City of Stirling

Ordinary Meeting of the 42nd Council

25 November 2025

Minutes

To: The Mayor and Councillors

Here within the Minutes of the Ordinary Meeting of Council of the City of Stirling held Tuesday 25 November 2025 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 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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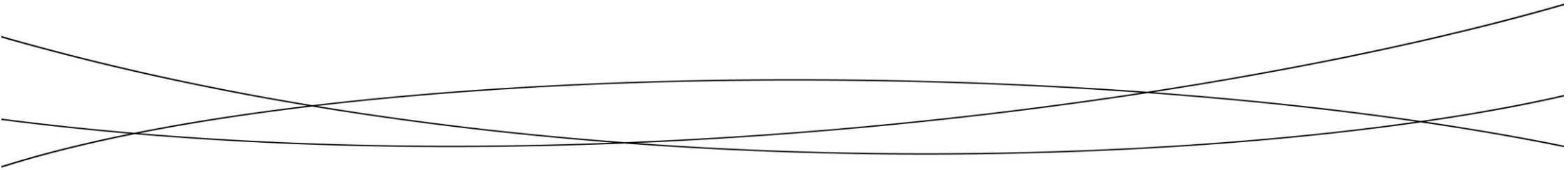

EMERGENCY PROCEDURES

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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ASSEMBLY POINT

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MINUTES OF THE ORDINARY MEETING OF COUNCIL OF TUESDAY 25 NOVEMBER 2025 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 6.31pm.

2. ATTENDANCE AND APOLOGIES

ATTENDANCE

Mayor	Mark Irwin
Councillors	Councillor Andrea Creado Councillor Michael Dudek Councillor Joe Ferrante Councillor Damien Giudici Councillor Chris Hatton Councillor Daniela Ion Councillor Tony Krsticevic Councillor Teresa Olow Councillor Karlo Perkov Councillor Stephanie Proud JP Councillor Elizabeth Re Councillor Lisa Thornton

Employees	Chief Executive Officer - Stevan Rodic Director Corporate Services - Ingrid Hawkins Director Infrastructure - Andrew Murphy Director Community Development - Michael Quirk Director Planning and Development - Amanda Sheers Manager Community Safety - Peter Mullins Manager Community Services - Chris Brereton Manager Engineering Services - Paul Giamov Manger Facilities, Projects, and Assets - Paul Kellick Manager Governance - Brad Sillence Manager Parks and Environment - Ian Hunter Manager Strategy and Performance - Michelle Wolsoncroft Chief Technology Officer - Miriam Sanchez-Blanco Head of Community Engagement - James Murphy Internal Auditor - Kerry Flynn Lead Corporate Governance Officer - Jackson Mawby Lead Governance Officer - Regan Clyde Senior Elected Member Services Officer - Nathaniel McBain Senior Governance Officer - Leanne Prior Senior Governance Officer - Casey Taylor
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APOLOGIES

Councillor Suzanne Migdale

3. APPROVED LEAVE OF ABSENCE

Councillor Rob Paparde (granted a leave of absence for the period 18 November 2025 to 25 November 2025 inclusive).

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 November 2025

Nil.

Community and Resources Committee - 18 November 2025

Councillor Damien Giudici disclosed an Impartial Interest in Item 12.2/SP1 as in his fulltime employment he works with the consultants UDLA who have prepared a report supporting this item.

Councillor Tony Krsticevic disclosed an Impartial Interest in Item 12.2/SP1 as he has been involved in numerous community discussions and listed delivery of a boardwalk as an item on his election material.

Councillor Teresa Olow disclosed an Impartial Interest in Item 12.2/SP1 as she has spoken with residents.

Councillor Joe Ferrante disclosed an Impartial Interest in Item 12.2/ES4 as he went to school at St Kieran’s and Servite College.

Councillor Teresa Olow disclosed an Impartial Interest in Item 12.2/ES4 as she has met with the Principal of St Kieran's.

Councillor Stephanie Proud JP disclosed an Impartial Interest in Item 12.2/ES4 as she has family members living in the vicinity.

Director Community Development Michael Quirk disclosed an Impartial Interest in Item 12.2/RL3 as he is a Basketball WA (BWA) Board Member with the BWA strategic plan identifying 'places to play' as a key priority, including people being able to walk to a local basketball facility in their local park.

Councillor Andrea Creado disclosed an Impartial Interest in Item 12.2/CD2 as she works for Ishar who were involved in the initial scoping study along with Vinnies about food insecurity in Mirrabooka.

Council - 25 November 2025

Mayor Mark Irwin disclosed a Financial Interest in Item 13.1 as the Council report relates to him travelling to the United States of America to continue his studies at Berkeley.

Chief Executive Officer Stevan Rodic disclosed a Financial Interest in Item 13.1 as the Council report relates to him travelling to the United States of America to continue his studies at Berkeley, and the requirement for him to continue professional development forms part of his employee contract with the City.

Councillor Joe Ferrante disclosed a Financial Interest in Item 13.2 as the item relates to his attendance at the conference.

Councillor Elizabeth Re disclosed a Financial Interest in Item 13.3 as she is attending the conference.

5. PETITIONS

5.1 E-PETITION - SUPPORT COMMUNITY PLAYGROUPS - WAIVE HIRE FEES FOR CITY-OWNED VENUES

Councillor Joe Ferrante tabled the following e-Petition containing 56 verified signatures.

"We, the undersigned, do respectfully request that the Council waive venue hire fees for local, volunteer-run playgroups using council facilities. Playgroups provide essential early support for families with young children, offering safe, welcoming spaces for social connection, play, and community engagement. These groups are typically run by volunteers and rely on minimal funding, making hire fees a significant barrier to operation - especially in lower-income areas. The benefits of playgroups are clear. They reduce social isolation for parents and caregivers, support early childhood development, and promote positive mental health outcomes. They also help build strong, connected communities by linking families to each other and to broader community services. Waiving venue hire fees is a simple but powerful way the City of Stirling can invest in the health and wellbeing of its youngest residents and their families. This small change would support equity of access, strengthen community resilience, and reduce long-term pressures on social and health services. We urge the City to support this initiative and help ensure playgroups remain accessible, affordable, and sustainable for all families in our community."

Following Council's resolution, the ePetition will be forwarded to the Community Development Business Unit for consideration and appropriate action.

5.2 PETITION - OPPOSITION TO COASTAL BOARDWALKS

At its meeting held 9 September 2025, Council received a petition with 1,695 unverified signatures opposing the proposed Coastal Boardwalk, of which 1,028 were subsequently verified.

The Chief Executive Officer Stevan Rodic tabled four additional verified signatures to the following petition received at the Council meeting held 9 September 2025:

"We, the undersigned, call on the City of Stirling NOT to build a boardwalk through the unique South Trigg Beach Class A Reserve No 46248 which is a designated Bush Forever site. We ask the Council to widen the current path or construct a separate pathway, close to the current pathway, which is a cost-effective solution that is more environmentally friendly and takes advantage of the existing street lighting for added security for pedestrians and cyclists."

Following Council's resolution, the petition will be forwarded to the Strategy and Performance Business Unit for consideration and appropriate action.

5.3 PETITION - OPPOSITION TO FOOTPATH, WEMBLEY DOWNS

Councillor Elizabeth Re tabled the following petition containing 74 verified signatures.

"We, the undersigned, do respectfully request that the Council object to the establishment of a footpath on either side of the existing Cul de sac on Dunrossil Street Wembley Downs, for the following reasons:

1. *Location - Development does not meet the City of Stirling's Planning Policy 6.4, section 6. 2.1 location criteria: To minimise impact on residential areas, as we have well cared for verges, lovely streetscape, impact on amenity of the area, environmental impact etc.*
2. *Traffic generation and congestion - We have a narrow street and with a footpath included, more people will have to park on the road causing traffic, safety issues and neighbourly disputes.*
3. *Cul de sac - The City policy allows that there is no need for footpaths in cul de sac unless required, this is a quiet street that has adjacent roads to access Weaponess road etc and therefore there is very little foot traffic to be warranted the need for a footpath.*
4. *Footpath construction - Will impact upon the ability of people to access their houses and destroy manicured gardens and reticulation and compromise roots of mature trees.*
5. *Safety - We have alot of children who play on the street, and this will be compromised by cars on the street, Scooters/ bikes will come into the area creating a hazard for young children and seniors. Seniors feel safe walking just on the cul de sac road.*
6. *Economics - As long-term ratepayers we feel our money would be better spent on more street trees rather than on ugly concrete, which would contribute to more local heat / climate change. Also increased cost of replacing reticulation and existing established trees.*
7. *Christmas activities - Our street is renowned for its Christmas lights, engaging and supporting the community. A footpath would impact upon the artistic creativity, access and the ambiance of the Christmas lights and display."*

Following Council's resolution, the petition will be forwarded to the Engineering Services Business Unit for consideration and appropriate action.

Council Resolution

1125/020

Moved Councillor Re, seconded Councillor Krsticevic

That Council RECEIVES the petitions tabled at the Council meeting held Tuesday 25 November 2025 and the petitions be REFERRED to the Chief Executive Officer for the appropriate action.

The motion was put and declared CARRIED (13/0).

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

All petitions will have an update available in due course on the Petition Status Update page of the City's website which can be accessed here.

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).

Councillor Tony Krsticevic left the meeting at 7.01pm during Item 7, and returned at 7.03pm.

Councillor Michael Dudek left the meeting at 7.25pm during Item 7, and returned at 7.27pm.

7.1 PUBLIC QUESTION TIME - K LIDDELOW

The following questions were submitted by K Liddelow, Balga WA 6061, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/CD1 on the agenda.

Q1. "When it comes to the national 'Closing The Gap' targets for Aboriginal and Torres Strait Islander peoples, employment is a key area where we need to improve employment outcomes. What is the City intending to do to support employment outcomes in this RAP?"

A1. The Manager Community Development advised that the City is committed to improving employment outcomes through a targeted approach to recruit, retain, and support Aboriginal and Torres Strait Islander employees. This includes creating employment pathways such as cadetships and traineeships. A new Cadet Ranger position will commence in early 2026 with a young Aboriginal community member already recruited. This role will include the traditional functions of a Ranger while incorporating caring for country and land management activities to strengthen cultural connection.

The City's RAP also includes specific actions to build partnerships with Aboriginal organisations and indirectly support employment outcomes. For example, Aboriginal-owned business Kardan Construction recently completed works at Mirrabooka Town Square where they connected with and employed two Aboriginal community members on the project. Similarly, the City leads the Naala Djookan Healing Centre Consortium and supports the recruitment and development of Aboriginal employees with three Aboriginal Community Controlled Organisations.

Q2. "How will the City enable and support Aboriginal groups and people to share their local cultures and histories with the broader community?"

A2. The Manager Community Development advised that over recent years the City has implemented a wide range of initiatives focussed on cultural awareness and sharing, and the intent is to build on this through the new Innovate RAP. This includes further developing the library and history collections that reflect the City's Nyoongar heritage, and also a commitment to delivering educational activities through the City's libraries and museum. Other cultural learning activities will also be delivered including storytelling, bush crafts, cultural walks and cultural awareness sessions.

The City prides itself on celebrating NAIDOC Week and Reconciliation Week each year as key opportunities for cultural learning across the Stirling community. Public art projects, such as the recently completed Yarning Circle in the City's Administration forecourt, as well as ongoing dialogue with Elders and cultural knowledge holders, will help the City explore how it can incorporate Nyoongar language and stories in City projects. Actions such as these aim to create meaningful opportunities for connection, learning, and respect across the community.

7.2 PUBLIC QUESTION TIME - C FLEMMER

The following questions were submitted by C Flemmer, Watermans Bay WA 6020, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"Does the City believe the consultation process indicates that the community has been genuinely divided, or is this characterisation a misconception that does not reflect the broader feedback and engagement outcomes?"*

A1. The Head of Community Engagement advised that the purpose of the Coastal Boardwalk Concept Consultation Process was to listen to community feedback about the proposal, and the outcomes show areas of alignment for both supporters and objectors. It is important to not confuse the loudest voice with the most representative, and to acknowledge that the quality of the City's decisions is improved by ensuring the consultation captures diverse perspectives.

Q2. *"What benchmark does the City use to determine the minimum or acceptable number of community responses required in order for consultation outcomes to be considered representative of the broader community?"*

A2. The City's Head of Community Engagement advised that the City does not set a specific minimum number of responses to determine if consultation outcomes are representative. Instead, the City uses best-practice engagement methods and tools to ensure everyone has the information and the opportunity to participate in ways that reflect community preferences. The report outlines the mix of engagement techniques used to help ensure diverse voices are heard by both decision-makers and the broader community. It is important to acknowledge that this consultation received the largest number of responses among recent community engagements, not only at the City of Stirling, but across the State.

7.3 PUBLIC QUESTION TIME - L MORRIS

The following questions were submitted by L Morris, Trigg WA 6029, prior to the Council Meeting held Tuesday, 25 November 2025.

Q1. *"The overwhelming majority of owners in the immediate vicinity of a dwelling at 113 Kitchener Street, Trigg have voiced their objection to the building plans. Since the City of Stirling's role is to act as the primary local authority for enforcing building approvals and works by ensuring all developments comply with its Local Planning Scheme, please explain how planning documentation of a dwelling at 113 Kitchener Street was able to pass scrutiny?"*

A1. The Director Planning and Development advised that this application is currently under assessment. Through the City's Planning Framework, applicants are able to propose alternative setbacks or solutions, and justify to the City why an application should be approved.

Q2. *"One's home and neighbourhood are intended to be a place of safety and security, yet the upset in the community, caused by the approval of a dwelling not in compliance with the City's own requirements, has brought anxiety to the residents. What systems has the City of Stirling implemented to ensure that the significant failures in its Planning Scheme are not repeated in the future and thereby alter the character of Trigg?"*

A2. The Director Planning and Development advised that there have been two Development Applications; one was approved, and the second – which is the one being referred to - is currently under assessment by City Officers. When considering applications such as this, part of the requirement is to consider public submissions, as required by legislation. The City operates with performance-based planning, which means people can suggest and put together alternatives to what is written in the Planning Scheme; this means that it is not a failure in the planning framework, but a potential alternative solution to what the Scheme allows.

7.4 PUBLIC QUESTION TIME - D PIETERS

The following questions were submitted by D Pieters, Trigg WA 6029, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"The City publicly advertised Boardwalk Journey B as the preferred journey for the Coastal Boardwalk, grounded by independent advice, robust community engagement and strategic alignment. At last week's Community and Resources Committee Meeting, one of the Elected Members requested that widening the path be explored as an alternative. At the same time, the Bush Not Boardwalk group introduced another new concept - 'Option C'. Can the City advise why the suggestion put forward to widen the existing path is not preferred?"*

A1. The Manager Strategy and Performance advised that it was identified during the Environmental Assessment that was conducted that Journey A would have required clearing of very good, conditioned vegetation and is also located uphill from the Threatened Ecological Community (TEC) that exists in the area. The environmental report by Natural Area Consulting rated this option as 'very high risk', due to the likely and severe impacts on the TEC, particularly through potential changes to hydrological regimes, which are critical to the survival of this particular species. This alignment would have brought the boardwalk within less than 4m of the TEC and well inside the recommended buffer that Natural Area Consulting determined during the concept phase. It would also require substantial complex reconstruction of the existing public use shared path with temporary closure of that arterial route. Additionally, it would not address the safety concerns raised by the Community in terms of separation of users or moving away from the roadside traffic.

Q2. *"Can the City please explain how the late introduction of 'Option C' by the Bush Not Boardwalk group at the Community and Resources Committee meeting on 18 November aligns with the City's processes when considering agenda items, given this option has not been advertised before? And how can the community maintain confidence in a process that adds new options after consultation has concluded?"*

A2. The Manager Strategy and Performance advised that Journey C has been proposed by the Bush Not Boardwalk group and was brought to the City's attention at the Community and Resources Committee meeting held 18 November 2025. Journey C is not under consideration as part of the Coastal Boardwalk Feasibility Study.

Q3. *"The community is now understandably confused about the position of the Bush Not Boardwalk group, particularly with the introduction of 'Option C', a new concept that has never been publicised to the community as part of the consultation process. This appears to differ from their long-stated support for widening the existing path under Journey A, which formed the basis of their petition. Does this mean the original position is no longer relevant to this group?"*

A3. The Mayor advised that the City cannot respond on behalf of the Bush Not Boardwalk group.

7.5 PUBLIC QUESTION TIME - C PARIDIS

The following questions were submitted by C Paridis, Scarborough WA 6019, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. "While we understand the immediate procedural next steps, should the proposed motions be carried, can the City publish the anticipated timelines for key milestones, including the completion of the 15% design, environmental approvals, funding commitments, and the earliest potential commencement of construction?"

A1. The Manager Strategy and Performance advised that it is difficult for the City to estimate time frames as both funding and environmental approvals would need to be sought from external agencies. However, if the recommendation within the agenda is supported by Council during the meeting, the City will commence this process early next year.

