	50,165	8%	(606,173)
		<u>(352,429,173)</u>	<u>(342,106,911)</u>			<u>(342,106,911)</u>
Amount attributed to operating activities		<u>(185,462,596)</u>	<u>(174,344,880)</u>			<u>(174,344,880)</u>
Depreciation on assets		61,090,820	59,479,245	1,611,575	3%	59,479,245
Profit/(Loss) on asset disposals	(9)	(412,921)	(758,903)	345,982	46%	(758,903)
Noncash movements in non current assets and liabilities		(21,789,135)	(21,577,199)			(21,577,199)
Total excluded from operating results		<u>38,888,764</u>	<u>37,143,143</u>			<u>37,143,143</u>
<i>Investing activities</i>						
Capital grants and subsidies	(10)	16,443,505	10,389,276	6,054,229	58%	10,389,276
Equity share of investment - net		23,333,334	23,333,334	0	0%	23,333,334
Proceeds from disposal of assets	(9)	932,449	4,275,950	3,343,501	78%	4,275,950
Capital Expenditure	(11)	(51,565,802)	(113,929,499)	62,363,697	55%	(113,929,499)
Amount attributed to investment activities		<u>(10,856,514)</u>	<u>(75,930,939)</u>			<u>(75,930,939)</u>
<i>Financial activities</i>						
Transfers to reserves		(48,386,433)	(42,887,924)			(42,887,924)
Transfers from reserves		24,574,045	48,350,712			48,350,712
Transfers to and from Trust		1,612,333	3,421,546			3,421,546
Amount attributed to financial activities		<u>(22,200,054)</u>	<u>8,884,334</u>			<u>8,884,334</u>
Amount raised from rates		174,454,500	174,558,410			174,558,410
Net surplus/(deficit) at start of financial year		<u>24,522,055</u>	<u>0</u>			<u>0</u>

City of Stirling
Statement of Financial Position
As at period ended 30 June 2026

	\$
ASSETS	
CURRENT ASSETS	
Cash and cash equivalents	192,728,830
Trade receivables	16,406,042
Other financial assets at amortised cost	5,655,576
Inventories	6,823,951
Contract assets	2,065,899
Total Current Assets	223,680,297
NON CURRENT ASSETS	
Investments	53,079,126
Other financial assets at amortised cost	387,945
Investment Property	11,172,296
Other Receivables	2,554,135
Property, Plant & Equipment	826,368,548
Infrastructure	1,740,729,932
Inventory	59,098
Intangible assets	2,747,908
Right of use assets	706,094
Total Non Current Assets	2,637,805,082
TOTAL ASSETS	2,861,485,379
LIABILITIES	
CURRENT LIABILITIES	
Trade and other payables	28,206,190
Contract liabilities	2,356,092
Lease liabilities	192,402
Employee related provisions	21,506,816
Other provisions	17,643,602
Total Current Liabilities	69,905,102
NON CURRENT LIABILITIES	
Lease liabilities	537,916
Employee related provisions	1,385,146
Total Non Current Liabilities	1,923,062
TOTAL LIABILITIES	71,828,164
NET ASSETS	2,789,657,215
EQUITY	
Accumulated Surplus	1,066,362,530
Transfer to Accumulated Surplus	24,574,045
Transfer from Accumulated Surplus	1,612,333
Transfers from Trust	(48,386,433)
Change in Net Assets resulting from Operations	5,435,409
Accumulated Surplus	1,049,597,885
Reserves - Cash Backed	150,759,956
Reserves - Asset Revaluation	1,589,299,374
TOTAL EQUITY	2,789,657,215

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Restricted Assets

As at 30 June 2026

	\$
<i>Current assets</i>	
Cash & Equivalents	192,728,830
Receivables - Current	16,406,042
Other Assets	5,655,576
Inventories	6,823,951
Contract Assets	2,065,899
	223,680,297
 <i>Less current liabilities</i>	
Creditors & Provisions	(45,849,792)
Other Liabilities - Current	(2,356,092)
Lease Liabilities - Current	(192,402)
Employee Provisions - Current	(21,501,586)
	(69,899,872)
 Net current assets	153,780,425
 Less Restricted assets Reserves	(150,759,956)
 Add - cash backed leave	21,501,586
 Net surplus/(deficit)	24,522,055

CITY OF STIRLING
CASH & INVESTMENT REPORT AS AT 30 June 2026

	Short term Rating	Long-term Rating	Allocation %	AV RATE ¹ %	TOTAL FUNDS \$	MUNI FUNDS \$	REST FUNDS \$	TRUST FUNDS \$	RESERVE FUNDS \$
IN HOUSE INVESTMENTS									
Banks									
Bank of Queensland	A2	A-	24	4.43%	50,985,843	15,250,000	842,336		34,893,507
Bendigo / Adelaide Bank	A2	A-	5	4.27%	10,713,774	5,250,000			5,463,774
NAB	A1+	AA-	27	4.60%	55,582,231	5,750,000	14,843,759		34,988,472
Rabo Bank	F1	A+	4	4.49%	9,166,667				9,166,667
Sun Corp Metway	A1+	AA-	14	4.61%	28,300,315			17,256,833	11,043,482
Westpac	A1+	AA-	26	4.38%	54,545,217	800,000	1,959,027		51,786,190
TOTAL INVESTMENTS			100	4.45%	\$ 209,294,046	\$ 27,050,000	\$ 17,845,122	\$ 17,256,833	\$ 147,342,091

¹ Average Rate for each bank relates to the investments held at monthend i.e. Total Funds balance

	INTEREST RECEIVED TO DATE	%	FULL YEAR BUDGET
INTEREST EARNED			
Municipal Fund	9,365,371	107.68%	8,697,086
TOTAL	9,365,371	107.68%	8,697,086

INTEREST RATES	JUL %	AUG %	SEP %	OCT %	NOV %	DEC %
AVGE EARNED RATE (ALL INVESTMENTS)	4.45	4.08	4.05	4.09	4.11	4.12
BENCHMARK RATE	3.70	3.70	3.70	3.70	3.70	3.70

	JAN	FEB	MAR	APR	MAY	JUN
AVGE EARNED RATE (ALL INVESTMENTS)	4.17	4.26	4.29	4.41	4.45	4.49
BENCHMARK RATE	3.70	3.70	3.70	3.70	3.70	3.70

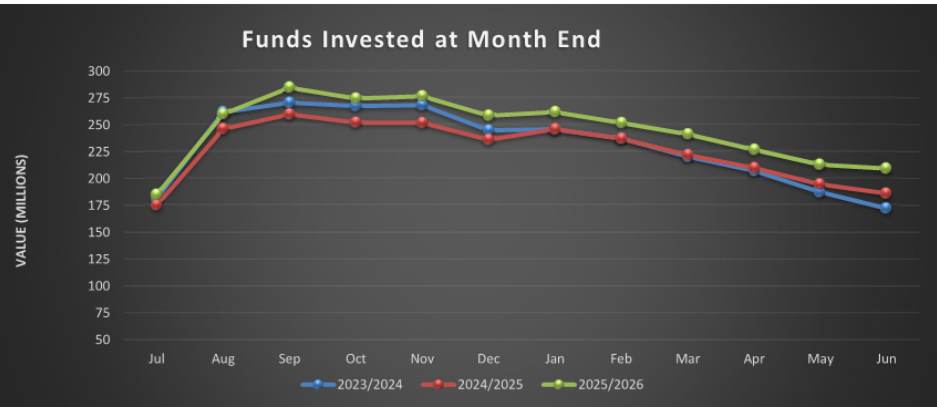
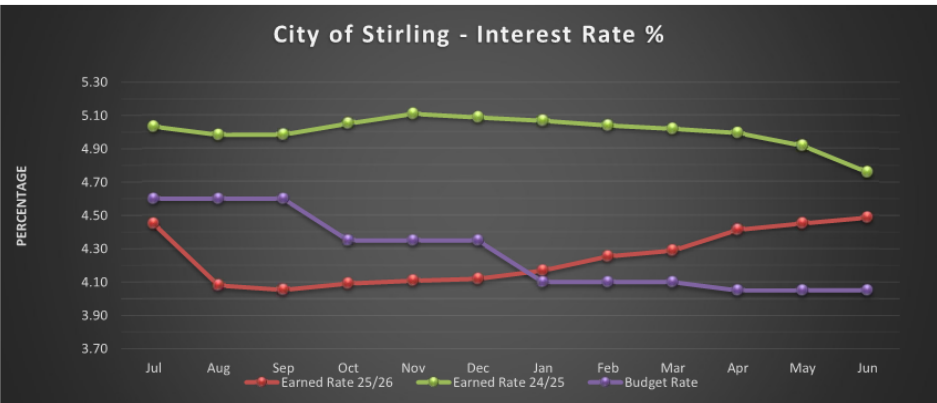
MARKET AVERAGE INTEREST RATES	At Call %	30 Day %	90 Days %	180 Days %	5 Yr Bond %	YTD Av %
FOR 2025-26 YEAR ONLY	2.89	3.69	3.66	3.75	0.00	3.70