Q2. "Given the significant progress the City has made in advancing the Coastal Boardwalk, and noting that we continue to revisit the same questions each time this matter comes before Council, am I correct in saying that endorsing these practical motions tonight does not commit Council to building the project, but simply allowing the City to continue the work the community is asking you to progress, while leaving the ultimate decision to the qualified experts at the State Planning Commission and the EPA who will determine whether the necessary environmental approvals are granted?"

A2. The Mayor advised that this was correct; it will progress through the approvals processes.

At 6.55 pm in accordance with Clause 5.2(14) of the City of Stirling's Meeting Procedures Local Law 2021, Mayor Mark Irwin ruled that Public Question Time be EXTENDED by 30 minutes.

7.6 PUBLIC QUESTION TIME - M GATES

The following questions were submitted by M Gates, Scarborough WA 6019, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"On 9 September, a petition containing 1,695 unverified signatures opposing the Coastal Boardwalk was presented. Can the City please confirm the dates during which the Bush Not Boardwalk group collected signatures for the petition, and whether community members had access to accurate, balanced, and complete information about the proposed project through the community consultation process from 30 July to 30 August before signing the petition?"*

A1. The Manager Strategy and Performance advised that the petition submitted on 9 September contained signatures that dated from 13 October 2024 until 31 July 2025, so prior to the City's community consultation process.

Q2. *"What processes or criteria does the City undertake to scrutinise the integrity and conduct of petitions presented to Council, particularly where concerns have been raised by community members about potentially misleading, coercive, or non-representative collection practices?"*

A2. The Mayor advised that the City does not undertake any formal scrutiny on the integrity of collection practices. Petitions are taken on face value from representatives of the community and form part of Council's decision-making process.

Q3. *"In light of the fact that a significant proportion of signatures were unverified or from outside the City of Stirling, does Council consider such petitions to accurately reflect the views of the community?"*

A3. The Mayor advised that petitions are a mechanism for electors to bring matters to Council's attention. Council recognises that it cannot verify the content of the information given to the public, but the matters are still taken as concerns from the community.

7.7 PUBLIC QUESTION TIME - A GODDERIDGE

The following questions were submitted by A Godderidge, Sorrento WA 6020, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"The current shared path fails to provide accessible, predictable and user-friendly experiences required by people with disabilities. Is the City aware that many disability groups actively avoid using the current shared path because they consider it unsafe, inaccessible and not user-friendly, when forced to share it with cyclists, e-scooters and e-bikes alongside dual traffic flow of up to 40,000 commuters with large trucks?"*

A1. The Manager Strategy and Performance confirmed that the City received this feedback as part of the consultation process for the Coastal Boardwalk Feasibility Study.

Q2. *"Given the State's commitment to the Western Australia for Everyone: State Disability Strategy 2020 - 2030, how does the City intend to meet its obligations when the current path prevents many people with disabilities from safely accessing the coastline and connecting between key destinations?"*

A2. The Mayor advised that the item was on the agenda for consideration and would form part of Council's decision-making on the proposed Coastal Boardwalk.

Q3. *"Can the City please explain how Journey B, being the Coastal Boardwalk, will specifically improve safety, accessibility, and better social inclusion for people with disabilities who currently cannot use the existing path?"*

A3. The Manager Strategy and Performance advised that Journey B is specifically designed to meet the Disability Discrimination Act 1992 requirements and improve safety, accessibility, and social inclusion for people of all abilities. The key features include a width of 2.5 metres, a minimum gradient of 1:20, and includes safety elements such as handrails. It also separates pedestrians from the existing path, away from traffic, bikes, e-scooters and includes rest areas. These measures will enable people who currently cannot use the existing path to access and enjoy the coastal environment.

7.8 PUBLIC QUESTION TIME - D BURNETT

The following questions were submitted by D Burnett, Tuart Hill WA 6060, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"Has the Council been made aware of the overwhelmingly positive feedback from the St Kieran community regarding the City of Stirling's proactive engagement on the ongoing safety concerns that will be solved by a trial closure?"*

A1. The Mayor thanked Mr Burnett for his comments and advised that the item was on the agenda for consideration during the meeting.

Q2. *"If approved by Council, could you please advise when the trial is expected to commence and when we might be able to share this timeline and the exciting news with the families of the Saint Kieran Community?"*

A2. The Director Infrastructure advised that if the item was resolved during the meeting, the City would install the road closure prior to school starting back after Christmas, in time for the beginning of the term.

7.9 PUBLIC QUESTION TIME - P LYNCH

The following questions were submitted by P Lynch, Balga WA 6061, prior to the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"There are many examples in national parks, A-Class reserves and coastal environments all over the world, of how this Boardwalk can be built sustainably and to ensure the environmental impact is minimised. Given this, and noting that the City of Stirling may be the only Council in the Greater Perth Metropolitan Area without a boardwalk through a Class A Reserve or Bush Forever site, can you explain why it is entirely possible to progress a sustainable and environmentally responsible boardwalk project for our community?"*

A1. The Manager Strategy and Performance confirmed that boardwalks in sensitive environmental areas are common and often seen as an effective way to ensure that visitors can experience the natural environment up close in a safe way that protects the area. A reserve classification of Class A does not prohibit all works, and paths that provide access and improve recreation can be improved. This will require appropriate design solutions to meet environmental requirements.

Q2. *"Given that 75% of the community who live more than 200m from the proposed Boardwalk site support the project, can you please advise whether the City considers this to be a genuine City-wide project?"*

A2. The Manager Strategy and Performance noted that the City received 1,932 responses from residents living more than 200m from the proposed site, which demonstrates strong City-wide significance and broad community interest in the Coastal Boardwalk project.

Q3. *"In relation to the concept design being explored, can you please outline which key community groups, cultural representatives, and government agencies the City has engaged with so far to ensure that any proposal brought forward is properly considered, inclusive, and both environmentally and culturally responsible?"*

A3. The Manager Strategy and Performance confirmed that during the Community Consultation phase, the City met with key community groups including Bush Not Boardwalk; Friends of Trigg Beach; Friends of Trigg Bushland; Stirling Natural Environmental Care (SNEC); and the Trigg to Scarborough Boardwalk Group. The City also liaised with State Government agencies including the Department of Planning, Lands and Heritage (DPLH); the Department of Water and Environmental Regulation (DWER); the Department of Biodiversity, Conservation and Attractions (DBCA); and the Environmental Protection Authority (EPA) to understand environmental requirements. The City also engaged with the Ngalang Maya Wangkiny Group to understand the cultural significance of the project site and explore opportunities for storytelling, education and knowledge sharing during the concept development phase.

7.10 PUBLIC QUESTION TIME - R KIMBER

The following questions were submitted by R Kimber, Trigg WA 6029, prior to the Council Meeting held Tuesday, 25 November 2025.

Q1. "Regarding DA24/0574 & DA25/1384 - two Development Applications (DAs) have been put in for the same build, the latest DA (DA25/1384) has been issued because there are errors regarding the front boundary setbacks. How did the owner, design team, builder, certifier show this to Council and then get Council to approve? How is this format done and how was it not picked up by Council?"

A1. The Director Planning and Development advised that planning applications and building applications are separate. The planning application, which was initially being referred to, determined that the building application was inconsistent with that approval. Hence, a new planning application was lodged with the City. There is the ability for applicants to propose an alternative to what is in the Scheme. In relation to this application - errors do happen, and the City has a significant volume of applications being submitted. The private certifier had signed off on this application to say it was consistent. However, it was then identified that it was inconsistent with the planning approval.

Q2. "We are saying that with this particular build, because it's a straight frontage, there are no averaging setbacks, so they are going to be imposing an R40 design in an R20 area?"

A2. The Director Planning and Development advised that she is of the understanding that it is for a single house on this particular lot; City officers are still undertaking their assessment, with this being one of their considerations.

7.11 PUBLIC QUESTION TIME - R KOLB

The following questions were submitted by R Kolb, North Beach WA 6020, at the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"Where are the City's management cost projections, the estimated yearly additional ongoing management outlay figures to cover the extra permanent staff needed for monitoring and management?"*

A1. The Manager Strategy and Performance advised that through the Concept Development Phase, approximately $100,000 has been set aside for maintenance, which is contained within the Cost Report available on the City's website.

Q2. *"How can Councillors keep pursuing this feasibility study without having the City's internal professional estimates, or guesstimates, being made, and not just an off-the-cuff comment?"*

A2. The Mayor confirmed that the item was on the agenda for consideration, so it may continue with the feasibility studies and for a better understanding of the cost of the project.

Q3. *"Why isn't the City getting at least a comparison costing done for the ongoing management for an alternative journey option?"*

A3. The Mayor thanked Ms Kolb for her comments and advised that the item was on the agenda for Council's consideration.

7.12 PUBLIC QUESTION TIME - R MURPHY

The following questions were submitted by R Murphy, Karrinyup WA 6018, at the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"The City's environmental consultants Natural Areas Consulting carried out an environmental survey of the South Trigg Beach coastal reserve. Is the advice from Natural Areas Consulting that the size of the TEC could be modified to 'shrink' its size and that the 50m buffer which they recommended in the Trigg Bushland Management Plan could also be reduced to 15m, based on science or on the City's preferred 'recommended journey' for the coastal boardwalk enabling it to fit between the 2007 erosion line and the TEC boundary, which would not be possible otherwise?"*

A1. The Manager Strategy and Performance advised that Natural Area Consulting provided that advice based on the site-specific conditions and their experience in the area.

Q2. *"The City's environmental consultants Natural Areas Consulting recommended a 50m buffer around the Threatened Ecological Community of Rottnest Island Pines in the 2018 Trigg Bushland Management Plan but now in the 2025 UDLA report Natural Areas Consulting recommends a 15m buffer, can the City please explain this discrepancy?"*

A2. The Manager Strategy and Performance advised that when Natural Area Consulting, were looking at a boardwalk, they felt that because the boardwalk would be located downhill from the Threatened Ecological Community and did not pose any risk to any hydrological regimes, that a 15m buffer was acceptable.

Q3. *"Despite being advised by consultants UDLA that an autumn flora and vegetation survey would give inaccurate results, the City nevertheless paid $15k for Natural Areas Consulting to do a survey in Autumn on 15 May 2025, and now the same consultancy has been paid $65,900 to do a Spring Survey which it has only just completed. Why is Council being asked to approve this wasteful decision making and to endorse the incomplete coastal boardwalk feasibility study progressing it to the next stage when the most important report is not available until February next year?"*

A3. The Manager Strategy and Performance advised that the Spring survey report would not determine whether the boardwalk can continue or not. It is a requirement for the approvals process to understand exactly where the alignment of the boardwalk needs to go. The survey that was done in Autumn was to look at the current vegetation condition and to map where to best place the location of the boardwalk through degraded vegetation. The Spring survey seeks to confirm those details as well as the flora and fauna that exists in the area.

7.13 PUBLIC QUESTION TIME - H DYMOND

The following questions were submitted by H Dymond, Karrinyup WA 6018, at the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. "Why do so many important items need to be packed in on the Council agenda on the last meeting for 2025, and why can't some be held over until the first meeting in 2026, giving Councillors a summer break to read, analyse and research the material in order to be able to make considered decisions, particularly those involving complex policies and significant expenditure such as the Coastal Boardwalk Proposal?"

A1. The Mayor advised that the reason for the large agenda is because of the Caretaker and Election periods – certain reports are unable to be presented during this period and must wait until a later meeting. With the lead up to Christmas and the end of the year approaching, some items must be presented to this meeting, the last of the year, and others have been held over to next year. It is ultimately up to the City or Council to determine which items need to be dealt with immediately, and which can be held over.

Q2. "One item on tonight's agenda is for the Future Planning of Innaloo Community Centre, which is used by the Stirling Players for performances, rehearsals and sets. There is currently no ability to pack down staging or set preparation between rehearsals, limiting the opportunity for the venue to be used for other purposes. Nevertheless, the City has decided that no money is available to do any major works at the Innaloo Community centre within the next five years. As the City has allocated half $1,000,000 to a Coastal Boardwalk feasibility study on a structure that is likely not to proceed due to its current estimated cost of over $24,000,000, and there is $200,000 remaining in the budget allocation, can this be redirected to upgrading the Innaloo Community Centre and make it more efficient in the medium term?"

A2. The Mayor advised that there is an item on the agenda that relates to that particular facility. There is a significant commitment for another facility in Hammersley, which will be a performance level centre, and significant investment in other Innaloo facilities. Over the next three years there is about $40 million in State Government funding for community facilities. The reason that the item is not projected, and the Council item says 'in the next three to four years' is not because of funding, it is because it has not been identified as a priority and the needs assessment has not been completed.

Q3. "A government stakeholder workshop on the Coastal Boardwalk proposal was held on 9 May 2025 at Surfing WA at Trigg Beach. Can I please have the names of the government departments and or authorities that were invited to the workshop, the names of those departments that sent representatives, and the outcome of the workshop?"

A3. The Mayor advised that the question would be taken on notice and a written response provided.

Additional Information

A3. Two engagement sessions were conducted with key State Government Agencies including the Department of Planning, Lands and Heritage (DPLH), Department of Water and Environmental Regulation (DWER), and the Department of Biodiversity, Conservation and Attractions (DBCA) which included one face-to-face workshop, including a walk of the site, and one online meeting to provide a progress update. You can find an overview of the discussion points which have influenced the concept design from the Coastal Boardwalk Feasibility Study on page 115 of the Community and Resources Committee Meeting Attachments from 18 November 2025, and on the City's Coastal Boardwalk Feasibility Study webpage in the UDLA Concept Design Report on page 39.

At 7.26pm in accordance with Clause 5.2(14) of the City of Stirling's Meeting Procedures Local Law 2021, Mayor Mark Irwin ruled that Public Question Time be EXTENDED by 15 minutes.

7.14 PUBLIC QUESTION TIME - M BOND

The following questions were submitted by M Bond, Scarborough WA 6019, at the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. "Will pedal-powered vehicles such as trishaw bikes, e-bikes and scooters be permitted to use the proposed boardwalk?"

A1. The Mayor confirmed that there is no intention to permit eRideables on the proposed coastal boardwalk, and the permitting of pedal-powered vehicles is undetermined at this stage.

Q2. "The proposed coastal boardwalk generates no further income for the City of Stirling. Before building a boardwalk, there is a critical parking issue to be resolved and increased safety risks, which will become a reputational concern for the City. Why are you considering building a boardwalk before resolving the parking issues, which will be exacerbated should a boardwalk be built?"

A2. The Mayor confirmed that the City was examining ways to improve parking situations, such as through the introduction of the parking wayfinding. They are separate projects.

7.15 PUBLIC QUESTION TIME - L THOMPSON

The following questions were submitted by L Thompson, Trigg WA 6029, at the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"Can you please explain why the stakeholder submissions from Stirling Natural Coast Care, SNEC, and Friends of Trigg Beach were not provided to Councillors at the Community and Resources Committee Meeting when you advised in the Minutes on 11 November that they would be?"*

A1. The Head of Community Engagement advised that the City's community engagement is delivered via the Community Engagement Policy. Both the reporting format and the report in the Council agenda are consistent with that. Not only are all the submissions by numbers shown, the summary of feedback is also listed. In this case, the City had a request from Councillors for the organisation names which gave feedback, which has since been provided to Councillors.

Q2. *"Is the destruction of our environment and huge financial outlay that the boardwalk will cause worth it?"*

A2. The Mayor thanked Ms Thompson for her comments and advised that the item was on the agenda for consideration.

7.16 PUBLIC QUESTION TIME - M MASIELLO

The following questions were submitted by M Masiello, Trigg WA 6029, at the Council Meeting held Tuesday, 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"Last Tuesday at the CRC meeting, the Mayor uttered that the cost of the boardwalk will probably be about $12 million. Where does your new $12 million estimate come from? Are you now dismissing the estimates made by the City's own consultants, which cost ratepayers $160,000?"*

A1. The Mayor advised that he was not dismissing such estimates. The figures are in the report, which discusses add-ons that are additional. The item is also clear, when it went out for original consultation, it used estimates based on all the different nodes. If it goes to the 15% design, it is entirely up to Council to determine what level the boardwalk is built to and how many of those nodes exist. It is then expected that those costs may reduce.

Q2. *"Councillor Re asked the Manager Strategy and Performance for the letter from the Honourable Hannah Beazley, which was referenced in a deputation at a previous CRC meeting, to be circulated to Councillors. However, for those Councillors that may not have had a chance to read the letter, and in the interest of transparency for the ratepayers, can I please ask that you read the letter to verify the claims made by this Community advocate?"*

A2. The Manager Strategy and Performance advised that the letter was distributed to all Councillors earlier in the week.

Q3. *"As a healthcare professional who's worked extensively with the elderly, with disabilities, I'm aware of the accessibility challenges for the elderly and disabled. What we are after is a consideration for the position of an upgraded walkway or a boardwalk. We're wanting it to be at the top of the of the reserve, overlooking it. We're not opposed to any upgrade or boardwalk, it's all about the location and definitely accessibility would be an important part of it.""*

A3. The Mayor thanked Mr Masiello for his comments and advised that the item was on the agenda for Council's consideration.

7.17 PUBLIC QUESTION TIME - M O'TOOLE

The following questions were submitted by M O'Toole, Duncraig WA 6023 at the Council Meeting held Tuesday 25 November 2025.

The following questions are in relation to Item 12.2/SP1 on the agenda.

Q1. *"Are the Councillors and ratepayers aware that this proposed buffer is less than the 50m required in the Trigg Bushland Management Plan, the critically endangered Threatened Ecological Community (TEC) Interim Recovery Plan, and advice received from the Department of Biodiversity, Conservation and Attractions (DBCA)?"*

A1. The Manager Strategy and Performance advised that the DBCA has advised there is no formal buffer requirement and that buffers are determined on a site-specific basis dependant on the conditions.

Q2. *"Are Councillors and ratepayers aware that a 50m buffer would put the proposed boardwalk well inside the 2045 extreme coastal hazard risk zone?"*

A2. The Manager Strategy and Performance advised that a 50m buffer zone is not recommended in this instance, and instead a 15m buffer is recommended.

Q3. *"Are Councillors and ratepayers aware that the critically endangered TEC is a groundwater dependent ecosystem and that no hydrogeological work has been undertaken to ensure that the construction of the proposed boardwalk will not adversely affect the critically endangered TEC?"*

A3. The Manager Strategy and Performance advised that the environmental scientists and botanists who conducted the survey have determined that the location of the boardwalk is downhill from the current TEC area and is unlikely to affect hydrological regimes, however, as part of the future works, this will be further investigated.

7.18 PUBLIC QUESTION TIME - B MATTHEWS

The following questions were submitted by B Matthews, Churchlands prior to the Council Meeting held Tuesday 25 November 2025.

Q1. *"Can the Council explain why the Council minutes from the 15 October 2024, 12 August 2025 and 11 November 2025 Council meetings failed to disclose (as required under s5.73 of the LGA 1995) the Mayor's financial interest related to Perth Glory who are subject to significant State and Local Government funding and support, using rate payers money. Perth Glory have not only provided him with free tickets and free dining to multiple games, they are also deemed to be a closely associated person under s5.62(1)(II)(ea)(i) as they provided him with an electoral gift for his 2023 re-election campaign?"*

A1. The Manager Governance advised that in accordance with the *Local Government Act 1995,* Elected Members and City officers declare interests in matters to be considered by Council where they believe such interests arise. Information previously provided to the community member has confirmed numerous financial and impartial declarations of interest were made by both Elected Members and City officers in consideration of the confidential item held on 15 October 2024. Although not referenced in the public minutes, the notation of the declarations and relevant details are included in the confidential minutes for this meeting. Where financial interest declarations were made by Elected Members it is confirmed they were not present in the meeting, did not participate in discussion, nor voted on the item. Copies of the declaration forms have also been provided to the community member.

In view of the requirements of the *Local Government Act 1995,* declarations were made at the Council meetings held on 12 August 2025 and 11 November 2025 by Elected Members and City officers where they assessed as being required. Information around these declarations is referenced in the public minutes of the meeting.

Q2. *"Given the above and a written admittance that the council made an "inadvertent administrative oversight", why has the council not publicly stated that Mayor Irwin and two other Councillors have a financial interest in Perth Glory and that they are a closely associated person to Mayor Irwin. Such an oversight and error needs to be publicly corrected in order for rate payers to have some trust in the council whilst the council needs to be seen to be transparent and accountable?"*

A2. The Manager Governance advised that declarations of interest should be made by Elected Members and City officers in accordance with their obligations under the *Local Government Act 1995.* It is the responsibility for those parties to declare interests in matters where they believe such an interest arise.

Q3. *"Why would the Council deem a public complaint from a rate payer (emanating from a public Council meeting) resulting in a public LGSP decision requiring the Mayor to publicly apologise to the rate payer be deemed to be a confidential matter involving the personal affairs of the Mayor? He has had $10,000 of rate payers' money approved to use defending himself at a public tribunal. He is in a public role, funded by the public. How has his rate payer funded legal defence been deemed by Council to be a confidential and private matter and why does he need lawyers to go to the SAT?"*

A3. The Manager Governance advised that legal representation costs can be sought from the City by an Elected Member or employee under the City's Legal Representation of Elected Members and Employees Policy. As per previous requests of a similar nature considered by Council, it has been determined these types of matters satisfy the confidentiality provisions under section 5.23(2)(b) of the *Local Government Act 1995.* The reasons behind any requests made by an Elected Member or employee are personal to them and Council will consider such matters and the requirements of the policy when a decision is therefore made.

7.19 PUBLIC QUESTION TIME - C CURTIS-DAVIS

The following questions were submitted by C Curtis-Davis, Churchlands WA 6018 prior to the Council Meeting held Tuesday 25 November 2025.

Q1. *"How much has the road crash accident rate gone up since the Stephenson Avenue project started?"*

A1. The Director Infrastructure advised that the City receives updated crash data from Main Roads WA on an annual basis, with the most recent data available being up to the end of the 2024 calendar year only. Therefore, it is too early to provide a meaningful assessment of any changes in crash rates associated with the Stephenson Avenue project. Typically, crash trend reviews are undertaken two to three years after major projects or network changes to ensure the analysis reflects a reasonable timeframe.

Q2. *"If so, how much and how has this impacted wildlife?"*

A2. The Director Infrastructure confirmed that it was too early to provide a meaningful assessment of any impacts the Stephenson Avenue Project has had on wildlife, with the most recent data only being up to the end of the 2024 calendar year.

Q3. *"How many trees have been planted in these phase two works to replace done of the trees that have been lost?"*

A3. The Director Infrastructure advised that the most recent Landscape Plan from the S2M Alliance, who are delivering the project on behalf of Main Roads WA, is that approximately 500 trees will be planted as part of the project once major works are completed, during the winter months.

Replacement of trees lost during Phase 2 construction works is the responsibility of MRWA.

7.20 PUBLIC QUESTION TIME - M RADALJ

The following questions were submitted by M Radalj, Balcatta WA 6021 prior to the Council Meeting held Tuesday 25 November 2025.

Q1. "Is disclosure of correspondence sent by residents to the City of Stirling subject to the Freedom of Information Act 1992?"

A1. The Manager Governance advised that any record held by the City is subject to the discovery process under the *Freedom of Information Act 1992*.

Q2. *"Other than a Freedom of Information Act application, under what circumstances can the personal information of residents be disclosed to third parties?"*

A2. The Manager Governance advised that unless required by law, personal information will not be disclosed to third parties. The new *Privacy and Information Sharing Act 2024* will also provide a future framework to protect the privacy of personal information handled by public entities as well as a framework to authorise the responsible sharing of information held by public entities.

7.21 PUBLIC QUESTION TIME - S SENIOR

The following questions were submitted by S Senior, Trigg WA 6029 at the Council Meeting held Tuesday 25 November 2025.

Q1. "Will the Council be reviewing their building and planning processes in light of the errors uncovered with DA24/0574 and DA25/1384?"

A1. The Director Planning and Development advised that the City has an already robust system and process in place to cross-reference applications against approvals, and we are continuously improving processes.

Q2. "Is the Council concerned that approving DAs that do not meet the guidelines will erode community confidence in their responsibility for approving residential building and planning on behalf of Stirling residents?"

A2. The Director Planning and Development advised that the City's assessment process of residential development is rigorous and considers each application on its merits.

The planning framework for residential development, which is primarily set out under State Planning Policy 7.3 - Residential Design Codes, is a performance-based policy.

Hard provisions or standards that often are referenced for residential development are criteria that are in place to allow proponents to seek an exemption to the requirement to obtain a planning approval, if they meet those criteria.

7.22 PUBLIC QUESTION TIME - R DIDCOE

The following questions were submitted by R Didcoe, Innaloo WA 6018 prior to the Council Meeting held Tuesday 25 November 2025.

The following questions are in relation to Item 12.2/RL2 on the agenda.

Q1. *"Did the City actively seek the election commitment for a performance space at Hamersley from State Member Jessica Stojovski?"*

A1. The Director Community Development advised yes, the City sought support for a number of projects during the 2025 State and Federal Elections including the Hamersley Community Hub. While that project includes a number of elements, the Member for Kingsley opted to allocate $4 million towards the performing arts space (if elected). The City has now entered into a Funding Agreement with the State Government for that purpose.

Q2. *"What assessment criteria did the City apply to determine Hamersley as an appropriate location and what other sites were considered?"*

A2. The Director Community Development advised in December 2021, Council endorsed the establishment of the 'Hamersley Community Hub' and supported phased facility improvements including (but not limited) performance spaces. Noting that a local theatre group is already based at Hamersley Community Hub although the facility is not fit-for-purpose. In addition, the City's Community Infrastructure Plan 2023-2033 identified a shortage of performance spaces across Stirling.

Based on these factors, the City has opted to progress a fit-for-purpose district-level performance arts space at Hamersley Community Hub. No other sites were considered. Funding has been allocated in the 2025/26 budget to progress detailed concept plans for this performing arts space.

Q3. *"Why hasn't the City consulted with Stirling Players and the Innaloo community about the proposed downgrading or possible site sale of Innaloo Community Centre / Stirling Theatre prior to forecasting that likelihood?"*

A3. The Director Community Development advised that the City has not engaged with the Stirling Players or broader Innaloo community regarding the Innaloo Community Centre as any improvements to the facility will be several years away. Importantly, it should be noted that the City is not proposing to downgrade the facility nor sell the site.

Councillor Joe Ferrante left the meeting at 7.41pm prior to Item 8.

8. APPLICATIONS FOR LEAVE OF ABSENCE

Nil.

9. CONFIRMATION OF MINUTES

Council Resolution

1125/021

Moved Councillor Giudici, seconded Councillor Hatton

That the Minutes of the Ordinary Meeting of Council of 11 November 2025 be confirmed as a true and correct record of proceedings.

The motion was put and declared CARRIED (12/0).

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

10. ANNOUNCEMENTS BY THE PRESIDING MEMBER

Councillor Joe Ferrante returned to the meeting at 7.43pm prior to Item 10.

10.1 ANNOUNCEMENT - PASSING OF FORMER COUNCILLOR MAUREEN GRIERSON

Mayor Mark Irwin made the following announcement:

"It is with deep sadness that I acknowledge the passing of Maureen Grierson, a community leader and former Councillor and Deputy Mayor whose legacy remains part of our City's history.

Maureen served as a City of Stirling Councillor from 1978 to 1987 and was Deputy Mayor from 1986 to 1987.

Her decades of dedication to local government and volunteer work touched many in the community. She established the Woodlands Doubleview Progress Association and was Co-ordinator of the State Emergency Service. Maureen exemplified civic responsibility and compassion.

Her contributions extended far beyond Council chambers—she was a Justice of the Peace for 25 years as well as an advocate for mental health.

On behalf of the City of Stirling, we extend our heartfelt condolences to Maureen's family and friends."

10.2 ANNOUNCEMENT - PASSING OF CITY VOLUNTEER MAXINE LAMB

Mayor Mark Irwin made the following announcement:

"The City is saddened to learn of the passing of Maxine Lamb at 97, a beloved volunteer who dedicated nearly two decades to enriching the Stirling community.

From the early 2000s, Maxine supported people with intellectual disabilities at the Joe Camilleri Day Club, assisting with programs, meals, and events, and later volunteered with Books on Wheels and at local community centres, always bringing her trademark warmth and "can do" attitude.

Her commitment earned her several City honours, including a Volunteers Make a Difference Award and a Silver Community Service Award. Maxine retired from formal volunteering in 2019 but continued helping others informally, leaving a legacy of compassion and service that will long be remembered.

On behalf of the City of Stirling, we extend our heartfelt condolences to Maxine's family and friends."

10.3 ANNOUNCEMENT - RETIREMENT OF MANAGER PARKS AND ENVIRONMENT, IAN HUNTER

Mayor Mark Irwin made the following announcement:

Recommendation

"I would like to take a moment to thank Ian Hunter, who has announced his retirement after an incredible 14 years of service.

Ian has been a steward of the City's green spaces, shaping the landscapes that define our neighbourhoods.

This is no small feat, especially when those spaces are front and centre in our community and often subject to passionate public feedback.

Through it all, Ian has approached every challenge with professionalism, creativity, and a deep commitment to making our City greener and more liveable.

Over the years, Ian has worked alongside multiple CEOs and Mayors, always bringing his wealth of knowledge and his willingness to share it generously with his team. His guidance has helped us navigate environmental priorities and deliver spaces that residents can enjoy and be proud of.

Ian, may your next chapter be filled with relaxation, adventure, and maybe just a little less time worrying about irrigation systems and tree health.

On behalf of the City, thank you for your dedication, your expertise, and your unwavering passion for our environment helping us deliver the vision of a sustainable City with a local focus. You've left a lasting legacy, and we wish you all the very best."

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11. UNRESOLVED BUSINESS FROM PREVIOUS MEETING

Nil.

12. REPORTS AND RECOMMENDATIONS OF COMMITTEES

12.1 AUDIT, RISK AND IMPROVEMENT COMMITTEE - 17 NOVEMBER 2025

Councillor Damien Giudici left the meeting at 7.48pm during consideration of Item 12.1/CG1, and returned to the meeting at 7.50pm.

12.1/CG1 INTEGRITY PRACTICES REVIEW

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

1125/022

Moved Councillor Perkov, seconded Councillor Ferrante

1. **That Council NOTES the Integrity Framework Maturity Self-Assessment, as detailed in Attachment 2 to this Report.**

2. **That Council ADOPTS the City's new Integrity Framework as detailed in Attachment 3 to this Report, to replace the City's existing Integrity Strategy.**

3. **That Council NOTES a further report will be submitted to Council in the first half of 2026 to adopt a new Integrity Maturity Action Plan.**

The motion was put and declared CARRIED (12/1).

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

Committee Recommendation

1. That Council NOTES the Integrity Framework Maturity Self-Assessment, as detailed in Attachment 2 to this Report.

2. That Council ADOPTS the City's new Integrity Framework as detailed in Attachment 3 to this Report, to replace the City's existing Integrity Strategy.

3. That Council NOTES a further report will be submitted to Council in the first half of 2026 to adopt a new Integrity Maturity Action Plan.

Officer's Recommendation

1. That Council NOTES the Integrity Framework Maturity Self-Assessment, as detailed in Attachment 2 to this Report.

2. That Council ADOPTS the City's new Integrity Framework as detailed in Attachment 3 to this Report, to replace the City's existing Integrity Strategy.

3. That Council NOTES a further report will be submitted to Council in the first half of 2026 to adopt a new Integrity Maturity Action Plan.

Purpose

For Council to adopt a new Integrity Framework and to receive information around the City's activities to strengthen integrity throughout its operations.

Details

At its meeting held 25 February 2020, Council adopted the City of Stirling's inaugural Integrity Strategy which was based on the Public Sector Commission's (PSC) *Integrity Strategy for WA Public Authorities 2020-2023* (Council Resolution 0220/049 refers). The Strategy (see Attachment 1) details the City's commitment to integrity; the Strategy's overarching objectives; roles and responsibilities within the City in promoting and monitoring integrity; and other practices and reporting around integrity matters and misconduct management.

The Public Sector Commission has released a revised overarching document titled *Public Authorities: Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28* which replaces the document the City's current Integrity Strategy is based. At the Council meeting held on 27 May 2025, it was indicated within the Report the City's existing Strategy was to be reviewed in line with the new PSC's document (Council Resolution 0525/026 refers).

Integrity Practices Review

To ensure the City's integrity practices are implemented in a coordinated and considered manner, an internal review was firstly undertaken on the City's existing integrity practices to identify gaps and possible areas for improvement. As part of this review, City officers also conducted a desk top analysis and self-assessment of the City's integrity practice maturity, based on the Public Sector Commission's Integrity Framework Maturity Self-Assessment Tool. The tool assesses an organisation's integrity maturity around 13 key elements. Within each element, a series of statements are made where an organisation is to self-assess its position, in terms of whether it has achieved the purpose of the statement. An organisation's maturity level is assessed based on the following maturity descriptors:

Emerging	• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.
Developing	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.
Embedded	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.
Excelling	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.

City officer's self-assessment is detailed in Attachment 2 to this Report. Any self-assessment is based on officers' views on whether the City has addressed the integrity element and attained an associated maturity level. Although it is not an internal audit assurance piece where controls are tested, or sampling is undertaken, it does provide some basic insight as to the City's integrity maturity level as it is believed to currently stand.

In view of the insight provided from this self-assessment, and consideration of the internal review outcomes and recommendations, the City will begin the development of an Integrity Maturity Action Plan, for Council's future consideration. In the main the action plan will likely consider the need for further documentation review and development, as well as continued and enhanced integrity education, training and awareness.

Integrity Framework

Notwithstanding this review and further development of an Integrity Maturity Action Plan, a new Integrity Framework has been developed (see Attachment 2) to replace the City's existing Strategy, which is based on the Public Sector Commissioner's overarching document. The new Framework is not too dissimilar to the existing Strategy and outlines the City's approach to ensuring it not only acts with integrity, honesty and transparency; but is seen doing so by making reasoned decisions without bias by following fair and objective processes.