COMMENTARY	
1	The City of Stirling continues its cautious approach in managing and investing its funds and only invests funds as per the City's investment policy. To date the City only invests in approved and authorised institutions in line with the WA Local Government Act 1995 and its Amendments 2012.
2	For this financial year 2025/26, the City continued its cash investments strategy with local banking institutions administrated in house. The City may also consider recommendations from approved advisors should the need arise.
3	This report is supported by detailed statements of borrowers of the City's funds with details thereto.

TRUST FUND DETAILS	BALANCE \$
Other Bonds	608,454
Right of Way Bonds	418,416
Payment in Lieu of Public Open Space	11,190,553
Town Planning Schemes	5,018,625
Other Trusts	20,785
FINANCE ONE	17,256,833
INVESTMENT REGISTER	17,256,833
Funds to be Transferred	0

RESERVE FUND DETAILS	BALANCE \$
Asset Acquisition Reserve	115,274
Cash in Lieu of Public Open Space	2,003,353
Churchlands Lighting Reserve	2,000
Corporate Project Fund	7,945,265
Capital Investment Reserve	66,766,642
Investment Income Reserve	7,669,660
Leave Liability Reserve	16,174,583
Long Service Leave Reserve	1,120,478
Payment in Lieu of Parking Reserve	3,539,996
Plant Replacement Reserve	9,157,765
Public Parking Strategy Reserve	7,163,090
Road Widening Compensation Reserve	168,913
Scarborough Development Contribution Plan	315,101
ROW Improvement Works	0
Security Service Reserve	1,040,361
Strategic Waste Development Reserve	22,882,071
Tree Fund Reserve	1,514,669
Workers Compensation Reserve	3,180,734
FINANCE ONE	150,759,956
INVESTMENT REGISTER	147,342,091
Funds to be Transferred	-3,417,865

RESTRICTED FUND DETAILS	BALANCE \$
Builders Registration Board Levy	434,841
BCITF Levy	132,341
Client Bonds	900
Development Trust	- 424,549
Hall Hire Bonds	4,700
Payment in Advance	49,493
Other Rest Funds	39,604
Pay in Lieu POS	5,556,264
Performance Bonds	5,520,357
Section 152 Land	1,722,744
Street Trees Bonds	1,000,183
Unclaimed Monies	65,102
Verge Bonds	3,543,412
FINANCE ONE	17,645,392
INVESTMENT REGISTER	17,645,122
Funds to be Transferred	270



12.2/TE1 79068 PROVISION OF EXTRUDED CONCRETE KERBING

Business Unit:	Engineering Services	Service: Construction Services
Ward:	Citywide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/038****Moved Councillor Paparde, seconded Councillor Proud**

That the tenders from Allstate Kerbing and Concrete Pty Ltd ATF Allstate Kerbing and Concrete Unit Trust T/As Allstate Kerbing and Concrete, and, Dowsing Group Pty Ltd T/As Dowsing Group for the Provision of Extruded Concrete Kerbing be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That the tenders from Allstate Kerbing and Concrete Pty Ltd ATF Allstate Kerbing and Concrete Unit Trust T/As Allstate Kerbing and Concrete, and, Dowsing Group Pty Ltd T/As Dowsing Group for the Provision of Extruded Concrete Kerbing be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Officer's Recommendation

That the tenders from Allstate Kerbing and Concrete Pty Ltd ATF Allstate Kerbing and Concrete Unit Trust T/As Allstate Kerbing and Concrete, and, Dowsing Group Pty Ltd T/As Dowsing Group for the Provision of Extruded Concrete Kerbing be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Purpose

To report on the results from public Invitation for Tender (IFT) and the evaluation of tenders, in accordance with Regulation 18 of the Local Government (Functions and General) Regulations 1996.

Details

Tender Description

The City of Stirling (City) invites tenders from professional contractors for the provision of extruded concrete kerbing within the City of Stirling.

Tender Details

IFT Number	79068
IFT Title	Provision of Extruded Concrete Kerbing
Contract Term	Initial: 3 Years Extension Options: Two (2) Options to extend for one (1) Year each Defects Liability Period: 12 months
Tendered Rates/Cost	Provided in Attachment 1 to this report (confidential)
Panel Allocation	Provided in Confidential Attachment 1 to this report.
Advertising:	Saturday 25 April 2026 The West Australian
Tender Deadline:	Wednesday 20 May 2026 2.00pm
Tender Opening:	Wednesday 20 May 2026 2.00pm

Tender Submissions

Four tenders were received, including alternative and non-conforming Tenders:

Tenderer	Trading Name
Allstate Kerbing and Concrete Pty Ltd ATF Allstate Kerbing and Concrete Unit Trust	Allstate Kerbing and Concrete
All-Ways Kerb Pty Ltd	N/A
Dowsing Group Pty Ltd	Dowsing Group
The Trustee for Kerb Direct Kerbing Trust	N/A

Contract

Commencement Date of New Contract: Early September 2026
Completion Date of New Contract: Early September 2029
Price Basis of New Contract: Schedule of Rates

Tender Evaluation Panel

The tender evaluation panel comprised of four members, including a Business Unit Manager (Chairperson) and Officer(s). Process and probity advice during evaluation was provided by a City Procurement Officer.

Evaluation of Tenders

The objective of the evaluation panel is to recommend a suitably qualified and experienced Contractors to satisfy the requirement of the above mentioned IFT.

Based on evaluation of the received submissions and subsequent compliance assessments, the Evaluation Panel recommend that the Tenderer(s) recommended in this report be accepted at the estimated Contract value and Contract term provided above, based on the weighted criteria outlined below:

Provision of Extruded Concrete Kerbing					
<u>Tenderers</u>		<u>Allstate Kerbing and Concrete Pty Ltd ATF Allstate Kerbing and Concrete Unit Trust T/As Allstate Kerbing and Concrete</u>	<u>All-Ways Kerb Pty Ltd</u>	<u>Dowsing Group Pty Ltd T/As Dowsing Group</u>	<u>The Trustee for Kerb Direct Kerbing Trust</u>
<u>Criteria</u>	<u>Weighting</u>	<u>Weighted Score</u>	<u>Weighted Score</u>	<u>Weighted Score</u>	<u>Weighted Score</u>
<u>Section A: Experience</u>	<u>35%</u>				
<u>Section B: Project Details</u>	<u>30%</u>				
<u>Section C: Sustainability</u>	<u>5%</u>				
<u>Non-Price</u>	<u>70%</u>				
<u>Price</u>	<u>30%</u>				
<u>Total Weighted Adjusted Score</u>		78.5	62.4	71.8	63.5
<u>Ranking</u>		1	4	2	3

Comment

All members of the evaluation panel have made a conflict of interest declaration in writing confirming they have no relationships with any of the tenderers.