The new Framework describes the instruments, structures and cultural factors that guide how the City practices, manages and accounts for integrity within its operations. The Framework has four key areas detailing the actions, activities, processes, practices and documents within the City that address integrity, based on the PSC's new overarching document:

1. **PLAN AND ACT TO IMPROVE INTEGRITY** - Effective governance systems and frameworks are established.

2. **MODEL AND EMBODY A CULTURE OF INTEGRITY** - A culture of integrity exists and is reinforced and communicated by the Executive Team and Business Leaders.

3. **LEARN AND DEVELOP INTEGRITY KNOWLEDGE AND SKILLS** - Individual and authority integrity knowledge, skills and competence are grown.

4. **BE ACCOUNTABLE FOR INTEGRITY** - Prevention, detection and response to integrity matters are everyone's personal and professional responsibilities.

Revised and new Integrity Management Practices

As part of the internal review of the City's integrity practices reported to the City's Executive Team, a revised Integrity and Misconduct Management Practice has been adopted to better reflect the City's management actions in addressing potential integrity and misconduct issues that may arise at the City from time to time (see Attachment 4). This also resulted in the development and approval of a separate Reportable Conduct Scheme Management Practice in view of the statewide implementation of the Reportable Conduct Scheme around child abuse reporting within Western Australian public agencies, including local governments (see Attachment 5).

Notwithstanding the above, the City will continue to review and refine its internal practices, particularly due to changes to the *Local Government Act 1995* as part of the State Government's Local Government Act Reforms, including the effects of the introduction of a Local Government Inspector, monitors and associated Office. The progression of these statewide initiatives is likely to see the need to revise the City's Codes of Conduct and any other supporting practices and procedures in the future.

Financial Assessment and Implications

There are no financial implications associated with this report.

Stakeholder Engagement

The City's new Integrity Framework has been circulated internally to the Executive Team and Business Unit Managers for comment and feedback. The City's new Framework was also circulated to Elected Members for comment and feedback between 20 October 2025 and 7 November 2025. Any feedback received has been considered and where appropriate included in the document submitted to the Committee and Council for its consideration.

Options Summary

The following options were considered, presented in the order in which they are recommended.

OPTIONS	
1.	That Council receive the information regarding the Integrity Framework Maturity Self-Assessment and adopts a new Integrity Framework.
2.	That Council receive the information regarding the Integrity Framework Maturity Self-Assessment and adopts a new Integrity Framework with further revisions.
3.	That Council receive the information regarding the Integrity Framework Maturity Self-Assessment and retains the City's existing Integrity Strategy.

Recommended Action

Following the release of the PSC's new document *Public Authorities: Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28* it is considered appropriate that Council adopt a revised Integrity Framework, based on the new direction provided for WA public authorities (including local governments). The new Framework has been circulated internally to the City's leadership group and Elected Members for comment prior to it being formally presented to the Committee and Council for adoption.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995.
Corruption, Crime and Misconduct Act 2003.
Public Interest Disclosures Act 2003.
Freedom of Information Act 1992.
Employee Code of Conduct.
Code of Conduct for Council Members, Committee Members and Candidates.

Meeting Date	Council Resolution Number	Council Resolution
25 February 2020	0220/049	1. That Council ADOPTS the amended City of Stirling Integrity Strategy with the following amendment:- a. On page 1, under the heading titled 'Review', insert the following new paragraph at the end of the section:- "The City is to present to the Audit Committee once each year a report including an update on the City's Integrity Strategy, the Snapshot Tool and the Action Plan." 2. That a comprehensive review be UNDERTAKEN of the City's Misconduct Control Management Practice and the City's Misconduct Investigations Management Practice to ensure:- a. That the process for reporting and being kept informed are clear; and b. That all employees are encouraged to participate in education and training initiatives by December 2020. 3. That the review of the City's Misconduct Control Management Practice and the City's Misconduct Investigations Management Practice be LISTED on the Management Action Plan for Audit Committee review.
20 June 2023	0623/004	1. That Council RECEIVES the Quarterly Risk Management Report. 2. That Council ADOPTS the amended City of Stirling Strategic Risk Register and associated Key Risks Indicators and Risk Treatment Plans with semi-annual reporting to Council as shown in Attachment 4. 3. That Council ENDORSES the Accountable Stirling Action Plan for 2023-2025. 4. That Council ENDORSES for Business Unit Managers to review their service risks against the City's Strategic Risk Appetite, Key Risks Indicators and Risk Treatment Plans and that a high-level Service Risk Profile is PRESENTED at the next Audit Committee. 5. That an Elected Member workshop BE HELD to consider the City's Strategic Risk Register prior to the end of 2023.
27 May 2025	0525/026	1. That Council RECEIVES the Accountable Stirling Quarter 4 2024/25 Report. 2. That Council NOTES the completion of the five-year Compliance Self-Assessment Plan.

Sustainable Stirling 2022-2032

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 - Existing CIty of Stirling Integrity Strategy ⇩

Attachment 2 - Integrity Framework Maturity Self Assessment - November 2025 ⇩

Attachment 3 - Draft Integrity Framework - November 2025 ⇩

Attachment 4 - Integrity and Misconduct Management Practice ⇩

Attachment 5 - Reportable Conduct Management Practice ⇩

Available for viewing at meeting

Nil

Linked Documents

Public Sector Commission: Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28

City of Stirling

Integrity Strategy

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Commitment to Integrity

The City of Stirling ('City') understands that earning and maintaining community trust is essential for the good governance of our community. The City adopts a zero-tolerance attitude towards fraud, misconduct and corruption. The City's Code of Conduct guides Elected Members and employees to determine the appropriate and acceptable ethical standards of behaviour in various circumstances.

This strategy outlines the City's approach to ensuring it not only acts with integrity, honesty and transparency; but is seen doing so by making reasoned decisions without bias by following fair and objective processes. This strategy applies to all employees and elected members at the City.

The City recognises the work of the WA Government in developing and implementing the Integrity Strategy for WA Public Authorities 2020-2023.

The City has adopted the WA Government Integrity Strategy (Appendix 1) in developing the City of Stirling Integrity Strategy, utilising the Integrity Snapshot Tool to assess its approach to integrity and identify areas of improvement (Appendix 2: The City's Integrity Snapshot and Appendix 3: Integrity Action Plan).

Objectives

The main objectives of the Integrity Strategy are to:

1. Model and embody a culture of integrity.
2. Be accountable for integrity.
3. Learn and develop integrity knowledge and skills.
4. Plan and act to continually improve integrity.

Review

The City's Integrity Strategy will be reviewed as follows:

1. A minor review in 2022 at the midpoint of the Integrity Strategy for WA Public Authorities 2020-2023;
2. A major review following the release of the follow up to the Integrity Strategy for WA Public Authorities 2020 -2023; and
3. The City will present to the Audit Committee a report including an update on the City's Integrity Strategy, the Snapshot Tool and the Action Plan at the last Audit Committee meeting annually.

Roles and Responsibilities

Every employee and elected member are responsible for integrity and has a role to play. The table below details the specific roles and responsibilities.

Roles	Responsibilities
Council	1. Adopt and review the City's Integrity Strategy. 2. Approve the City's Code of Conduct. 3. Designate a senior employee as complaints officer in accordance with section 5.120 of the *Local Government Act 1995* (currently the Manager of Governance). 4. Receive reports from the Audit Committee in relation to integrity risks, audit activities and other integrity controls.
Audit Committee	1. Advise Council on all matters relating to the City's strategic integrity risks. 2. Receive and review regular reports on integrity risk performances. 3. Receive and review internal audits including risks associated with integrity risks. 4. Oversee the implementation of the City's Integrity Strategy.
Elected Members	1. Model leadership and conduct that align with the City's commitment to integrity.
Chief Executive Officer	1. Provide leadership in the prevention, detection and response to misconduct. 2. Notify the Corruption and Crime Commission (for major misconduct) or the Public Sector Commission (for minor misconduct) of any suspected incidences of misconduct as required by section 28 of the *Corruption and Crime Commission Act 2003,* including requirements relating to confidentiality. 3. Ensure the City complies with the *Public Interest Disclosure Act 2003,* including requirements relating to confidentiality 4. Ensure the City complies with Division 9 of the *Local Government Act 1995* including requirements relating to confidentiality. 5. Provide report and advice to the Audit Committee and Council on integrity matters. 6. Drive a culture of integrity through the active demonstration of City values and by communicating the importance of meeting integrity standards.
Corporate Risk Management Group	1. Review relevant policies, management practices and procedures. 2. Receive and consider reports on operational integrity risks.
Directors	1. Demonstrate commitment to integrity through the active demonstration of City values and by building an accountable workplace culture.

Roles	Responsibilities
	2. Reinforce the requirement for integrity by employees and ensure that there are mechanisms in place to: • Identify and assess integrity risks. • Pro-actively identify and communicate business unit specific risks. • Promote employee awareness of integrity. • Ensure that reports of misconduct are dealt with appropriately. • Actively participate in integrity reporting at Leadership meetings. 3. Ensure confidentiality is maintained in all investigations and any findings that are made
Governance Business Unit	1. Oversee the development and review of the Integrity Strategy. 2. Manage strategic and operational risk registers that include integrity risks. 3. Promote a culture of integrity through collaboration, training and other activities. 4. Conduct activities that promote integrity awareness such as International Corruption Day. 5. Act as the City's Complaints Officer and Public Interest Disclosure Officer. 6. Manage the investigation of all reports of misconduct relating to Elected Members. 7. Ensure confidentiality is maintained in all investigations and any findings that are made.
Human Resources Business Unit	1. Ensure appropriate training on Code of Conduct. 2. Manage the investigation of all reports of misconduct relating to employees. 3. Ensure confidentiality is maintained in all investigations and any findings that are made. 4. Ensure that appropriate disciplinary action is taken when there is evidence of misconduct in accordance with the City's policies and procedures. 5. Ensure that appropriate pre-employment screening is carried out for new employees and existing employees who are promoted to positions of trust.
Internal Audit	1. Plan and conduct audits that address integrity risks. 2. Receive reports of alleged misconduct. 3. Report in writing any suspected fraudulent activities or corrupt practices identified during an internal audit function to the Chief Executive Officer and possible investigation or referral to the appropriate external agency. 4. Monitor and report on the status of implementation of management actions to address audit findings. 5. Ensure confidentiality is maintained in all investigations and any findings that are made.

Roles	Responsibilities
Business Unit Managers/ Coordinators/ Supervisors/ Team Leaders	1. Demonstrate commitment to integrity through the active demonstration of City values and by building an accountable workplace culture. 2. Commit to follow a robust and unbiased recruitment and selection process and only to recruit and engage individuals who are closely aligned with our City values. 3. Report any suspected act of misconduct in accordance with the City's misconduct reporting process. 4. Ensure specific behaviours relating to integrity are addressed in the annual performance review 5. Ensure that all employees complete the Code of Conduct training annually. 6. Ensure that all employees are aware of the City's policies and procedures and understand their responsibilities. 7. Implement controls to minimise acts of misconduct and integrate integrity risk management into all aspects of the Business Unit's functions. 8. Ensure confidentiality is maintained in all investigations and any findings that are made.
All Employees	1. Ensure an awareness and understanding of City Integrity Strategy and the employee's role within this framework. 2. Abide by the Integrity Strategy and any misconduct controls. 3. Actively sup ort and contribute towards integrity risk management initiatives. 4. Report any instances of misconduct through the City's reporting processes. 5. Ensure awareness, understanding and support of all City policies, management practices and procedures. 6. Ensure confidentiality is maintained in all investigations and any findings that are made.

Reporting of Misconduct

All employees have a duty to report suspected misconduct. The City has developed processes to facilitate reporting of misconduct.

The City's internal reporting system can be summarised as follows:

1. **Notify your supervisor** – Employees should report any suspected misconduct to their supervisor, coordinator, team leader, manager or director. All reports of misconduct are investigated accordingly and conducted confidentially.
2. **Notify the Chief Executive Officer** – Notifications of the alleged misconduct may be made to the Chief Executive Officer via email or in writing and posted to the City of Stirling Main Administration Centre, 25 Cedric Street, Stirling. The correspondence may be marked 'PRIVATE and CONFIDENTIAL' and addressed directly to the Chief Executive Officer. The confidential correspondence is referred unopened to the Chief Executive Officer.

3. **Make a Public Interest Disclosure to the Public Interest Disclosure (PID) Officer** - The City's PID Officer's are the Manager Governance, Internal Auditor and Service Lead HR Operations . A Public Interest Disclosure must be made in writing. Employees making appropriate disclosures are protected from reprisal when reporting misconduct as the City will endeavour to do regardless of whether reported under the *PID Act* or not.
4. **Notify the Internal Auditor** on 08 9205 8506 or via email at auditor@stirling.wa.gov.au.
5. **Phone the Misconduct Hotline on 08 9205 8990** – an anonymous complaint may be made to the 'Hotline.' The caller may leave their contact details, in which case the caller will be advised of the outcome of the investigation, subject to the requirements of the Public Sector Commission or Corruption and Crime Commission and any other relevant investigatory body. The identity of the caller will remain confidential.
6. **Report to external agencies** – Depending on the nature of the alleged misconduct, the matter may be reported to external agencies such as the Ombudsman, Public Sector Commission, Corruption and Crime Commission and the Department of Local Government, Sport and Cultural Industries.

Dealing with Misconduct

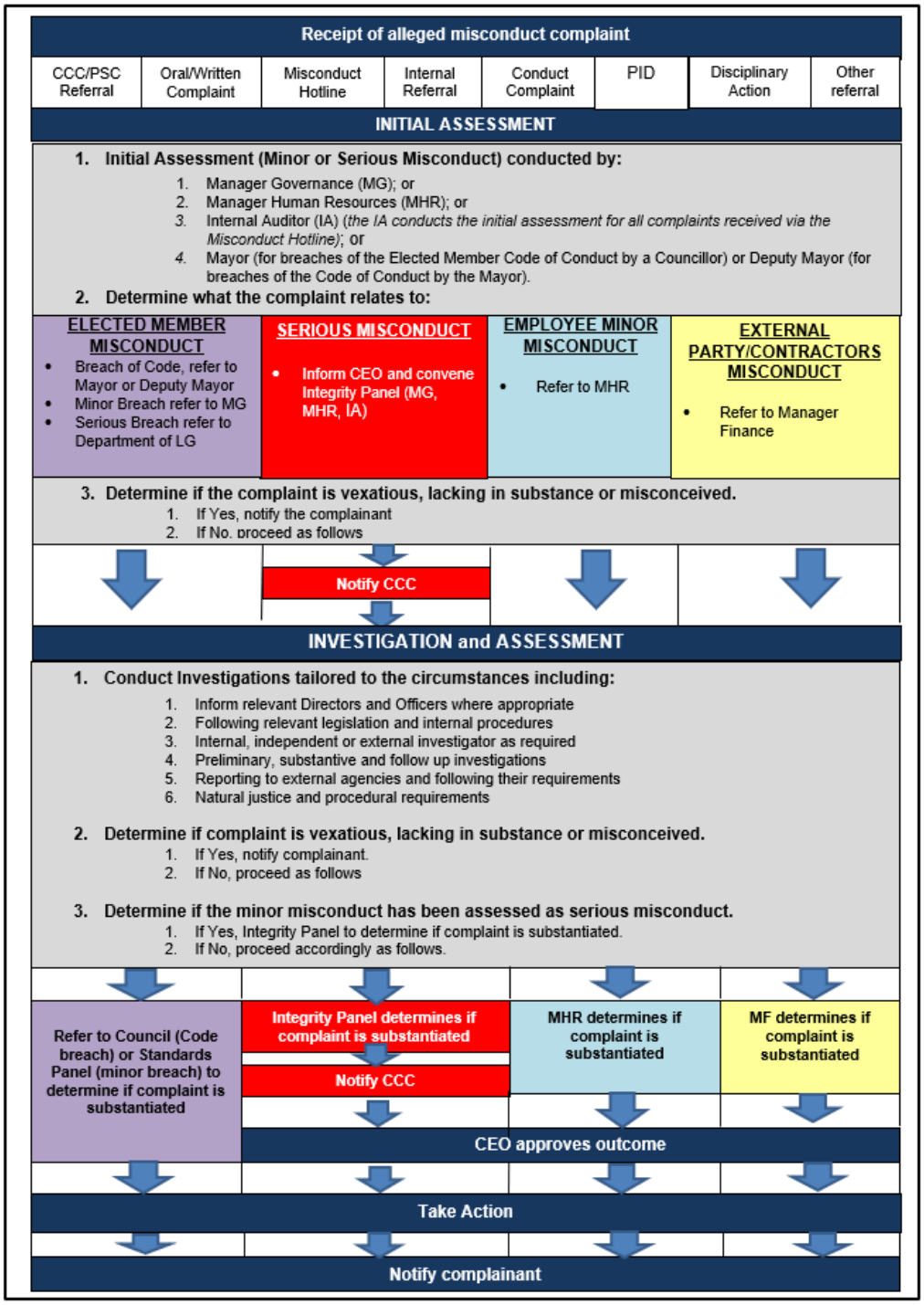
The City of Stirling Integrity and Misconduct Management Practice outlines the processes that will be followed when conducting investigations into allegations received that involve alleged misconduct.

The City's investigation process will, unless otherwise required by law:

1. Be fit for purpose based on the nature of the allegations;
2. Follow relevant legislation and internal procedures;
3. Use internal, independent or external investigators as required;
4. Use preliminary, substantive and follow up investigations as required;
5. Be conducted confidentially and protect the complainant from reprisal;
6. Report to external agencies and following their directions as required;
7. Provide natural justice and meet procedural fairness requirements;
8. Keep the complainant informed as appropriate at relevant stages of the investigation process; and
9. Ensure vexatious complaints are identified and dismissed in accordance with the process.

In accordance with the requirements in the Management Practice, Flowchart 1 depicts the City's Misconduct Investigation Process.

Flowchart 1: Misconduct Investigation Process



Appendix 1

Integrity Strategy for WA Public Authorities 2020-2023

Public Sector Commission

GOVERNMENT OF WESTERN AUSTRALIA

We're working for Western Australia.

Integrity Strategy

FOR WA PUBLIC AUTHORITIES

2020-2023

Public Sector Commission
2 Havelock Street WEST PERTH WA 6005
T: 6552 8888 E: integrity@psc.wa.gov.au
W: publicsector.wa.gov.au

This publication can be copied in whole or part with due acknowledgement.

It is on wa.gov.au.

Copies are available in alternative formats on request.

PSC1960067

From the Commissioner

Integrity is a non-negotiable to assure Western Australians that public authorities act in the interest of the community each and every day through the decisions we make and the actions we take.

Operating with integrity means using our powers responsibly for the purpose and in the manner for which they were intended. It means acting with honesty and transparency; and making reasoned decisions without bias by following fair and objective processes.

It also means preventing and addressing improper conduct, disclosing facts without hiding or distorting them, and not allowing decisions or actions to be influenced by personal or private interests.

Earning and maintaining community trust is essential for us to deliver the services that families, individuals, businesses and industry need for them to prosper – and for the State to grow.

We know that any breach of that trust has wide implications. The impact on our work and reputation affects us all. We also know that integrity goes beyond just legislative compliance – it is about doing the right thing because it is the right thing to do.

Two things are critical for us to understand to see improvement – first, integrity does not happen by chance; and second, we are all responsible for protecting the integrity of public authorities.

That is why a clear and focused approach to integrity must be at the core of our work. When integrity is a common frame of reference, it becomes a unifying force across different functions, different services and different employee groups.

Improved integrity helps minimise the incidence and impact of misconduct, including fraud and corruption. It also brings benefits in relation to performance, productivity and employee engagement.

To ensure our work translates into exceptional public value and high community trust, I expect every public authority – and those within – to commit to implementing this strategy.

Sharyn O'Neill

PUBLIC SECTOR COMMISSIONER

Commitment to improve integrity

Improved integrity requires sustained effort which is why all public authorities are expected to commit to implementing this strategy and taking action.

Integrity has to be embedded in all aspects of our work – in governance and administration; systems and controls; culture and attitude; and accountabilities and responses.

Every day. By everyone.

All public authorities and individuals must take an interest in promoting integrity and preventing misconduct and corruption.

While the Commission has a significant role to play, the primary responsibility for preventing misconduct and corruption – and operating with integrity – lies with leaders and individuals in public authorities.

In this strategy, 'public authorities' refer to WA public sector bodies (including government boards and committees), local governments, public universities and government trading enterprises.

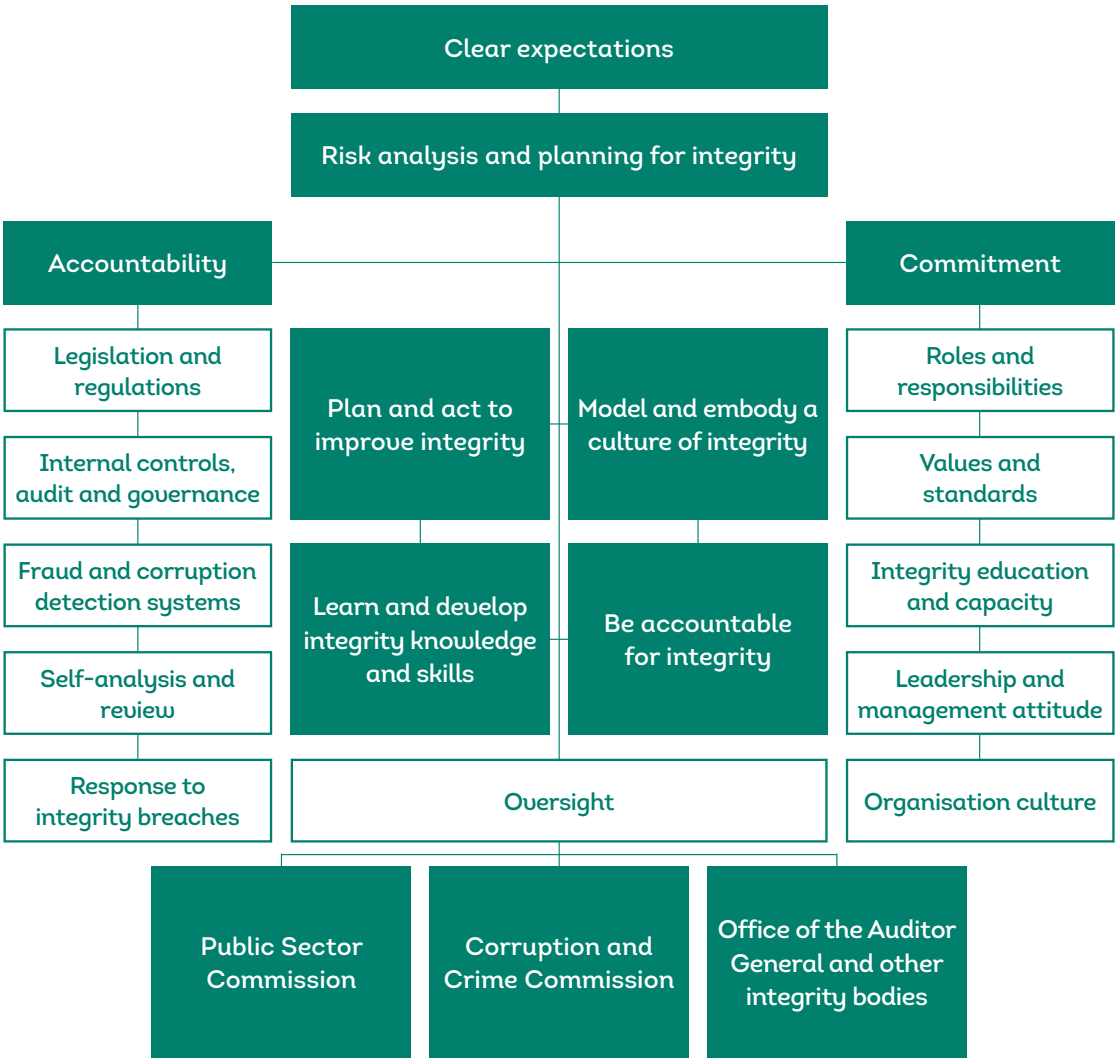
Those appointed to, employed in and contracted to public authorities are all covered by this strategy.

Public authorities should see this strategy as an opportunity to demonstrate to the community that they are serious about integrity.

While there are no additional compliance obligations for public authorities arising from this strategy, changes may be made to the compliance framework to ensure it is contemporary and fit-for-purpose.

Over the life of the strategy, the Commission and its integrity partners will continue to ask leaders to report if and how integrity is improving. This may be through surveys, audits or reviews. Leaders of public authorities should consider how they monitor and evaluate integrity as a priority.

Integrity model for WA public authorities



Key actions to achieve our goals

There are many well-documented dimensions needed to ensure strong integrity in public authorities.

This strategy focuses on four key improvement areas with actions and controls to promote integrity and help prevent misconduct and corruption.

Under each of the key improvement areas are actions for the Commission to implement and provide leadership and support to public authorities.

There is also a cohesive suite of practical and achievable actions for public authorities to put in place, and for individuals – those appointed to, employed by and contracted to public authorities – to do.

This three tiered approach across the four improvement areas reflects the responsibilities that every aspect of the government sector has in relation to integrity. Actions at any one tier – or actions in only one area – are not enough. The strength is in the three tiers working together across the four improvement areas.

As public authorities have differing needs and contexts, they should adopt those actions appropriate for their circumstances in a way best suited to their needs.

The strategy also provides a common language for how we talk about integrity across public authorities.

This integrity strategy has four key areas for improvement.

01

PLAN AND ACT TO IMPROVE INTEGRITY

Effective governance systems and frameworks are established.

02

MODEL AND EMBODY A CULTURE OF INTEGRITY

A culture of integrity exists and is reinforced and communicated by leaders.

03

LEARN AND DEVELOP INTEGRITY KNOWLEDGE AND SKILLS

Individual and authority integrity knowledge, skills and competence are grown.

04

BE ACCOUNTABLE FOR INTEGRITY

Prevention, detection and response to integrity matters are everyone's personal and professional responsibilities.

01

Plan and act to improve integrity

Effective governance systems and frameworks are established.

Actions for the Commission

1.1 PUBLISH FRAMEWORK

Publish an integrity framework which includes instruments, processes, conditions, systems and control requirements that public authorities should have in place to support integrity; and detect, respond to and prevent misconduct, including fraud and corruption.

1.2 ENCOURAGE SELF-ASSESSMENT

Develop a self-assessment tool for public authorities to assess the maturity of their integrity framework to assist in improvement planning.

1.3 USE DATA TO DRIVE CHANGE

Use data collected from public authorities to create an online dashboard with analytics for public authorities to use in planning, including to benchmark their integrity environment against like public authorities.

1.4 PROVIDE PLANNING GUIDANCE

Make exemplar misconduct prevention plans available for use by public authorities.

1.5 INVESTIGATE DETECTION SYSTEMS

Examine detection approaches that identify irregularities and provide early warning including, software to monitor and evaluate data; systems to share intelligence, and a central register of individuals subject to adverse findings to assist with pre-employment screening.

1.6 LINK TO AUDIT AND RISK

Assist public authorities to assess governance controls which help identify, monitor and report on integrity matters.

01 – PLAN AND ACT TO IMPROVE INTEGRITY

Actions for public authorities

1.1 IMPROVE INTEGRITY FRAMEWORK

Align approach to the integrity framework (as a minimum).

1.2 CONTINUE TO IMPROVE

Use the integrity framework maturity self-assessment tool to assist in improvement planning.

1.3 USE DATA TO DRIVE CHANGE

Use tools such as the online data dashboard to benchmark against like public authorities, and use data to assist planning.

1.4 REASSESS APPROACH

Review regularly approaches to prevention and develop initiatives for improving integrity.

1.5 EVALUATE DETECTION SYSTEMS

Evaluate current systems, including pre-employment checks, and data to inform detection and prevention of irregularities and corrupt practice.

1.6 AUDIT AND RISK CONTROLS

Ensure audit and risk controls are in place and aligned to identify integrity vulnerabilities and risks.

Actions for individuals

1.1 UNDERSTAND AND ACT

Ensure you understand your public authority's code of conduct, policies and procedures; and act accordingly.

1.2 IDENTIFY RISKS AND OPPORTUNITIES

Alert managers/supervisors of any gaps in your public authority's code of conduct, policies and procedures that may provide opportunities for misconduct.

1.3 BE ACCOUNTABLE

Take responsibility for the decisions you make and the actions you take to ensure they are in the public interest.

02

Model and embody a culture of integrity

A culture of integrity exists and is reinforced and communicated by leaders.

Actions for the Commission

2.1 PRIORITISE INTEGRITY

Promote and prioritise integrity as a key value across public authorities.

2.2 ENSURE A CONTEMPORARY APPROACH

Review integrity instruments and products to support contemporary approaches to integrity and guide conduct in public authorities.

2.3 LISTEN AND RESPOND

Develop resources to assist public authorities to seek and act on staff perceptions about their public authority's integrity culture.

2.4 GIVE FEEDBACK

Build skills of leaders to set behaviour expectations for their staff, give feedback, manage conduct and have difficult conversations.

2.5 SET CLEAR EXPECTATIONS

Support public authorities to set clear behaviour expectations through codes of conduct, recruitment and performance processes.

2.6 PROMOTE A SPEAK UP CULTURE

Share good practice in managing reporting to facilitate positive outcomes for those who speak up.

2.7 PROMOTE AN INTEGRITY MINDSET

Conduct campaigns to promote an integrity mindset such as "All in a day's work" related to gifts and benefits.

02 – MODEL AND EMBODY A CULTURE OF INTEGRITY

Actions for public authorities

2.1 PRIORITISE INTEGRITY

Review corporate values to ensure integrity is included and promote these values internally and externally.

2.2 DEVELOP TOGETHER

Involve staff in reviewing ethical codes, values, integrity policies and procedures so shared understanding is achieved.

2.3 EVALUATE AND BUILD

Use Commission and other high quality resources to evaluate and build an integrity culture.

2.4 BUILD CAPABILITY

Support leaders to promote a high integrity culture through professional learning, setting expectations for behaviour and building skills in having difficult conversations about conduct.

2.5 SET CLEAR EXPECTATIONS

Recruit for values alignment and ensure behaviour expectations are clear in codes of conduct and staff performance agreements.

2.6 EMBED PRACTICE

Embed good practices and mechanisms to encourage and support staff who speak up.

2.7 ADOPT THE MINDSET

Use campaign materials to ensure staff are conscious of misconduct risk areas and how they should respond.

Actions for individuals

2.1 MODEL VALUES

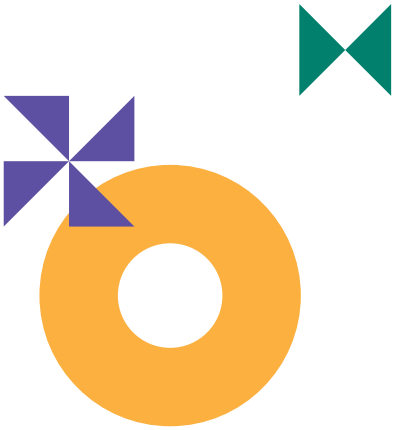
Ensure your daily behaviours, actions and decisions demonstrate your public authority's values.

2.2 CONTRIBUTE TO CULTURAL HEALTH

Respectfully challenge conduct that is not in accordance with your public authority's values and code of conduct.

2.3 TAKE ACTION EARLY TO ADDRESS MATTERS

Speak up to ensure conduct that does not align with your public authority's values is addressed early and, where possible, take action to avoid escalation or repetition.



03

Learn and develop integrity knowledge and skills

Individual and authority integrity knowledge, skills and competence are grown.

Actions for the Commission

3.1 SHARE AND COLLABORATE

Establish an integrity practitioners' group to collaborate on strategic approaches to detecting and preventing misconduct, and promoting integrity.

3.2 BE A FUNCTIONAL AREA LEADER

Provide practical advice and information to public authorities, including forums and community of practice sessions on integrity matters.

3.3 OFFER ONLINE TRAINING

Introduce online integrity learning modules for use by public authorities.

3.4 INDUCT NEW STAFF

Work with other integrity agencies to develop an online integrity induction program for public authorities to use with their staff.

3.5 SHARE INFORMATION

Publish insights from data and the work of integrity partners to inform public authorities about current and emerging integrity risks and strategies.

3.6 SHARE RESOURCES

Establish an integrity section on wa.gov.au with accessible, practical and up-to-date information and resources.

03 – LEARN AND DEVELOP INTEGRITY KNOWLEDGE AND SKILLS

Actions for public authorities

3.1 PARTICIPATE ACTIVELY

Participate in integrity promotion and misconduct prevention initiatives and share learnings with staff.

3.2 INDUCT AND TRAIN STAFF

Deliver integrity training to new staff early in their employment and implement regular integrity training for all staff.

3.3 EDUCATE FOR PREVENTION

Inform staff about misconduct and their role in reporting and preventing it.

3.4 IMPROVE CONTINUOUSLY

Be proactive in looking for integrity improvements and learning by completing the Integrity Snapshot tool.

3.5 CAPABILITY GAPS

Evaluate the capability of key integrity staff, and identify knowledge and skill gaps that require further training or development.

3.6 USE INSIGHTS

Learn from Commission and other integrity agency insights; and use them to review and reassess the approach to integrity risks, areas of vulnerability and prevention.

3.7 ADOPT CONTEMPORARY PRACTICE

Keep up to date by referring to the integrity section on wa.gov.au when developing and reviewing integrity policies and systems.

Actions for individuals

3.1 PARTICIPATE ACTIVELY

Participate actively in integrity learning opportunities provided by your public authority.

3.2 SUPPORT NEW STAFF

Inform new colleagues about your public authority's code of conduct, policies and procedures associated with their work.

3.3 INFORM YOURSELF

Seek information about, and advice on, situations where integrity matters arise.