It is confirmed that the following checks have been undertaken:

Has the recommended Tenderer(s) undergone Reference Checks successfully?	YES
Has the recommended Tenderer(s) undergone Probity assessment and been deemed compliant?	YES
Has the recommended Tenderer(s) undergone Financial Viability assessment and been deemed acceptable?	YES
Was a Conflict of Interest declared? If yes, please specify how it was managed	NO
Has the recommended Tenderer(s) undergone a Work Health and Safety assessment and been deemed acceptable?	YES

Financial Assessment and Implications

Budget Item: Various Engineering Capital Accounts

Estimated Annual Budget Amount: \$200,000 ex GST

Estimated Annual Spend: \$200,000 ex GST

All figures quoted in this report are exclusive of GST

Expenditure under this Contract is not capped or fixed. The estimated Contract award value is based on estimated expenditure but may vary depending on budget availability.

Stakeholder Engagement

In accordance with Section 1.8 of the *Local Government Act 1995* and Regulation 14(1) of the Local Government (Functions and General) Regulations 1996 the Tender was advertised in a statewide publication. A link to the Tender documents was also made available via the City's website.

Following contract execution, details will be included on the Tender Register on the City's Website.

Relevant Policies, Legislation and Council Resolutions

The Tender has been conducted in accordance with Part 4 of the [Local Government \(Functions and General\) Regulations 1996](#).

[City of Stirling Procurement Policy](#)

[Delegated Authority Register](#)

[Local Government Act 1995](#)

Sustainable Stirling 2022-2032

Key Result Area: Our built environment

Objective: An accessible and connected City

Priority: Provide and maintain safe and accessible roads and parking

Objective: A liveable City

Priority: Improve the quality, liveability and identity of local areas

Strategic Risk

Strategic Risk	Risk Appetite
Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed (physical or psychosocial), leading to serious injury or fatality, regulatory action and loss of trust.

Relevant Documents and Information

Attachments

Attachment 1 - Evaluation and Price Modelling (previously circulated to Elected Members under confidential separate cover in accordance with section 5.23(4) of the *Local Government Act 1995* - (c) the information contained in a tender received by the local government for a contract to the extent that the information (i) is a tendered price or (ii) a tendered methodology for calculating a price)

Attachment 2 - List of Directors

Available for viewing at meeting

Nil.

Linked Documents

Nil.



List of All Tenderers' Directors and Shareholders

Tenderer (ASIC registered) and Trading Name	Director or Shareholder's Name
Allstate Kerbing and Concrete Pty Ltd ATF Allstate Kerbing and Concrete Unit Trust T/As Allstate Kerbing and Concrete	Ben Ryan Tomasini
	Paul Douglas Hockridge
	Ann Ruth Hockridge
All-Ways Kerb Pty Ltd	Grant Steel
Dowsing Group Pty Ltd T/As Dowsing Group	Luke Alexander Dowsing
	Samuel Charles Dowsing
	Bohdan Michael Dowsing
	Carl Quentin Dowsing
	Jacinta Mary Dowsing
	Caleb Matthew dowsing
The Trustee for Kerb Direct Kerbing Trust	Nicholas Politis

All Recommendation approvers are to remove themselves from the voting process if you have a conflict of interest with any of the individuals listed in this attachment

12.2/TE2 79088 CIVIL WORKS

Business Unit:	Engineering Services	Service: Construction Services
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/039****Moved Councillor Paparde, seconded Councillor Proud**

That the tender from Mikevie Pty Ltd T/A ABM Landscaping, BOS Civil Pty Ltd, Dowsing Group Pty Ltd T/A Dowsing Group and Dowsing Concrete, Khatibeng Pty Ltd T/A Hiclear Australia and Signature Paving & Earthworks Pty Ltd T/A Signature Civil for the Civil Works tender be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That the tender from Mikevie Pty Ltd T/A ABM Landscaping, BOS Civil Pty Ltd, Dowsing Group Pty Ltd T/A Dowsing Group and Dowsing Concrete, Khatibeng Pty Ltd T/A Hiclear Australia and Signature Paving & Earthworks Pty Ltd T/A Signature Civil for the Civil Works tender be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Officer's Recommendation

That the tender from Mikevie Pty Ltd T/A ABM Landscaping, BOS Civil Pty Ltd, Dowsing Group Pty Ltd T/A Dowsing Group and Dowsing Concrete, Khatibeng Pty Ltd T/A Hiclear Australia and Signature Paving & Earthworks Pty Ltd T/A Signature Civil for the Civil Works tender be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Purpose

To report on the results from public Invitation for Tender (IFT) and the evaluation of tenders, in accordance with Regulation 18 of the Local Government (Functions and General) Regulations 1996.

Details

Tender Description

The City of Stirling (City) conducts civil works within the geographical boundaries of the City's governing area. The contract is intended to provide additional capacity for civil works that cannot be delivered by the City's internal works crews.

The scope of this contract includes minor civil engineering road and verge works. The works comprise, and are not limited to, surveying, drainage, asphalt works, and removals and reinstatements of ramps, crossovers and kerbing.

Works under this tender are categorised as follows:

- Category 1 – Minor Works: estimated value <\$100,000.
- Category 2 – Major Works: estimated value >=\$100,000.

Tender Details

IFT Number	79088
IFT Title	Civil Works
Contract Term	Initial: One year Extension Options: Three options to extend for one year Defects Liability Period: 12 Months
Tendered Rates/Cost	Provided in Attachment 1 to this report (confidential)
Panel Allocation	Works under \$100,000 will be offered for acceptance to the best priced panel member (calculated as a lumpsum, based on agreed contract Schedule of Rates) and, who can meet the City's proposed timeframe. Works over \$100,000 will be a Request for Quote (RFQ) to panel contractors. Quotations will be assessed on the basis of value for money. This will include considerations such as programme of works, fixed lumps sump price, and recent performance. Quotations to be lump sum, with items broken down into rates.
Advertising:	Saturday 16 May 2026 The West Australian
Tender Deadline:	Wednesday 17 June 2026 2.00pm
Tender Opening:	Wednesday 17 June 2026 2.00pm

Tender Submissions

Twelve tenders were received, including alternative and non-conforming Tenders:

Tenderer	Trading Name
Mikevie Pty Ltd	ABM Landscaping
BOS Civil Pty Ltd	BOS Civil Pty Ltd
Egan Civil Pty Ltd	Castle Civil
D.Z. Civil Engineering Contractors Pty Ltd	D.Z. Civil Engineering Contractors Pty Ltd
Dowsing Group Pty Ltd	Dowsing Group and Dowsing Concrete
Dreamtrak Pty Ltd	Dreamtrak Traffic Services
Khatibeng Pty Ltd	Hiclear Australia
Precise Surveys Pty Ltd	Precise Surveys Pty Ltd
The Trustee for the Sharkey Family Trust	Precision Pipe Technologies
Response Civil Pty Ltd	Response Civil Pty Ltd
Signature Paving & Earthworks Pty Ltd	Signature Civil
UGC Holdings Pty Ltd	UGC Group

Contract

Commencement Date of New Contract: September 2026
 Completion Date of New Contract: September 2026
 Price Basis of New Contract: Schedule of Rates

Tender Evaluation Panel

The tender evaluation panel comprised of five members, including a Business Unit Manager (Chairperson) and Officer(s). Process and probity advice during evaluation was provided by a City Procurement Officer.

Evaluation of Tenders

The objective of the evaluation panel is to recommend a suitably qualified and experienced Contractor or Contractors to satisfy the requirement of the above mentioned IFT.