04

Be accountable for integrity

Prevention, detection and response to integrity matters are everyone's personal and professional responsibilities.

Actions for the Commission

4.1 CLARIFY ACCOUNTABILITY

Ensure public authority leaders understand their responsibilities for preventing, detecting and responding to integrity matters; and take proactive action.

4.2 PROVIDE AUTHORITY

Investigate models of misconduct management that enable more local decision making while maintaining appropriate oversight.

4.3 IMPROVE ONLINE REPORTING

Redevelop existing online misconduct reporting tools to improve the quality and types of notifications and reports made.

4.4 REVIEW FOR PERFORMANCE

Conduct specific and thematic reviews, and use information from capability reviews to identify areas of good practice and those requiring improvement.

4.5 COLLABORATE FOR IMPROVEMENT

Partner with external experts to participate in research and projects that identify contemporary approaches, including behavioural insights and technology to enhance detection and prevent misconduct and corruption.

4.6 LEVERAGE EXPERTISE

Pursue methods that enable greater shared use of expertise and trained investigators across public authorities.

04 – BE ACCOUNTABLE FOR INTEGRITY

Actions for public authorities

4.1 REPORT MISCONDUCT ONLINE

Use Commission and Corruption and Crime Commission online reporting tools to notify of misconduct in a timely manner.

4.2 OVERSEE INTEGRITY

Have leadership teams lead, own and oversee processes for identifying, detecting, managing and preventing misconduct.

4.3 REVIEW FOR LEARNING

Use learnings from Commission reviews to evaluate current practices and make changes.

4.4 RESPOND TO RISKS

Understand that specific risks change over time and take steps to ensure these are responded to and addressed.

4.5 TAKE ACTION

Put processes in place to support staff and community reporting, and empower leaders to act on reports of misconduct.

4.6 BE ACCOUNTABLE

Ensure integrity is a standing agenda item at leadership meetings to provide a forum to interrogate data, and identify and respond to emerging trends.

Actions for individuals

4.1 REPORT ISSUES

Assist your authority to detect misconduct by reporting suspected misconduct either through internal or external reporting processes.

4.2 LEAD AT ALL LEVELS

Contribute to creating an environment where everyone is comfortable with and confident to report any suspicions of misconduct.

4.3 RESPONSIBLE TEAMS

Take responsibility for operating with integrity in your team and encourage others to do the same.

Measures of success

To know how we are progressing towards building and sustaining a high integrity culture across public authorities, we need ongoing evaluation of our success. The ultimate success is stamping out misconduct, including fraud and corruption.

COMMISSION SIGNS OF SUCCESS

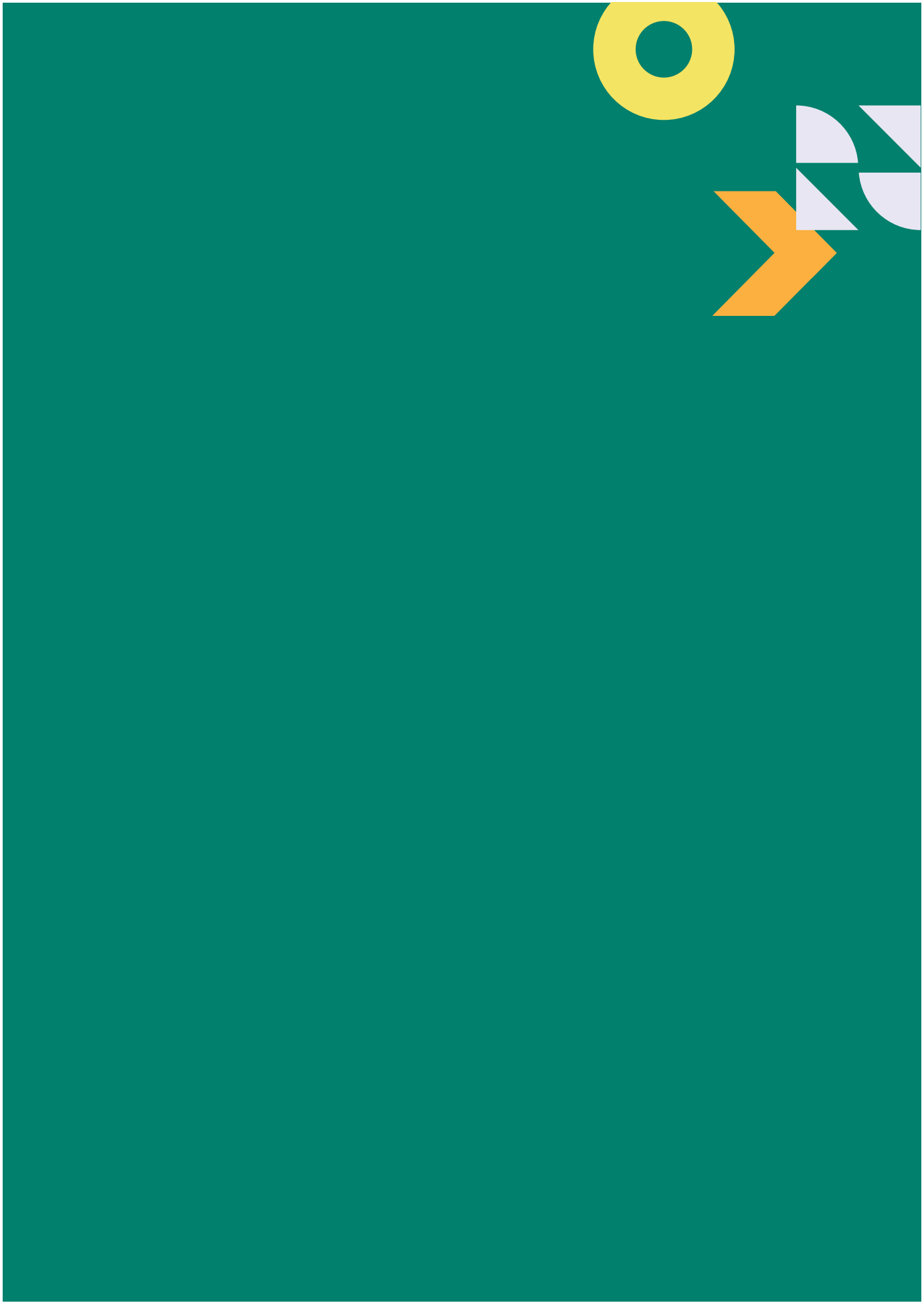
- Approaches to integrity are maturing across public authorities over time, as demonstrated by reviews conducted by the Commission.
- Public authority leaders acknowledge the value of assistance provided by the Commission and seek to collaborate with the Commission on integrity matters.
- In surveys conducted by the Commission, staff report perceptions that public authorities and leaders operate in a high integrity culture.
- There is increased usage of the Commission's products and tools, including online learning modules.
- Commission forums/sessions are well attended and evaluations indicate knowledge has increased as a result of attendance.
- Amendments to online reporting tools assist reporting and notification processes, and the quality of reports to the Commission improves over time.

Monitoring signs of success are commenced from the start of this strategy and reviewed each year. Progress against these measures will be reported periodically over the next four years.

PUBLIC AUTHORITY SIGNS OF SUCCESS

- Public authority has implemented or exceeded the requirements of the integrity framework.
- Commission evaluation and benchmarking tools indicate the public authority is well positioned in regards to governance, culture, education and accountability.
- Survey data shows high staff perception of integrity in the public authority.
- Survey data shows staff have a good understanding of policies, procedures and ethical codes.
- Training and information sessions related to integrity are well attended.
- Time taken to resolve integrity matters is reasonable and results in improvements where necessary.
- Evaluations of reports to integrity bodies indicates reports are timely.
- Responses to integrity matters and results of reviews and audits are considered and implemented.

Consider what other internal measures may indicate integrity is improving. Evaluations should be shared with staff.



Appendix 2

City of Stirling Integrity Snapshot

Public Sector Commission
GOVERNMENT OF WESTERN AUSTRALIA

We're working for Western Australia.

Integrity Snapshot Tool

FOR WA PUBLIC AUTHORITIES

Integrity Snapshot Tool

The snapshot tool supports the Integrity Strategy for WA Public Authorities 2020-23. It gives public authorities a clear view of what they have in place to support integrity and can help them identify areas for development or more focus that should feature in their planning. The snapshot tool is not meant to be an exhaustive list of things to consider and should be used by public authorities in a manner that best suits their contexts. It is not intended to replace more detailed or specific risk management activities.

The tool can:

- help public authorities evaluate their approaches to promoting integrity and reducing misconduct risks
- identify any gaps in the current approaches to integrity by public authorities that could be actioned.

How to use the snapshot tool

As this is a self-assessment tool, public authorities can benefit by using it to review the status of their approach to integrity and make decisions about where further or additional work is needed.

Public authorities are encouraged to update their assessments as they progress with actioning items. In this way they capture their assessments on an ongoing basis. It is acknowledged that each public authority has a different risk profile and operating context, and is at varying points of progress in managing integrity risks.

Assessment guide	
Activity	Description
In place	Suggested activity has been addressed or is subject to review.
In progress	Steps are in place to address suggested activity.
Not in place	Steps may be required to address suggested activity.

PSC1956726

01 Model and embody a culture of integrity

A culture of integrity exists, and is reinforced and communicated by leaders.

	In place	In progress	Not in place	Proposed actions and comments
Assess if your authority:				
has values that include integrity integrated into all aspects of its business (e.g. in policies, processes and systems).	☒	☐	☐	The City is committed to serve its diverse community through delivering efficient, responsive and sustainable service through the adoption and document integration of the following values: • Agile • Approachable • Inclusive • Innovative • Inspiring • Respectful • Transparent The City's values drive its Code of Conduct and organisational culture approach.

	In place	In progress	Not in place	Proposed actions and comments
promotes integrity in and outside the authority (e.g. website, publications, staff newsletters, division meetings, annual reports and everyday practices).	☒	☐	☐	The City's commitment to mitigating misconduct or wrong doing is promoted Monthly Team brief, Anti-Corruption Activation Day, Tool Box sessions, Good Governance Forum and through organisational policies, management practices and Business Unit procedures. Information on the City's Conduct and ethics is published on the City of Stirling website.
has leaders who role model integrity and demonstrate zero tolerance for breaches of ethical codes and misconduct.	☐	☒	☐	The City's leaders continue to build the organisational culture by: • Having robust policies, management practices and procedures. • Ensuring regular training and educational awareness programmes are implemented. • Ensuring employees understand what is and isn't an ethical behaviour. • Regular reminders of misconduct reporting

	In place	In progress	Not in place	Proposed actions and comments
				requirements and procedures. • The City has a clearly defined behaviour. Specific behaviours relating to Integrity are required to be addressed in each Performance Review.
has a consultation mechanism to engage with and involve staff when reviewing integrity policies, procedures and information to gain shared commitment and understanding.	☒	☐	☐	All principal documents including code of conduct, policies, management practices, misconduct control plans and frameworks are reviewed across the organisation in keeping with legislation or Council's decision. The regular review of the Human Resource Management Practices ensures the City has values-driven people practices in place. All key documents are provided in draft to Executives, Business Unit Managers and Elected Member for comment before consideration and final adoption.

	In place	In progress	Not in place	Proposed actions and comments
has human resource policies and practices that reflect a commitment to recruiting staff who demonstrate a strong alignment to its values.	☒	☐	☐	The City of Stirling Recruitment and Selection Management Practice establishes the minimum standards of merit, equity and probity that must be applied when filling a vacancy. All employees involved in the recruitment and selection process are expected to practice the principles of equal opportunity and anti-discrimination, consistent with the City's Equal Employment Opportunity Policy, the City's Values and Code of Conduct.
ensures recruitment materials include information on values and conduct expectations.	☒	☐	☐	Each position description includes the expected corporate responsibilities and values. A copy of the City of Stirling Code of Conduct is provided to all new employees. There is a strong focus on both technical and behavioural competency assessment during the interview process to ensure values alignment.

	In place	In progress	Not in place	Proposed actions and comments
				The City's Recruitment processes include pre-employment screening with appointments conditional on an accredited National Criminal History Check being undertaken in accordance with the City of Stirling Criminal Records Screening Procedure.
conducts integrity checking, including qualification and employment history checks, as a normal part of selection and recruitment practices, particularly for positions of trust (e.g. integrity officers, finance and procurement staff).	☒	☐	☐	All due diligence is assessed and completed prior to the commencement of employment with the City. All Human Resources Management Practices and procedures outline the importance of all conditions of employment to be upheld by the employee, including but not limited to those individuals already employed.
uses staff performance processes to discuss and reinforce its values and conduct expectations.	☒	☐	☐	The employee Annual Performance Review forms part of the process for management to consider initiatives and reinforce the City's values and conduct expectations. Specific behaviours relating to Integrity are required to be

	In place	In progress	Not in place	Proposed actions and comments
				addressed in each Performance Review. There is an expectation of employees being technically competent to perform at a required level in their substantive role, whilst demonstrating and living City values. The emphasis of the City's annual performance management process is on having ongoing conversations and providing regular feedback. All Managers have access to support, such as Human Resources and leadership coaching, where identified and required.
measures staff confidence and attitudes about its integrity, including confidence in speaking up about misconduct and integrity matters (e.g. through staff perception surveys) and identifies steps to address any findings.	☐	☒	☐	As part of the City's ongoing commitment to improving the workplace culture, employees are encouraged to participate in the Culture audit and Employee Engagement Pulse Survey which includes assessing the City's values. The Culture audit is extensive and provides insights to employee

	In place	In progress	Not in place	Proposed actions and comments
				confidence and also identifies areas for focus to address gaps.
has staff formally acknowledge that they have read its code of conduct at appointment/induction.	☒	☐	☐	The City of Stirling Code of Conduct is a mandatory e-Learning module for all employees to complete.
encourages staff to report misconduct (e.g. in policies, codes of conduct, staff communication).	☒	☐	☐	Employees are at all times to act honestly and with integrity and to safeguard public resources for which they are responsible. The City will not tolerate any act of misconduct and any case will be thoroughly investigated. Reporting alleged misconduct on the "Hotline" or in person will be kept strictly confidential. The City's International Anti-Corruption Day activities, Team Brief and corporate orientation encourage misconduct reporting.
makes information available about public interest disclosure processes and other reporting mechanisms to staff and stakeholders.	☒	☐	☐	The Public Interest Disclosure Management Practice and Procedures and the Guide to Managing Misconduct are available on the City's intranet site.

	In place	In progress	Not in place	Proposed actions and comments
has reporting policies or codes in place that includes a statement that reprisal action is not tolerated against those who speak up about misconduct and integrity matters.	☒	☐	☐	The City's Public Interest Disclosure Management Practice states that protection is provided for any person that makes a disclosure.

02 Be accountable for integrity

Prevention, detection and response to integrity matters are everyone's personal and professional responsibilities.

	In place	In progress	Not in place	Proposed actions and comments
Assess if your authority:				
has a clear and documented process to assess potential misconduct that guides decision making about when to notify the Public Sector Commission and Corruption and Crime Commission of minor misconduct and serious misconduct (respectively), using their online reporting tools.	☒	☐	☐	Investigations of alleged misconduct are clearly outlined within and undertaken in accordance with the City's Integrity and Misconduct Management Practice.
articulates the roles and responsibilities of the leadership team in overseeing integrity.	☒	☐	☐	The roles and responsibilities are determined in the *Local*

	In place	In progress	Not in place	Proposed actions and comments
				Government Act 1995 and the City of Stirling Integrity Strategy.
has a documented and active process to review and learn from internal and external reports, including focusing on individual conduct as well as system, cultural and capability weaknesses that may have provided the opportunity for misconduct to occur.	☒	☐	☐	Reports and recommendations on any gaps in processes are referred to the Executive Team for action. The City actively learns from the Corruption and Crime Commission, Public Sector Commission, Auditor-General and Department of Local Government reports on activities in other agencies.
monitors, reviews and addresses its approach to changing and emerging risks (e.g. due to restructure, introduction of technology and legislative change) and ensures: • a new integrity risk assessment is completed • its risk register is updated • internal policies, processes and systems are updated to reflect the new operating context	☒	☐	☐	The City of Stirling Information Security Framework provides the guidelines to protect confidentiality and integrity of information systems. Regular review of the City of Stirling Strategic Risk Register assists with mitigating the level of risk or gaps in systems and processes. This review process will continue to evolve as the City reviews its Risk Management Framework.

	In place	In progress	Not in place	Proposed actions and comments
collected data is analysed and reported to the leadership team (e.g. reports of integrity breaches, complaints, grievances, staff survey results, training records, conflicts of interest, gifts and benefits register).	☐	☒	☐	The City collects data some of which is reported to the leadership team, for example employee survey results. **ACTION:** To consider developing a reporting process for integrity issues following completion of the operational risk register review.
has integrity as a standing agenda item for its leadership team to provide a forum to interrogate data, and identify and respond to emerging trends (e.g. data about breaches of Code of Conduct or policy, allegations of misconduct, complaints received, and recommendations from self-assessments and audits).	☒	☐	☐	Recommendations and business improvement opportunities from self-assessments and audits performed are reported to the Executive Team, relevant Business Unit Managers and Corporate Risk Management Group for action. **ACTION:** To consider integrity as a standing agenda item following development of a reporting process.

03 Learn and develop integrity knowledge and skills

Individual and authority integrity knowledge, skills and competence are grown.

	In place	In progress	Not in place	Proposed actions and comments
Assess if your authority:				
ensures integrity training programs are up to date (e.g. reflects its code, legislative and policy requirements).	☒	☐	☐	The Code of Conduct e-Learning module is conducted annually for all employees. In addition, employees are provided with the opportunity to attend external seminars, conferences, Good Governance Forums and forums to upskill and improve knowledge.
maintains records of staff who attend induction and integrity training.	☒	☐	☐	Mylearning management system (LMS) maintains a record of employees that have orientation, which includes the e-learning code of conduct course.
follows up with staff where necessary to ensure learnings from integrity training are embedded.	☐	☒	☐	An overview of the training session is provided to the supervisor and/or Business Unit Manager by the employee and where possible, embedded into the Business Unit's processes.
has a process for communicating with staff about integrity matters including updating them about changes to policies,	☒	☐	☐	New, amended or revoked policies, management practices or procedures are communicated

	In place	In progress	Not in place	Proposed actions and comments
processes and systems (e.g. through newsletters, emails, meetings).				to employees via the City's intranet site and Business Unit team meetings. Integrity issues are also communicated through Good Governance Forums, Team Brief, the City's intranet site, Leadership Meetings and International Anti-Corruption Day promotions.
has a formal induction process in place for all new staff and contractors that includes a clear focus on integrity.	☒	☐	☐	The City's Code of Conduct is included in each new starter welcome pack. All employees, regardless of position or employment status, participate in an employee orientation programme during their first three months of employment. Managers are responsible for completing the Business Unit Orientation Checklist (including e-Learning components) during the employee's probation period. Completion is monitored by Human Resources. Agency temporary employees, regardless of position or employment status

	In place	In progress	Not in place	Proposed actions and comments
				also participate in an employee orientation/ induction programme. The City of Stirling Statement of Business Ethics is provided to all contractors through the City's Tender and Quotation document.
delivers Accountable and Ethical Decision Making (AEDM) training (or equivalent) and refresher training to staff that: • is aligned to its Code of Conduct. • is customised to its context and business, and covers its specific integrity risks. • is up to date and reflects changes to systems and processes. • includes information on its integrity framework, policies, processes and systems. • includes information on how to recognise, respond to and report misconduct. • records attendance and completion rates which can be provided to the Commission and other integrity bodies as required.	☒	☐	☐	All employees are required to complete the Code of Conduct refresher training. **ACTION:** The content and structure of the refresher training will be considered following the review of the Code of Conduct.
provides specific integrity training to staff working in high risk roles (e.g. finance, procurement, integrity) in relation to fraud	☐	☒	☐	Employees with delegated authority to approve purchase orders must complete the Procurement e-Learning course

	In place	In progress	Not in place	Proposed actions and comments
and corruption, accountability requirements and reporting suspected misconduct.				which includes reference to fraud and misconduct covered in the mandatory annual Code of Conduct training. **ACTION**: Identify position/service areas that are at risk and provide additional training. The provision of training for high risk roles will be considered following the review of the Code of Conduct.
evaluates staff awareness of its integrity requirements (e.g. through staff perception surveys) and acts on any knowledge deficits.	☐	☐	☒	The employee engagement or audit culture survey does not evaluate employee awareness on integrity requirements. **ACTION:** Consider incorporating employee awareness of integrity requirements into employee on boarding survey.
encourages, supports and provides a mechanism for staff to seek advice on integrity matters when they are unsure.	☒	☐	☐	Employees are encouraged to consult with their Business Unit Managers, supervisor, Governance or Human

	In place	In progress	Not in place	Proposed actions and comments
				Resources if they are unsure about integrity matters.
makes staff aware of the process of identifying integrity risks and contributing to the risk register.	☐	☐	☒	**ACTION:** Comprehensive review of the City's Operational Risk Register to include integrity risk will be conducted along with the City of Stirling Integrity Strategy. This action will be undertaken as part of the City of Stirling Operational Risk Register review.
ensures staff who respond to and investigate integrity matters are suitably skilled (e.g. have Certificate IV in Government Investigations or higher qualification and/or relevant experience).	☒	☐	☐	Investigation of alleged or suspected misconduct is conducted by following the relevant Management Practice and Procedure with support and guidance from Human Resources, Governance, independent investigators and Internal Auditor. All these employees have relevant qualifications or experience.
exercises due diligence when engaging contractors to deal with integrity matters to ensure they have the necessary qualifications, skills and/or experience (e.g. through reference and qualification checks).	☒	☐	☐	Probity check is undertaken as part of the appointment criteria.

	In place	In progress	Not in place	Proposed actions and comments
seeks opportunities for further learning about integrity matters by identifying key staff to attend events and forums provided by the Commission and other bodies.	☒	☐	☐	Employees are encouraged to attend or broaden their knowledge at integrity training sessions and relevant conferences. Examples include: • 2020 Integrity and Ethics Conference • 2019 APSACC Conference • 2019 Risk Management in Government Congress • 2019 CCC Law Week Seminar
establishes networks with other integrity practitioners.	☒	☐	☐	The City strongly supports advocacy with the public sector including Public Sector Commission, Department of Local Government and Professional Associations.

04 Plan and act to continually improve integrity

Effective governance systems and frameworks are established.

	In place	In progress	Not in place	Proposed actions and comments
Assess if your authority:				
has developed and implemented a Code of Conduct that sets out its standards of conduct and integrity, and incorporates code requirements into policies and procedures to reinforce conduct expectations *For public sector agencies, the Code of Conduct should reflect Commissioner's Instruction No. 7: Code of Ethics, and comply with Commissioner's Instruction No.8: Codes of Conduct and Integrity Training.*	☒	☐	☐	The City of Stirling Code of Conduct has been adopted to be observed by elected members, employees and the City's consultants and contractors. **ACTION**: The City will review its Code of Conduct.
has identified its integrity risks considering its work and operating context, and records those risks (e.g. in a risk register, fraud and corruption control plan).	☐	☒	☐	The City has identified misconduct risk as one of its 18 Strategic Risks. This risk has been assessed and a risk appetite set along with Key Risk Indicators. **ACTION:** Comprehensive review of the City's Operational Risk Register to include integrity risk will be conducted along with the City of Stirling Integrity Strategy.

	In place	In progress	Not in place	Proposed actions and comments
enacts controls to address identified risks.	☐	☒	☐	Controls in place have been identified at the strategic level for the City's strategic risk relating to misconduct. **ACTION:** Following completion of the operational risk review identified above, further controls identified will be documented.
identifies and links policies that relate to risks to ensure they have consistent principles and objectives, and are clear and easy to follow (e.g. fraud and corruption, use of public resources, record keeping and use of information, conflicts of interest, gifts and benefits).	☒	☐	☐	The following documents have been used in the development of an effective governance framework: • Code of Conduct • Conflict of Interests • Gifts, Benefits and Hospitality Policy • City of Stirling Integrity Strategy • Integrity and Misconduct Management Practice • Misconduct Brochure • Procurement Policy • Purchasing and Tender Management Practice

	In place	In progress	Not in place	Proposed actions and comments
				• Public Interest Disclosure Management Practice • Information Security Management Practice and Framework • Risk Management Policy and Framework
has an organisation structure that provides clear lines of accountability and responsibility for integrity and misconduct functions (including the role of leaders and managers).	☒	☐	☐	The role and responsibilities of the Elected Members, and employees are clearly set out in the *Local Government Act 1995,* City of Stirling Code of Conduct and the City of Stirling Integrity Strategy. Position Descriptions provide further details on accountabilities and responsibilities for leaders and managers.
has documented delegation schedules in place that align to organisation structure and legislative obligations.	☒	☐	☐	Delegation of authority entrust certain types of decisions, functions and duties to the Chief Executive Officer, employees or committees to be discharged. The City's Delegated Authority Register contains details of all delegations

	In place	In progress	Not in place	Proposed actions and comments
				to committees, the Chief Executive Officer and employees made under the *Local Government Act 1995* and other relevant legislation.
reviews delegation schedules regularly to ensure they remain current and operate with appropriate levels of authority.	☒	☐	☐	A review of the City's delegations of authority is conducted annually.
has a position, team or committee with documented responsibility to consider findings and recommendations from integrity audits, assessments, reviews and investigations.	☒	☐	☐	The Audit Committee oversees and makes recommendations to Council on internal and external audit matters, corporate governance and risk management.
assigns accountability and responsibility for monitoring and oversighting risks and controls (e.g. in authority's structure, job descriptions).	☒	☐	☐	The Risk Management Framework provides the mechanism for each Business Unit to monitor and ensure controls are in place to mitigate the risks. The Corporate Risk Management Group oversees risk management and provides guidance to the Executive Team on risk management matters. Reporting on risk through to the Audit Committee occurs quarterly.

	In place	In progress	Not in place	Proposed actions and comments
has an internal audit committee with an independent chair.	☒	☐	☐	The Audit Committee meets quarterly. The Audit Committee has an independent member. The Audit Committee determined that a Councillor is the presiding member.
uses tools and templates provided by the Commission or other sources to support its approach to managing integrity risks.	☒	☐	☐	The elements set out in the City's Integrity Strategy are closely aligned with the Public Sector Commission's Integrity Strategy for Public Authorities 2020-2023.
has a process to review regularly its integrity risk profile to ensure it is responsive to emerging risks and recommendations made by integrity bodies (e.g. policy and practice review, process improvements).	☒	☐	☐	A comprehensive review is conducted of all integrity risks annually or earlier if circumstances arise.
evaluates and refines any processes, systems and controls that are in place or may be introduced to inform its detection and prevention of irregularities and corrupt practice (e.g. detection software, data analytics).	☒	☐	☐	The internal audit plan is risk based including coverage of fraud and misconduct. In addition, the Internal Auditor conducts a financial management review and a risk, compliance and controls review every three years in accordance with legislative requirements.
conducts regular assessments of business areas and functions that are, or may be, vulnerable to integrity	☒	☐	☐	Compliance audits of statutory and operations are conducted by the

	In place	In progress	Not in place	Proposed actions and comments
risks (e.g. procurement and contracting; use of and access to confidential information; recruitment).				Internal Auditor in accordance with the City's Strategic Audit Plan.
connects and collaborates with other authorities to seek or share expertise and advice on integrity matters (e.g. conducting investigations, policy development and process improvements).	☒	☐	☐	The City maintains strong links and regular communication with the Public Sector Commission, Corruption and Crime Commission, Auditor-General and Department of Local Government. The City is an active participant in the WA Local Government Authority and LG Professionals WA which foster collaboration at both officer and elected member levels.

Appendix 3

City of Stirling Integrity Action Plan

01 Model and embody a culture of integrity

A culture of integrity exists, and is reinforced and communicated by leaders.

#	Action Plan	Due Date	Responsibility
1.	Consider incorporating employee awareness of integrity requirements into on boarding survey.	August 2021	Manager Human Resources

02 Be accountable for integrity

Prevention, detection and response to integrity matters are everyone's personal and professional responsibilities.

#	Action Plan	Due Date	Responsibility
1.	To consider developing a reporting process for integrity issues following completion of the operational risk register review.	June 2021	Manager Governance
2.	To consider integrity as a standing agenda item following development of a reporting process.	August 2021	All Business Unit Managers

03 Learn and develop integrity knowledge and skills

Individual and authority integrity knowledge, skills and competence are grown.

#	Action Plan	Due Date	Responsibility
1.	The content and structure of the refresher training will be considered following the review of the Code of Conduct.	December 2021	Manager Human Resources
2.	Identify positions/service areas that are at risk and provide additional training. The provision of training for high risk roles will be considered following the review of the Code of Conduct.	December 2021	All Business Unit Managers Manager Governance/ Manager Human Resources

04 Plan and act to continually improve integrity

Effective governance systems and frameworks are established

#	Action Plan	Due Date	Responsibility
1.	The City will review its Code of Conduct.	May 2021	Manager Human Resources Manager Governance
2.	Comprehensive review of the City's Operational Risk Register to include integrity risk will be conducted along with the City of Stirling Integrity Strategy.	June 2021	Manager Governance
3.	Following completion of the operational risk review identified above, further controls identified will be documented.	August 2021	All Business Unit Managers

Public Sector Commission
GOVERNMENT OF WESTERN AUSTRALIA

Integrity Framework Maturity Self Assessment Tool

Helping WA public authorities assess and improve their approach to integrity

Element 1: Clear expectations

The authority head clearly describes and communicates their integrity expectations

Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ Expectations, if documented, are only in the code of conduct. ☐ The authority head rarely communicates their expectations. ☐ Line managers check staff understanding of expectations only after an integrity breach. ☐ There are limited specific expectations communicated to external stakeholders (e.g. those who do business with the authority or use its services).	☐ Expectations are in the code of conduct, being documented in integrity policies and procedures, and included in job descriptions for some positions of trust when they are updated. ☐ The authority head occasionally reinforces their expectations (e.g. face to face, staff communications). ☐ Line managers explain expectations at induction. Some reinforce them during employment (e.g. through staff performance processes). ☐ Specific expectations for external stakeholders are being developed.	☒ **The integrity framework, code of conduct, integrity policies and procedures, and most business processes reflect the authority head's expectations.** ☒ **The authority head frequently reinforces their expectations and there is clear "tone from the top".** ☒ **Line managers consistently model and reinforce the "tone from the top". This is demonstrated in part by staff understanding expectations and being able to explain what these are when asked.** ☒ **Expectations are communicated to external stakeholders (e.g. through a statement of business ethics).**	☐ New policies and procedures are written consistently to reflect the authority head's expectations. ☐ The leadership group demonstrates the "tone from the top". It is visible and well known inside and outside the authority. ☐ Staff model and support the "tone from the top" which is assessed through staff performance processes. ☐ External stakeholders who do not meet communicated expectations are held to account (e.g. through appropriate legislative or contractual mechanisms).

Comments: Assessment – EMBEDDED

The City has a number of core documents in place to articulate the City's integrity practices within its business operations. The City's integrity expectation standards are reflected in the City's core integrity documents such as the Integrity Strategy, Code of Conduct for Employees, Code of Conduct for Council Members, Committee Members and Candidates, Public Interest Disclosure (Whistleblower) Guidelines, Fraud and Corruption Control Plan and Statement of Business Ethics. However, a number of the policies and management practices, including the overarching integrity strategy require review and updating.

In terms of the reinforcement of integrity expectations, there is an ongoing tone expressed from the Executive Team and Business Leaders around integrity expectations and this is well known across the City and within the broader community. The City's desired behaviours are generally modelled by employees and conduct and performance is not only assessed through annual performance processes, but also addressed as and when they arise, in accordance with the City's established Management Practices.

The Statement of Business Ethics communicates the City's integrity expectations to external stakeholders and is available on the City's website. The statement is also referred to in the City's "Standard Terms and Conditions of Purchase" that is attached to every Purchase Order issued by the City. The City's Statement of Business Ethics has recently undergone a minor review. Contractual mechanisms are in place to hold suppliers of good as services to account where integrity or misconduct matters arise.

Element 2: Roles and responsibilities

Roles and responsibilities are assigned to ensure a coordinated approach to managing integrity.

Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ Some roles and responsibilities are assigned. These are documented to meet compliance obligations (e.g. role of the audit committee). ☐ Some delegations are documented; these mainly relate to finance and human resources. ☐ Information and data requests from external integrity bodies are responded to in an ad hoc way. ☐ Staff think integrity is someone else's responsibility. Individual and shared responsibility is not well understood.	☐ Roles and responsibilities are being assigned as the integrity framework is developed (e.g. to positions, teams, groups and committees) and in job descriptions when they are updated. ☐ Delegations are being considered across functions and activities and being documented in an accessible schedule. ☒ **Responsibility has been assigned to a position or team to coordinate information and data requests and interactions with external integrity bodies.** ☐ Staff are becoming aware that integrity is everyone's responsibility. This is being communicated in the integrity framework, code of conduct, integrity policies and procedures.	☒ **Roles and responsibilities – including the authority head's accountability for integrity – are documented in the integrity framework.** ☒ **Relevant roles and responsibilities (e.g. between the governing board chair or mayor/shire president, chancellor and authority head and staff) are clear and documented in the integrity framework.** ☒ **Delegations for all legislative and high risk functions are covered (e.g. regulation, approvals, human resources, finance).** ☐ Requests from external integrity bodies are planned for and scheduled so they can be responded to in a timely and fulsome way. ☐ **Staff are aware that integrity is everyone's responsibility and can explain what this means when asked.**	☐ Leaders and staff with key assigned roles and responsibilities in the integrity framework regularly discuss challenges and identify opportunities to improve the framework. These improvements feed into self-analysis and review of the framework. ☐ The delegations schedule is monitored and updated in real time. ☐ A dedicated position, team or committee is tasked with engaging with external bodies, promoting integrity, and helping to prevent misconduct and corruption, and providing specialist advice to the leadership group on trends and improvement actions. ☐ Staff are provided with a formal avenue to suggest changes to the integrity framework.