Based on evaluation of the received submissions and subsequent compliance assessments, the Evaluation Panel recommend that the Tenderer(s) recommended in this report be accepted at the estimated Contract value and Contract term provided above, based on the weighted criteria outlined below:

Category 1: Minor Works: estimated value <\$100,000

Civil Works Category 1 Minor Works							
Tenderers		Mikevie Pty Ltd T/A ABM Landscaping	BOS Civil Pty Ltd	Egan Civil Pty Ltd T/A Castle Civil	D.Z. Civil Engineering Contractors Pty Ltd	Dowsing Group Pty Ltd T/A Dowsing Group and Dowsing Concrete	Khatibeng Pty Ltd T/A Hiclear Australia
Criteria	Weighting	Weighted Score	Weighted Score	Weighted Score	Non-compliant	Weighted Score	Weighted Score
Section B: Experience	35%						
Section C: Project Details	35%						
Non-Price	70%						
Price	30%						
Total Weighted Adjusted Score		79	70	50		63	54
Ranking		1	2	5		3	4

Civil Works Category 1 Minor Works						
Tenderers		<u>Precise Surveys Pty Ltd</u>	<u>The Trustee for the Sharkey Family Trust T/A Precision Pipe Technologies</u>	<u>Response Civil Pty Ltd.</u>	<u>Signature Paving & Earthworks Pty Ltd T/A Signature Civil</u>	<u>UGC Holdings Pty Ltd T/A UGC Group</u>
<u>Criteria</u>	<u>Weighting</u>	Non-compliant	<u>Weighted Score</u>	<u>Weighted Score</u>	<u>Weighted Score</u>	<u>Weighted Score</u>
<u>Section B: Experience</u>	35%					
<u>Section C: Project Details</u>	35%					
<u>Non-Price</u>	70%					
<u>Price</u>	30%					
<u>Total Weighted Adjusted Score</u>			<u>39</u>	<u>19</u>	<u>49</u>	<u>44</u>
Ranking			8	9	6	7

Category 2: Major Works: estimated value =>\$100,000

Civil Works Category 2: Major Works							
Tenderers		<u>Mikevie Pty Ltd T/A ABM Landscaping</u>	<u>BOS Civil Pty Ltd</u>	<u>Egan Civil Pty Ltd T/A Castle Civil</u>	<u>D.Z. Civil Engineering Contractors Pty Ltd</u>	<u>Dowsing Group Pty Ltd T/A Dowsing Group and Dowsing Concrete</u>	<u>Khatibeng Pty Ltd T/A Hiclear Australia</u>
Criteria	Weighting	Weighted Score	Weighted Score	Weighted Score	Non-compliant	Weighted Score	Weighted Score
<u>Section B: Experience</u>	35%						
<u>Section C: Project Details</u>	35%						
<u>Non-Price</u>	70%						
<u>Price</u>	30%						
<u>Total Weighted Adjusted Score</u>		<u>79</u>	<u>75</u>	<u>53</u>		<u>72</u>	<u>69</u>
<u>Ranking</u>		<u>1</u>	<u>2</u>	<u>6</u>		<u>3</u>	<u>4</u>

Civil Works Category 2: Major Works					
<u>Tenderers</u>		<u>Precise Surveys Pty Ltd</u>	<u>Response Civil Pty Ltd.</u>	<u>Signature Paving & Earthworks Pty Ltd T/A Signature Civil</u>	<u>UGC Holdings Pty Ltd T/A UGC Group</u>
<u>Criteria</u>	<u>Weighting</u>	Non-compliant	<u>Weighted Score</u>	<u>Weighted Score</u>	<u>Weighted Score</u>
<u>Section B: Experience</u>	<u>35%</u>				
<u>Section C: Project Details</u>	<u>35%</u>				
<u>Non-Price</u>	<u>70%</u>				
<u>Price</u>	<u>30%</u>				
<u>Total Weighted Adjusted Score</u>			<u>23</u>	<u>55</u>	<u>52</u>
<u>Ranking</u>			<u>8</u>	<u>5</u>	<u>7</u>

Evaluation Justification**Category 1: Minor Works: estimated value <\$100,000**

The Business Unit would like to award five panel contractors based on forecast workload, duration of this contract, and to enable timely completion of City works in times where some of the five panel contractors may be unavailable.

The Tender Evaluation Panel recommend that the top four ranking tenderers be awarded based on their weighted scores for their experience in similar contracts, resources, and capabilities within their companies compared to their submitted prices.

The sixth ranked tenderer is recommended due to their qualitative score exceeding the fifth ranked tenderer which was in part due to their local metropolitan government experience in built environments, holding contracts of similar nature with other local government/s, and submitted projects being similar in nature to the works of this intended Contract.

The Tender Evaluation Panel propose that though the pricing of the fifth ranked tenderer may be less, the lower qualitative criteria causes concern for delayed works around the public and/or re-work causing prolonged inconveniences and more cost.

Category 2: Major Works: estimated value =>\$100,000

The Business Unit would like to award five panel contractors based on forecast workload, duration of this contract, and to enable timely completion of City works in times where some of the five panel contractors may be unavailable.

The Tender Evaluation Panel recommend that the top five ranking tenderers be awarded based on their weighted scores for their experience in similar contracts, resources, and capabilities within their companies compared to their submitted prices.

The five tenderers have previous experience in similar contracts with various local governments and have sufficient resources and equipment to carry out the works.

Comment

All members of the evaluation panel have made a conflict of interest declaration in writing confirming they have no relationships with any of the tenderers.

It is confirmed that the following checks have been undertaken:

Has the recommended Tenderer(s) undergone Reference Checks successfully?	YES
Has the recommended Tenderer(s) undergone Probity assessment and been deemed compliant?	YES
Has the recommended Tenderer(s) undergone Financial Viability assessment and been deemed acceptable?	YES
Was a Conflict of Interest declared? If yes, please specify how it was managed	NO
Has the recommended Tenderer(s) undergone a Work Health and Safety assessment and been deemed acceptable?	YES

Financial Assessment and Implications

Budget Item: Civil works projects, varied

Estimated Annual Budget Amount: \$2,000,000

Estimated Annual Spend: \$2,000,000

All figures quoted in this report are exclusive of GST

Expenditure under this Contract is not capped or fixed. The estimated Contract award value is based on estimated expenditure but may vary depending on budget availability.

Stakeholder Engagement

In accordance with Section 1.8 of the *Local Government Act 1995* and Regulation 14(1) of the Local Government (Functions and General) Regulations 1996 the Tender was advertised in a statewide publication. A link to the Tender documents was also made available via the City's website.

Following contract execution, details will be included on the Tender Register on the City's Website.

Relevant Policies, Legislation and Council Resolutions

The Tender has been conducted in accordance with Part 4 of the [Local Government \(Functions and General\) Regulations 1996](#).

[City of Stirling Procurement Policy](#)

[Delegated Authority Register](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our built environment

Objective: An accessible and connected City

Priority: Provide and maintain safe and accessible roads and parking

Strategic Risk

Strategic Risk	Risk Appetite
Climate Transition & Environment	If the City under-delivers on emissions, water and waste outcomes or fails climate resilience for assets/services, then costs, compliance exposures and community impacts increase.

Relevant Documents and Information

Attachments

Attachment 1 - Evaluation and Price Modelling (previously circulated to Elected Members under confidential separate cover in accordance with section 5.23(4) of the *Local Government Act 1995* - (c) the information contained in a tender received by the local government for a contract to the extent that the information (i) is a tendered price or (ii) a tendered methodology for calculating a price)

Attachment 2 - List of Directors

Available for viewing at meeting

Nil.

Linked Documents

Nil.



List of All Tenderers' Directors and Shareholders

Tenderer (ASIC registered) and Trading Name	Director or Shareholder's Name
Mikevie Pty Ltd T/A ABM Landscaping	Aaron Lee Trew
BOS Civil Pty Ltd	Scott William Maisey Paul Michael Claxton
Egan Civil Pty Ltd T/A Castle Civil	Damian Egan
D.Z. Civil Engineering Contractors Pty Ltd	Dinko Zec
Dowsing Group Pty Ltd T/A Dowsing Group and Dowsing Concrete	Luke Alexander Dowsing Samuel Charles Dowsing Director: Bohdan Michael Dowsing
Dreamtrak Pty Ltd T/A Dreamtrak Traffic Services	Jack Perry
Khatibeng Pty Ltd T/A Hiclear Australia	Arjun Saha
Precise Surveys Pty Ltd	Matt Bingham Chris Witt
The Trustee for the Sharkey Family Trust T/A Precision Pipe Technologies	Ronan Sharkey
Response Civil Pty Ltd.	Jarrad Owens
Signature Paving & Earthworks Pty Ltd T/A Signature Civil	Derek Scott Gale Kirsten Leanne Gale
UGC Holdings Pty Ltd T/A UGC Group	Nathan Ulrich

All Recommendation approvers are to remove themselves from the voting process if you have a conflict of interest with any of the individuals listed in this attachment

12.2/TE3 79247 - SUPPLY AND INSTALLATION OF FENCING AND ASSOCIATED PRODUCTS

Business Unit:	Parks and Environment	Service: Parks & Streetscapes
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/040****Moved Councillor Paparde, seconded Councillor Proud**

That the tender from Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate, Peter Wood Fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust T/As Peter Wood Fencing Contractors and Ozwise Pty Ltd T/As Western Chainwire for the Supply and Installation of Fencing and Associated Products be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That the tender from Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate, Peter Wood Fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust T/As Peter Wood Fencing Contractors and Ozwise Pty Ltd T/As Western Chainwire for the Supply and Installation of Fencing and Associated Products be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Officer's Recommendation

That the tender from Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate, Peter Wood Fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust T/As Peter Wood Fencing Contractors and Ozwise Pty Ltd T/As Western Chainwire for the Supply and Installation of Fencing and Associated Products be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Purpose

To report on the results from public Invitation for Tender (IFT) and the evaluation of tenders, in accordance with Regulation 18 of the Local Government (Functions and General) Regulations 1996.

Details

Tender Description

The City of Stirling (City) invites submissions for the supply and installation of fencing and associated products. This Invitation for Tender (IFT) seeks suitable contractors to provide some or all the following categories of work:

- Panel 1 – Reserve Fencing; and
- Panel 2 – Steel Fencing

Fencing works play an essential role in supporting the City's commitment to creating safe, functional, and attractive public spaces. As part of the City's broader infrastructure and improvement programs, fencing is used to clearly define boundaries, protect assets, manage access, and enhance the visual character of parks, reserves, dunes, bushlands and community facilities.

The delivery of fencing works typically includes the installation, replacement, upgrade or repair of a range of fencing types such as post and ring lock, chain-mesh, steel & aluminum and bollards. Each will be selected to suit the operational, environmental, and aesthetic requirements of the location.

These works ensure that public areas are appropriately secured, that pedestrian and vehicle movements are safely managed, and that infrastructure is protected from unauthorised access or damage.

Tender Details

IFT Number	79247	
IFT Title	Supply and Installation of Fencing and Associated Products	
Contract Term	Initial:	Three years
	Extension Options:	Two extension options of one year each
	Defects Liability Period:	52 weeks following the date of practical completion
Tendered Rates/Cost	Provided in Attachment 1 to this report (confidential)	
Panel Allocation	The City intends to award Contracts up to two (2) Contractors per panel.	
	The City intends and is not bound to distribute work by the following work allocation methodology for all panels.	
	○ When the estimated Work price is less than or equal to \$10,000 ex-GST, Work will be offered for acceptance to the best priced panel member (calculated as a lumpsum, based on agreed Schedule of Rates in the Contract) who can meet the Work timeline. ○ When the estimated Work price is more than \$10,000 ex-GST, All panel members will be given the opportunity to provide a quote for the Work on fair and equitable grounds. Whilst the panel member cannot exceed the agreed contract Schedule of Rates, the City has an expectation that reduced rates will be offered if the Work is deemed to be of significant volume. All quotes will be evaluated, and the Work will be offered for acceptance to the best priced panel member who can meet the Work requirements, including timeline.	
Advertising:	Saturday 16 May 2026	The West Australian
Tender Deadline:	Wednesday 24 June 2026	2.00pm
Tender Opening:	Wednesday 24 June 2026	2.00pm

Tender Submissions

Three tenders were received, including alternative and non-conforming Tenders:

Tenderer	Trading Name
Agrimate Pty Ltd trustee for the Bezuidenhout trading trust	Agrimate
Ozwize Pty Ltd	Western Chainwire
Peter Wood fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust	Peter Wood Fencing Contractors

Contract

Commencement Date of New Contract: September 2026
Completion Date of New Contract: September 2029
Price Basis of New Contract: Schedule of Rates

Tender Evaluation Panel

The tender evaluation panel comprised of six (6) members, including a Business Unit Manager (Chairperson) and Officer(s). Process and probity advice during evaluation was provided by a City Procurement Officer.

Evaluation of Tenders

The objective of the evaluation panel is to recommend a suitably qualified and experienced Contractor or Contractors to satisfy the requirement of the above mentioned IFT.

Based on evaluation of the received submissions and subsequent compliance assessments, the Evaluation Panel recommend that the Tenderer(s) recommended in this report be accepted at the estimated Contract value and Contract term provided above, based on the weighted criteria outlined below:

Tender 79247 Supply and Installation of Fencing and Associated Products – Reserve Fencing			
<u>Tenderers</u>		<u>Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate</u>	<u>Peter Wood fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust T/As Peter Wood Fencing Contractors</u>
<u>Criteria</u>	<u>Weighting</u>	<u>Weighted Score</u>	<u>Weighted Score</u>
<u>Section A: Experience</u>	<u>30%</u>		
<u>Section B: Project Details</u>	<u>25%</u>		
<u>Section C: Sustainability</u>	<u>15%</u>		
<u>Non-Price</u>	<u>70%</u>		
<u>Price</u>	<u>30%</u>		
<u>Total Weighted Adjusted Score</u>		69	76
<u>Ranking</u>		2	1

Tender 79247 Supply and Installation of Fencing and Associated Products – Steel Fencing			
Tenderers		<u>Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate</u>	<u>Ozwise Pty Ltd T/As Western Chainwire</u>
Criteria	Weighting	Weighted Score	Weighted Score
Section A: Experience	30%		
Section B: Project Details	25%		
Section C: Sustainability	15%		
Non-Price	70%		
Price	30%		
Total Weighted Adjusted Score		83	66
Ranking		1	2

Evaluation Justification

The tender evaluation panel recommends awarding contracts to Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate, Peter Wood Fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust T/As Peter Wood Fencing Contractors and Ozwise Pty Ltd T/As Western Chainwire based on the combined non-priced and priced scores providing overall quality and value. Further evaluations, including probity, financial, and Workplace Health & Safety assessments, did not identify any issues that would prohibit the award.

The preferred contractors are known to City officers and there is high confidence the contractors can complete all required works to City standards and timeframes.

The panel will be awarded as below;

Panel 1 – Reserve Fencing

- Peter Wood Fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust T/As Peter Wood Fencing Contractors
- Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate

Panel 2 – Steel Fencing

- Ozwise Pty Ltd T/As Western Chainwire
- Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate

Comment

All members of the evaluation panel have made a conflict of interest declaration in writing confirming they have no relationships with any of the tenderers.

It is confirmed that the following checks have been undertaken:

Has the recommended Tenderer(s) undergone Reference Checks successfully?	YES
Completed performance assessment for existing panel contractors	
Has the recommended Tenderer(s) undergone Probity assessment and been deemed compliant?	YES
Has the recommended Tenderer(s) undergone Financial Viability assessment and been deemed acceptable?	YES
Was a Conflict of Interest declared? If yes, please specify how it was managed	NO
Has the recommended Tenderer(s) undergone a Work Health and Safety assessment and been deemed acceptable?	YES

Financial Assessment and Implications

Budget Item: Citywide Fencing New & Renewal

Estimated Annual Budget Amount: \$200,000 ex GST

Estimated Annual Spend: \$200,000 ex GST

All figures quoted in this report are exclusive of GST

Expenditure under this Contract is not capped or fixed. The estimated Contract award value is based on estimated expenditure but may vary depending on budget availability.

Stakeholder Engagement

In accordance with Section 1.8 of the *Local Government Act 1995* and Regulation 14(1) of the Local Government (Functions and General) Regulations 1996 the Tender was advertised in a statewide publication. A link to the Tender documents was also made available via the City's website.

Following contract execution, details will be included on the Tender Register on the City's Website.

Relevant Policies, Legislation and Council Resolutions

The Tender has been conducted in accordance with Part 4 of the [Local Government \(Functions and General\) Regulations 1996](#).

[City of Stirling Procurement Policy](#)

[Delegated Authority Register](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our built environment

Objective: An attractive and well-maintained City

Priority: Provide quality well-maintained sporting reserves, parks and open spaces for the community

Strategic Risk

Strategic Risk	Risk Appetite
Community & Partnerships	If the City does not maintain effective two-way engagement, trusted partnerships and clear communication with its diverse community and stakeholders, then expectations are misunderstood and social licence erodes, leading to reduced trust in Council decisions, opposition to projects and weaker delivery of SCP/CBP goals.
Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed (physical or psychosocial), leading to serious injury or fatality, regulatory action and loss of trust.

Relevant Documents and Information

Attachments

Attachment 1 - Evaluation & Price Modelling (previously circulated to Elected Members under confidential separate cover in accordance with section 5.23(4) of the *Local Government Act 1995* - (c) the information contained in a tender received by the local government for a contract to the extent that the information (i) is a tendered price or (ii) a tendered methodology for calculating a price)

Attachment 2 - List of Directors

Available for viewing at meeting

Nil

Linked Documents

Nil.



List of All Tenderers' Directors and Shareholders

Tenderer (ASIC registered) and Trading Name	Director or Shareholder's Name
Agrimate Pty Ltd trustee for the Bezuidenhout trading trust T/As Agrimate	Pieter Bezuidenhout
	Johannes Markus Bezuidenhout
Peter Wood fencing Contractors Pty Ltd trustee for the Wood Peter Family Trust T/As Peter Wood Fencing Contractors	Marjorie Wood
	Timothy Garry Wood
	Christopher Nicholas Wood
Ozwise Pty Ltd T/As Western Chainwire	Ronald Stanley Malcolm

All Recommendation approvers are to remove themselves from the voting process if you have a conflict of interest with any of the individuals listed in this attachment

12.2/TE4 79367 WEST COAST DRIVE COASTAL BALUSTRADE REPLACEMENT STAGE 1

Business Unit:	Engineering Services	Service: Construction Services
Ward:	Coastal	Location: West Coast Drive, Watermans Bay to Trigg
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/041****Moved Councillor Paparde, seconded Councillor Proud**

That the tender from Kardan Australia Pty Ltd T/as Kardan Construction for the West Coast Drive Coastal Balustrade Replacement Stage 1 be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That the tender from Kardan Australia Pty Ltd T/as Kardan Construction for the West Coast Drive Coastal Balustrade Replacement Stage 1 be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Officer's Recommendation

That the tender from Kardan Australia Pty Ltd T/as Kardan Construction for the West Coast Drive Coastal Balustrade Replacement Stage 1 be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Purpose

To report on the results from public Invitation for Tender (IFT) and the evaluation of tenders, in accordance with Regulation 18 of the Local Government (Functions and General) Regulations 1996.

Details

Tender Description

The City invited submissions for West Coast Drive Coastal Balustrade Replacement Stage 1. The works involve replacing deteriorated coastal balustrade and retaining wall infrastructure along approximately 287 metres of West Coast Drive. Works include civil works and stainless steel balustrade installation, to improve public safety, durability and long-term performance.

Tender Details

IFT Number	79367	
IFT Title	West Coast Drive Coastal Balustrade Replacement Stage 1	
Contract Term	Initial:	Three months
	Defects Liability Period:	12 months
Tendered Rates/Cost	Provided in Attachment 1 to this report (confidential)	
Advertising:	Saturday 13 June 2026	The West Australian
Tender Deadline:	Wednesday 8 July 2026	2.00pm
Tender Opening:	Wednesday 8 July 2026	2.00pm

Tender Submissions

Two tenders were received, including alternative and non-conforming Tenders:

Tenderer	Trading Name
Kardan Australia Pty Ltd	Kardan Construction
Finnigan Group Pty Ltd	Finnigan Group Pty Ltd

Contract

Commencement Date of New Contract: September 2026

Completion Date of New Contract: November 2026

Price Basis of New Contract: Fixed Lump Sum

Tender Evaluation Panel

The tender evaluation panel comprised of five members, including a Business Unit Manager (Chairperson) and Officers. Process and probity advice during evaluation was provided by a City Procurement Officer.

Evaluation of Tenders

The objective of the evaluation panel is to recommend a suitably qualified and experienced Contractor or Contractors to satisfy the requirement of the above mentioned IFT.

Based on evaluation of the received submissions and subsequent compliance assessments, the Evaluation Panel recommend that the Tenderer(s) recommended in this report be accepted at the estimated Contract value and Contract term provided above, based on the weighted criteria outlined below:

79367 West Coast Drive Coastal Balustrade Replacement Stage 1			
Category 1 Wall Rebuild			
<u>Tenderers</u>		<u>Finnigan Group Pty Ltd (Perth Office)</u>	<u>Kardan Construction</u>
<u>Criteria</u>	<u>Weighting</u>	<u>Weighted Score</u>	<u>Weighted Score</u>
<u>Section A: Economic Impact</u>	<u>10%</u>		
<u>Section B: Experience</u>	<u>30%</u>		
<u>Section C: Project Details</u>	<u>35%</u>		
<u>Non-Price</u>	<u>75%</u>		
<u>Price</u>	<u>25%</u>		
<u>Total Weighted Adjusted Score</u>		59	82
<u>Ranking</u>		2	1

79367 West Coast Drive Coastal Balustrade Replacement Stage 1			
Category 2 Stainless Steel Balustrading			
<u>Tenderers</u>		<u>Finnigan Group Pty Ltd (Perth Office)</u>	<u>Kardan Construction</u>
<u>Criteria</u>	<u>Weighting</u>	<u>Weighted Score</u>	<u>Weighted Score</u>
<u>Section A: Economic Impact</u>	<u>10%</u>		
<u>Section B: Experience</u>	<u>30%</u>		
<u>Section C: Project Details</u>	<u>35%</u>		
<u>Non-Price</u>	<u>75%</u>		
<u>Price</u>	<u>25%</u>		
<u>Total Weighted Adjusted Score</u>		63	83
<u>Ranking</u>		2	1

Evaluation Justification

Kardan Australia Pty Ltd achieved the highest overall weighted score for both Category 1 and Category 2, demonstrating superior relevant experience, a more comprehensive project methodology, and a competitive pricing submission that represents best overall value for money to the City.

Comment

All members of the evaluation panel have made a conflict of interest declaration in writing confirming they have no relationships with any of the tenderers.

It is confirmed that the following checks have been undertaken:

Has the recommended Tenderer(s) undergone Reference Checks successfully?	YES
Has the recommended Tenderer(s) undergone Probity assessment and been deemed compliant?	YES
Has the recommended Tenderer(s) undergone Financial Viability assessment and been deemed acceptable?	YES
Was a Conflict of Interest declared? If yes, please specify how it was managed	YES
The tender evaluator was made a non-scoring panel member and was not involved in any reporting or decision making	
Has the recommended Tenderer(s) undergone a Work Health and Safety assessment and been deemed acceptable?	YES

Financial Assessment and Implications

Budget Item: RU Coastal Balustrades Capital upgrade

Estimated Annual Budget Amount: \$1,130,000

Estimated Annual Spend: \$1,130,000

All figures quoted in this report are exclusive of GST

Expenditure under this Contract is not capped or fixed. The estimated Contract award value is based on estimated expenditure but may vary depending on budget availability.

Stakeholder Engagement

In accordance with Section 1.8 of the *Local Government Act 1995* and Regulation 14(1) of the Local Government (Functions and General) Regulations 1996 the Tender was advertised in a statewide publication. A link to the Tender documents was also made available via the City's website.

Following contract execution, details will be included on the Tender Register on the City's Website.

Relevant Policies, Legislation and Council Resolutions

The Tender has been conducted in accordance with Part 4 of the [Local Government \(Functions and General\) Regulations 1996](#).

[City of Stirling Procurement Policy](#)

[Delegated Authority Register](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our built environment

Objective: An accessible and connected City

Priority: Provide and maintain safe and accessible roads and parking

Strategic Risk

Strategic Risk	Risk Appetite
Health, Safety & Wellbeing	If the WHS Management System, including safe systems of work, contractor management, and verification of critical controls, is not designed, implemented and verified, people may be harmed (physical or psychosocial), leading to serious injury or fatality, regulatory action and loss of trust.

Relevant Documents and Information

Attachments

Attachment 1 - Evaluation and Price Modelling (previously circulated to Elected Members under confidential separate cover in accordance with section 5.23(4) of the *Local Government Act 1995* - (c) the information contained in a tender received by the local government for a contract to the extent that the information (i) is a tendered price or (ii) a tendered methodology for calculating a price)

Attachment 2 - List of Directors

Available for viewing at meeting

Nil.

Linked Documents

Nil.



List of All Tenderers' Directors and Shareholders

Tenderer (ASIC registered) and Trading Name	Director or Shareholder's Name
Kardan Australia Pty Ltd	Francis Xavier Mitchell Dwayne Peter Rowland
Finnigan Group Pty Ltd (Perth Office)	Matt Finnigan

All Recommendation approvers are to remove themselves from the voting process if you have a conflict of interest with any of the individuals listed in this attachment

12.2/TE5 VP494745 SUPPLY AND DELIVERY OF A COMBINATION JET-VAC TRUCK

Business Unit:	Waste & Fleet	Service: Fleet Services
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Executive - *Governing the City and the community through executive powers.*

Council Resolution**0826/042****Moved Councillor Paparde, seconded Councillor Proud**

That the Quotation from KOR Equipment Solutions Pty Ltd for the supply and delivery of a Combination Jet-Vac Truck be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

The motion was put and declared CARRIED (14/0) by exception resolution.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

Committee Recommendation

That the Quotation from KOR Equipment Solutions Pty Ltd for the supply and delivery of a Combination Jet-Vac Truck be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Officer's Recommendation

That the Quotation from KOR Equipment Solutions Pty Ltd for the supply and delivery of a Combination Jet-Vac Truck be ACCEPTED, based on the Schedule of Rates as detailed in Confidential Attachment 1.

Purpose

To report on the results from tender exempt Invitation for Quotation (IFQ) and the evaluation of submissions, in accordance with Regulation 18 of the Local Government (Functions and General) Regulations 1996.

Details

Quotation Description

Supply and delivery of a Combination Jet-Vac Truck to replace the City's Engineering Eductor Truck (Asset ID T0098). The replacement vehicle will be utilised for non-destructive hydro excavation, clearing blocked pipelines using high-pressure air and vacuum extraction of debris from drainage infrastructure.

Quotation Details

IFQ Number	VP494745	
IFQ Title	Supply and delivery of one 6x4 Combination Jet-Vac Truck	
Contract Term	Initial: One-off supply contract	
	Extension Options:	Nil
	Defects Liability Period:	Standard manufacturer's warranty period
Quoted Rates/Cost	Provided in Confidential Attachment 1 to this report	
Quotation Deadline:	Friday 20 February 2026	10.00pm
Quotation Opening:	Friday 16 January 2026	10.00pm

Quotation Submissions

Three quotations were received, including alternative and non-conforming quotations:

Respondent	Trading Name
KOR Equipment Solutions Pty Ltd	KOR Equipment Solutions
STG Global Pty Ltd	STG Global
Vermeer Australia Pty Ltd	Vermeer Australia

Contract

Commencement Date of New Contract:	Following contract award
Completion Date of New Contract:	Upon delivery and acceptance of the vehicle
Price Basis of New Contract:	Fixed Lump Sum

Quotation Evaluation Panel

The evaluation panel comprised of four members, including a Business Unit Manager (Chairperson), Service Lead(s), Supervisor(s) and Officer(s). Process and probity advice during evaluation was provided by a City Procurement Officer.

Evaluation of Quotations

The objective of the evaluation panel is to recommend a suitably qualified and experienced Contractor or Contractors to satisfy the requirement of the above mentioned IFQ.

Based on evaluation of the received submissions and subsequent compliance assessments, the Evaluation Panel recommend that the Respondent recommended in this report be accepted at the estimated Contract value and Contract term provided above, based on the weighted criteria outlined below.

<u>Respondents</u>		<u>KOR Equipment Solutions Pty Ltd</u>	<u>Vermeer Australia Pty Ltd</u>	<u>STG Global Pty Ltd</u>
<u>Criteria</u>	<u>Weighting</u>	<u>Weighted Score</u>	<u>Weighted Score</u>	<u>Weighted Score</u>
<u>Section A: Demonstrated Experience</u>	15%			
<u>Section B: Technical Specification</u>	35%			
<u>Section C: Tenderer's Resources and Operator Suitability</u>	10%			
<u>Section D: Sustainability and Safety</u>	10%			
<u>Non-Price</u>	70%			
<u>Price</u>	30%			
<u>Total Weighted Adjusted Score</u>		77%	61%	66%
<u>Ranking</u>		1	3	2

Evaluation Justification

The Evaluation Panel assessed all submissions against the published evaluation criteria and determined that KOR Equipment Solutions Pty Ltd achieved the highest overall weighted score and represents the best overall value for money for the City.

The recommended submission demonstrated a strong alignment with the City's operational requirements, technical specifications, service delivery objectives and whole-of-life asset management considerations. The evaluation also considered supplier capability, support arrangements, risk profile and overall suitability to meet the City's current and future operational needs.

Following completion of the evaluation process, the panel concluded that KOR Equipment Solutions Pty Ltd offers the most advantageous procurement outcome and recommends acceptance of its quotation for the supply and delivery of one 6x4 Combination Jet-Vac Truck.

Comment

All members of the evaluation panel have made a conflict of interest declaration in writing confirming they have no relationships with any of the respondents.

It is confirmed that the following checks have been undertaken:

Has the recommended Respondent(s) undergone Reference Checks successfully?	
Has the recommended Respondent(s) undergone Probity assessment and been deemed compliant?	YES
Has the recommended Respondent(s) undergone Financial Viability assessment and been deemed acceptable?	YES
Was a Conflict of Interest declared? If yes, please specify how it was managed	NO
No conflict of interest declared	
Has the recommended Respondent(s) undergone a Work Health and Safety assessment and been deemed acceptable?	NO
Not Applicable	

Financial Assessment and Implications

Budget Item: Fleet Replacement Program – Item T0098 Engineering Educator Truck

Estimated Annual Budget Amount: \$800,000

Estimated Total Spend Amount: \$845,000

All figures quoted in this report are exclusive of GST

Stakeholder Engagement

Not applicable. This procurement was conducted via an Invitation for Quotation (IFQ) through the WALGA Preferred Supplier Panel, which is exempt from the public tender requirements under Section 1.8 of the *Local Government Act 1995* and Regulation 14(1) of the Local Government (Functions and General) Regulations 1996.

Relevant Policies, Legislation and Council Resolutions

The IFQ has been conducted in accordance with Part 4 of [Local Government \(Functions and General\) Regulations 1996](#).

[City of Stirling Procurement Policy](#)

[Delegated Authority Register](#)

[Local Government Act 1995](#)

Sustainable Stirling 2026-2036

Key Result Area: Our natural environment

Objective: Support a low-waste, circular economy that protects our environment from the impacts of waste

Priority: Support, engage and guide our community to reduce waste generation and divert waste from landfill

Key Result Area: Our built environment

Objective: Ensure City assets meet current and future community needs

Priority: Provide quality, well-maintained facilities for the benefit of the community

Strategic Risk

Strategic Risk	Risk Appetite
Asset Stewardship & Financial Sustainability	If asset lifecycle, prioritisation and long-term funding are not aligned to service objectives and future delivery commitments, reliability and affordability will deteriorate, compromising service outcomes and financial sustainability.

Relevant Documents and Information

Attachments

Attachment 1 - Evaluation and Price Modelling (previously circulated to Elected Members under confidential separate cover in accordance with section 5.23(4) of the *Local Government Act 1995* - (c) the information contained in a tender received by the local government for a contract to the extent that the information (i) is a tendered price or (ii) a tendered methodology for calculating a price)

Attachment 2 - List of Directors

Available for viewing at meeting

Nil.

Linked Documents

Nil.



List of All Tenderers' Directors and Shareholders

Tenderer (ASIC registered) and Trading Name	Director or Shareholder's Name
Kor Equipment Solutions Pty Ltd	Stephen Pewtress Marcus John Birrell Jason Henry Wall Sergio Buccilli
STG Sales Pty Ltd	Michael Torcasio Yusuke Mori Shota Kataoka Hiroaki Fujikawa James Agius Peter Bladeni
Vermeer Australia Pty Ltd	Wesley John McCartney

All Recommendation approvers are to remove themselves from the voting process if you have a conflict of interest with any of the individuals listed in this attachment

13. REPORTS FOR CONSIDERATION IN ACCORDANCE WITH CLAUSE 4.2(4) OF THE MEETING PROCEDURES LOCAL LAW 2021

In accordance with Clause 4.2(4) of the City of Stirling Meeting Procedures Local Law 2021, the Chief Executive Officer may include on the agenda of a Council meeting, in an appropriate place within the order of business, any matter which must be decided, or which he considers is appropriate to be decided, by that meeting.

Nil.

14. NOTICES OF MOTION FOR CONSIDERATION

'Notices of Motion for Consideration' include a brief report to assist Council in deciding to approve or not approve the Motion.

A further and more detailed report will be submitted at a future Ordinary Council meeting for Motions that are approved, in accordance with Clause 4.5(2)(c) of the City of Stirling Meeting Procedures Local Law 2021.

Nil.

15. NOTICES OF MOTION FOR CONSIDERATION AT THE NEXT MEETING**15.1 COUNCILLOR ELIZABETH RE - INCREASED TIMING FOR PEDESTRIAN CROSSINGS IN SCARBOROUGH AND INNALOO**

Councillor Elizabeth Re submitted the following Notice of Motion at the Council meeting held 25 August 2026.

Notice of Motion Recommendation

That the Chief Executive Officer WRITES to Main Roads Western Australia to seek an increase to the timings for traffic light pedestrian crossing signals to allow more time for seniors, people with disabilities, and parents with prams to cross the busy intersections from West Coast Highway, along Scarborough Beach Road, to Stephenson Avenue, Innaloo and also along Ellen Stirling Boulevard, Innaloo.

Reason for Motion

“Crossing wait times are so short that it has caused seniors in particular to hurry, which has caused them to fall. The general safety of all roads users has been impacted by the short pedestrian time frame. The short crossing wait time has been a deterrent for people to walk to the shops etc and be active.”

15.2 COUNCILLOR ELIZABETH RE - PEDESTRIAN SAFETY ALONG ELLEN STIRLING BOULEVARD, INNALOO

Councillor Elizabeth Re submitted the following Notice of Motion at the Council meeting held 25 August 2026.

Notice of Motion Recommendation

That a report be PRESENTED to the Community and Resources Committee meeting to be held 27 October 2026 to investigate ways in which the City could mitigate safety issues for pedestrians waiting to catch buses on the Eastern side of Ellen Stirling Boulevard, Innaloo.

Reason for Motion

1. *“There is no continuous footpath along the Eastern side of Ellen Stirling Boulevard, Innaloo .*
2. *There are many accidents on the road and near the bus stops.*
3. *It is mainly a dark area at the bus stops and adjacent land and people feel unsafe .*
4. *There is mostly no footpath access from the individual bus stops to traffic lights along the roads .*
5. *There are no bus stop shelters for changes in the weather .*
6. *Pedestrians need to walk from the shopping centre on the West side of Ellen Stirling Boulevard and there are no crosswalks or traffic lights in close proximity to the bus stops, making people feel unsafe.”*

16. QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil.

17. NEW BUSINESS OF AN URGENT NATURE

Nil.

18. MATTERS BEHIND CLOSED DOORS

Council Resolution

0826/043

Moved Councillor Proud, seconded Councillor Ferrante

1. That in accordance with the *Local Government Act 1995*, the meeting is to **BE CLOSED TO THE PUBLIC** to ensure confidentiality for the following matter as the information contained in the report (and subsequent discussion) details information or may discuss information so prescribed:
 - a. Item 18.1 – **BEHAVIOURAL BREACH COMPLAINT** as it deals with a matter under Section 5.23(4)(g) of the *Local Government Act 1995* and regulation 4A(b) - a complaint that alleges a behavioural breach under the local government's adopted code of conduct (as defined in section 8A.2(1)) and any information relating to the complaint);
2. That following discussion and decision being made on the item detailed in Part 1 above, the meeting will **BE OPENED TO THE PUBLIC**.

The motion was put and declared **CARRIED (14/0)**.

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud, Re and Mayor Irwin.

Against: Nil.

At 7.52pm the meeting was closed to the public prior to consideration of Item 18.1.

Councillor Elizabeth Re retired from the meeting at 7.52pm prior to consideration of Item 18.1.

Mayor Mark Irwin AM left the meeting at 7.56pm prior to discussion of Item 18.1.

18.1 BEHAVIOURAL BREACH COMPLAINT

Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 5.23(4)(g) of the *Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to the following:-

Admin Reg 4A(b) a complaint that alleges a behavioural breach under the local government's adopted code of conduct (as defined in section 8A.2(1)) and any information relating to the complaint.

Council Resolution

0826/044

Moved Councillor Migdale, seconded Councillor Paparde

That clauses 4.1, 7.4 and 7.8 of the City's Meeting Procedures Local Law 2021 be SUSPENDED to enable the Elected Member to be heard.

The motion was put and declared CARRIED (13/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov, Proud and Mayor Irwin.

Against: Nil.

At 7.53pm Deputy Mayor Karlo Perkov assumed the chair as Presiding Member to allow Mayor Mark Irwin AM to address Council.

Council Resolution**0826/045****Moved Councillor Migdale, seconded Councillor Krsticevic****That clauses 4.1, 7.4 and 7.8 of the City's Meeting Procedures Local Law 2021 be REINSTATED.****The motion was put and declared CARRIED (12/0).****For:** Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov and Proud.**Against:** Nil.**Council Resolution****0826/046****Moved Councillor Migdale, seconded Councillor Proud****That in accordance with clause 13 of the Code of Conduct for Council Members, Committee Members and Candidates, Council DISMISSES the complaint that an alleged behavioural breach has occurred by the Elected Member the subject of the complaint and as detailed in the report for the following reasons:**

- a. The behaviour to which the complaint relates occurred at a Council meeting; and**
- b. The person responsible for the behaviour took remedial action in accordance with the City's Meeting Procedures Local Law 2021.**

The motion was put and declared CARRIED (12/0).**For:** Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Paparde, Perkov and Proud.**Against:** Nil.

Mayor Mark Irwin AM returned to the meeting at 8.03pm after consideration of Item 18.1.

At 8.03pm Mayor Mark Irwin AM resumed the chair as Presiding Member.

Council Resolution

0826/047

Moved Councillor Krsticevic, seconded Councillor Dudek

That the Meeting be REOPENED to the public.

The motion was put and declared CARRIED (13/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Migdale, Olow, Papparde, Perkovic, Proud and Mayor Irwin.

Against: Nil.

At 8.04pm the meeting was reopened to the public. The Presiding Member read the motion that was passed behind closed doors.

19. CLOSURE

The Presiding Member declared the meeting closed at 8.05pm.

These minutes were confirmed as a true and correct record of proceedings on:

Date:

SIGNED:

.....
Presiding Member Signature

.....
Presiding Member Name (*please print*)