Comments: Assessment – EMBEDDED

Roles and responsibilities are documented in the City's Integrity Strategy, although it does require review (adopted in February 2020). The Strategy includes information on the role and responsibilities of Council, the City's Audit Committee, CEO, Directors, Executive Team, Business Leaders, and other key personnel responsible for integrity. The role and responsibilities of other internal bodies are also reflected in the City's integrity documentation such as the City's Integrity and Misconduct Management Practice, where an internal Integrity Panel is established that performs an oversight function on integrity matters at the City. Although the panel has not met for some time due to employee movements, the Integrity Panel members have recently met to discuss the way forward for the panel. The Integrity and Misconduct Management Practice has recently been reviewed and endorsed by the Executive Team.

Delegations are in place for various legislative instruments and employee delegations are recorded in the City's Delegated Authority Register. The register is reviewed on an annual basis and a comprehensive review and benchmarking exercise is underway. Other practices are also in place to minimise fraud and misconduct (i.e. segregation of duties in procurement; employee investigation matters).

There is sound integrity awareness among employees, and it is felt an adequate explanation around integrity could be provided, possibly including what reporting lines are available to report integrity issues. A dedicated integrity, fraud and misconduct site is available on the City's Intranet site (CoSi) that also provides a point of reference for employees, and conduct and integrity information is available on the City's website.

The City participates in annual events and regular awareness activities including International Anti-Corruption Day. Integrity awareness training forms part of the City's induction program for new employees. Such activities will continue and further refined including possible improvements as part of the City's new Learning Management System.

Element 3: Legislation and regulations

Legislation, regulations and external policy obligations are identified and accounted for.

Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

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Characteristics			
☐ Legislative, regulatory and external policy obligations (e.g. those required by enabling legislation and those set by central bodies) are not fully identified. ☐ Compliance gaps, if any, are mostly unknown. ☐ Staff understanding of their powers, functions and obligations – and how they apply these in practice – relies on their knowledge and capability.	☒ **Legislative, regulatory and external policy obligations are being identified. An accountability map or similar is being completed.** ☒ **Any compliance gaps identified are being addressed.** ☒ **Staff are becoming aware of the power, functions and obligations relevant to their role (e.g. acting in line with operating procedures). Line managers are taking a more active role in this.**	☐ All obligations are documented and accounted for (e.g. reflected in internal controls, roles and responsibilities, compliance calendars). ☐ Compliance gaps are addressed as identified. ☐ Staff understand the power, functions and obligations relevant to their role (e.g. delegations) and can explain how these apply in practice. ☒ **Line managers support their staff to comply with obligations and oversight compliance. They demonstrate they have taken action on non-compliance (e.g. through staff performance and discipline processes).**	☐ All obligations are monitored to track changes to legislation, regulations and external policy. Changes are communicated and updates made (e.g. to internal controls). ☐ Proactive monitoring identifies compliance gaps. ☐ Passive and active monitoring is undertaken to check if staff are carrying out powers, functions and obligations as expected (e.g. discretionary powers are appropriately exercised and staff act in line with delegations).

Comments: **Assessment: DEVELOPING**

Compliance gaps around integrity are being identified and corrective action is being taken where necessary. For instance, the City recently published its Public Interest Disclosure (Whistleblowing) Guidelines as required under the *Public Interest Disclosures Act 2003*. The City's Executive Team has been provided an assessment of the City's current integrity activities and processes that has assisted to identify gaps and improvements.

The City is currently investigating the procurement of corporate software to assist with mapping compliance obligations and reporting gaps across a range of legislative provisions and/or operational requirements. Such software will include the assignment of officers responsible for compliance activities, and the need to complete assigned actions to strengthen compliance assurance.

Anecdotal evidence suggests employees are aware of their functions and obligations relevant to their role, which are broadly documented in position descriptions, management practices and work-related procedures. Employee performance and disciplinary processes are in place for people leaders to use in the management of employee related integrity matters.

Element 4: Risk analysis and planning for integrity

Integrity risks are identified and analysed, and plans are made to manage them.

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Characteristics			
☐ Integrity risks are narrowly defined. Little consideration is given to functions and activities that give rise to integrity risks. The priority is material financial risk. ☐ There is limited agreement about the value of, and approach to, managing integrity risks among the leadership group. ☐ Managing integrity risks associated with functions and activities relies on the judgement of line managers. There are limited methodologies, tools and guidance to assist them, other than processes to manage financial risks. ☐ Some but not all staff are able to explain the integrity risks associated with their work or the importance of managing them.	☒ **Integrity risks, including those relating to high-risk functions, activities and any outsourced programs and activities, are being identified, adequately defined, analysed and documented in risk registers.** ☒ **The authority head communicates the value of managing integrity risks to the leadership group. A shared understanding of risk management is being developed.** ☒ **Risk owners are being identified and assigned for high-risk functions and activities. They are provided with methodologies, tools and guidance (e.g. risk management policies and procedures) to help analyse and manage risks.** ☒ **Staff are becoming familiar with the integrity risks associated with their work and what they need to do to manage them (e.g. comply with policies and procedures).**	☐ Integrity risks from internal and external sources have been identified. Risk owners are assigned for all identified risks in risk registers. Integrity risks are reflected in broader planning processes (e.g. strategic, operational, project and business continuity). ☐ Integrity risks are regularly monitored, reviewed, updated and reported on, and take account of changes impacting the risk profile. ☐ The authority head regularly reinforces the value of managing integrity risks (e.g. face to face, in staff communications). ☐ Risks owners are provided with methodologies, tools and guidance that take into account better practice outlined in Australian Standards 31000-2018: Risk Management Guidelines and 8001-2021: Fraud and Corruption Control. ☐ Staff understand the integrity risks associated with their work and identified shared risks, and can explain how they manage these in practice.	☐ Assessment of integrity risk considers behavioural factors (e.g. what makes individuals more vulnerable to engaging in misconduct and corruption from internal and external sources). ☐ Advanced tools are used to monitor and report on integrity risks (e.g. automated dashboards and data analytics). They help inform decisions to improve risk management. ☐ The leadership group takes a positive and proactive approach to managing all risks including shared risk (e.g. inter-authority or multi-jurisdictional projects). ☐ Risk owners champion risk management. ☐ Staff consistently identify, analyse and manage integrity risks associated with their work. Where new and emerging risks are identified, they are raised via established pathways.

Comments: Assessment: DEVELOPING

At its meeting held on 28 October 2024, the Executive Team adopted a Fraud and Corruption Control Plan. The plan, in conjunction with the suite of policies and practices associated with integrity, articulate the City acts with integrity, honesty and transparency, makes reasoned decisions without bias and follows fair and objective processes.

The plan documents the City's approach to identifying, assessing, controlling and reporting misconduct and fraud risks and how this approach integrates with the City's current risk management framework. A key component of the plan is the listing of key fraud and corruption risk exposures across the Business Units within the City's administration. Such risk exposure areas include:

- Purchasing and Suppliers;
- Tenders and Contracts;
- Payroll;
- Grants;
- Finance – Cash;
- Finance – Funds;
- Gifts and Hospitality;
- Decisions (which deliver, or could deliver benefit to self or others);
- Nepotism;
- Data and information (to secure funding, claims);
- Misuse of sensitive/commercial/personal information; and
- Misuse of Assets.

With the re-positioning of the City's risk function within the Strategy and Performance Business Unit, further improvements are progressing to further integrate the City's risk management ethos within business planning and service planning processes. This will result in further improvements to the City's risk framework, as well as the development of tools and guidance for Business Leaders.

Element 5: Internal controls, audit and governance

Integrity risks are managed through sound internal controls, and audit is used to evaluate the adequacy and effectiveness of controls.

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Characteristics			
☐ Limited or basic internal controls (e.g. policies and procedures) are directed towards managing financial risks. ☐ Accuracy and currency of policies and procedures relies on individuals updating them. There is no assigned responsibility. ☐ Audit scopes and programs focus on the adequacy of financial controls rather than broader integrity issues (e.g. use of confidential information). ☐ The relationships between those with responsibility for audit are undefined. ☐ Applying internal controls associated with functions and activities relies on the line managers explaining to staff why internal controls exist and their importance. There is no standard approach; staff knowledge varies. ☐ Staff are unaware of the need to report unmanaged risks and internal control weaknesses.	☐ Internal controls (e.g. core and complementary integrity policies and procedures) are being developed and implemented to manage identified integrity risks. ☒ **A position or team has been assigned to develop a policy register to record what policies and procedures exist, who owns them and their currency.** ☐ Integrity risks and the adequacy of internal controls are being included in the audit scopes and programs. ☐ The relationship between the internal audit function, audit committee and accountable authority and any external audit body is being defined and good practices are being developed (e.g. communication of reports and recommendations from external integrity bodies). ☐ Line managers are starting to understand and communicate the importance of applying internal controls consistently to manage integrity risks. ☒ **Staff rely on managers informing them of how to report internal control weaknesses.**	☒ **Internal controls (e.g. preventative, detective and corrective) are proportionate to specific integrity risks.** ☐ A position or team manages the policy register to ensure policy owners are undertaking scheduled reviews. ☒ **Different types of audits are used to explore integrity risks (e.g. random audits, focus area, forensic, compliance and quality audits).** ☒ **The importance of audit is well understood across the authority. Line managers readily accept and participate in audits. Recommendations for improvement from internal and external audits are assigned to ensure they are implemented.** ☒ **Line managers understand their supervision and monitoring role is an internal control. Staff understand the risks associated with their work and apply internal controls to manage these.** ☐ Staff know how to report internal control weaknesses via established pathways.	☐ Internal controls are monitored, reviewed (including pressure tested) and improved continuously. Internal controls keep pace with lessons learnt from integrity breaches, changing business processes, risks and other operating conditions and reduce vulnerabilities and unintended consequences. ☐ Risk owners raise, and internal audit records, changes to internal controls and treatment plans in risk registers. Advanced tools automatically update those who need to know of changes. ☐ Evaluation of the adequacy and effectiveness of internal controls to manage integrity risks is conducted in targeted integrity audits and integrity is included as part of most audit scopes. ☐ A combined assurance model (e.g. with activities that are coordinated and planned) is in place to ensure integrity is practiced, managed and accounted for.

Comments: **Assessment: DEVELOPING / EMBEDDED**

The City has a Strategic Internal Audit Plan (SIAP) which is aligned with the City's Risk Management Framework. The SIAP is overseen and implemented by the City's Internal Auditor. Internal controls for integrity matters are tested through a range of mechanisms including internal audits, Regulation 17 Reviews and external audits / performance audits conducted by the Office of the Auditor General (OAG).

Management actively participates in any internal audits conducted and are aware of their 2nd line of defence role in the management, oversight and monitoring of integrity risks. The outcomes of these audits are reported to the City's Executive Team and the Audit Committee (now Audit, Risk and Improvement Committee) / Council on a regular basis.

The Corporate Governance Team within the Governance Business Unit are responsible for the monitoring and processing of the City's policy framework and coordinate policy reviews. Following the re-structure of the Governance Business Unit, further work will be undertaken around the development of a centralised policy register, including the development of a comprehensive review program, to ensure the City's policies are relevant, reflective of business operations, and reviewed in a timely manner.

Employees are informed of integrity improvement pathways through the City's Integrity and Misconduct Management Practice, and other information provided internally. However employees are more than likely to rely on management or peers to inform them of reporting mechanisms, particulate around reporting internal control weaknesses.

Element 6: Fraud and corruption detection systems

Systems and activities are in place to detect events different to those considered standard, normal or expected.

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Characteristics			
☐ Basic detection systems and activities are in place for internal threats (e.g. some financial activities) but relies heavily on the manual effort of individuals (e.g. manual checks, excel spreadsheets). ☐ Detection systems and activities are directed towards managing internal threats. Some basic controls are in place to prevent external fraud and corruption threats (e.g. firewalls to prevent cyber-attacks). ☐ Internal data holdings are unstructured and not easily analysed. ☐ Beyond basic reporting, there is no or limited use of data for detection purposes.	**☒ Planning is underway to develop a detection strategy or plan; this is being supported by the leadership group. The plan considers internal and external threats (e.g. cyber security, third parties seeking to exploit individual officers), information and data holdings, people and capability requirements, tools for validation and reporting, and governance arrangements including data sharing and confidentiality.** **☒ Changes are being made to how existing data is captured, providing more structure for easier analysis.** **☒ Data is mainly used for reporting rather than responding to identified errors and irregularities.**	☐ A detection strategy or plan is in place to help control internal and external threats. It takes into account better practice outlined in Australian Standards 31000-2018: Risk Management Guidelines and 8001-2021: Fraud and Corruption Control including speaking up and staff and contactor screening. ☐ Data holdings to inform detection have been cleansed, are structured and can be analysed easily. ☐ Fit for purpose data tests are in place and repeatable, usually with consistent results that provide useful insights. These are supported by procedures to respond to and address identified errors and irregularities, and escalate issues for investigation as appropriate.	☐ Detection systems and activities inform the internal audit scopes and program; insights show areas for further examination. ☐ Detection systems and activities support continuous improvement to strategic and operational planning and misconduct and corruption prevention approaches. ☐ Internal and external data holdings, where they can be shared and are relevant, are leveraged to inform detection approaches. ☐ Automated processes are in place to identify and escalate red flags. Processes for prompt escalation, investigation and resolution are in place.

Comments: **Assessment: DEVELOPING**

Although the City does not have a documented detection strategy or plan, it utilises a number of processes to assist with identifying integrity issues. These include:

- Fraud and misconduct reporting;
- Internal and external audits;
- Gifts, benefits and hospitality reporting;
- Conflicts of interest reporting;
- Public Interest Disclosures;
- Compliance Audits; and
- Statutory Reviews.

Further work is also continuing in terms of the development of a detection strategy or plan, and the City's internal processes and data management are cognisant of the required cyber security controls and better practice principles such as the Essential Eight Cyber Security Framework. The implementation of the City's Data Strategy is continuing, with data hierarchy and standards established and approved by the City's internal Corporate Data Governance Group and the Executive Team. Projects and initiatives to enhance the use, interpretation and reporting against the City's internal data holdings are captured in the City's Data Strategy.

With the introduction of the *Privacy and Responsible Information Sharing Act 2024* further work and activity is underway regarding strengthening the processes around the protection of personal data held by the City.

Element 7: Values and standards

Values and standards (code of conduct) are in place and describe what acceptable workplace behaviour looks like in practice.

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Characteristics			
☐ Values have been discussed by the leadership team but have not progressed beyond this. ☐ A code of conduct is in place to meet compliance obligations (e.g. legislative, external policy) but it is not widely promoted by the leadership group. ☐ Any discussions about the code of conduct relies on individual line managers. ☐ Monitoring of compliance with the code of conduct occurs ad hoc. ☐ Staff have limited awareness of the code of conduct. They are unsure where to find it, how it applies to them and their obligations under it.	☐ Values and other direction setting statements (e.g. vision, mission and remit) are being developed and are consistent. ☐ A code of conduct exists but does not fully take account of relevant legislation, regulation and policy (e.g. internal and external) obligations or integrity risks specific to the operating context. ☒ **Most leaders and line managers understand their role to promote the code of conduct, support its implementation and their role to monitor and support compliance with it.** ☐ Strategies to monitor compliance with the code of conduct are being planned for as integrity policies and procedures are being developed. ☐ Most staff are aware of the code of conduct, can explain its purpose and know where to find it.	☐ Values and codes of conduct focus on the behaviours expected to achieve objectives with integrity. Values and standards are reflected in relevant documents and processes (e.g. policies, strategic and operational plans, job advertisements and descriptions, recruitment processes). ☒ **The code of conduct incorporates the views of key internal stakeholders and accounts for relevant obligations and identified risks. It provides guidance to support ethical decision making.** ☐ Leaders and line managers consistently promote the code of conduct (e.g. during team meetings, 'integrity moments', standing item on the leadership group agenda) to support its implementation. ☒ **Compliance with the code of conduct is monitored (e.g. through staff performance processes, analysis of discipline processes and complaints) and reasons for non-compliance addressed.** ☒ **Staff know about the code of conduct, understand its importance and can describe how it guides their behaviour.**	☒ **Values and codes of conduct are regularly promoted to all stakeholders (e.g. published on the internet, in recruitment information) and there is a process for annual acknowledgment.** ☐ The code of conduct has been developed taking into account the views of the authority's key external stakeholders. ☐ Values and the code of conduct are discussed at leadership meetings. Data around non-compliance is being used by this group to inform improvements to internal controls. Discussions and information feeds into self analysis and review processes to continuously improve the integrity framework. ☒ Staff are confident holding each other to account for expectations set in the code of conduct (e.g. respectfully calling out behaviour that does not align, reporting unethical behaviour).

Comments: **Assessment: EMBEDDED**

The City's values (Approachable, Responsive, Transparent, Innovative) are reflected across the City's operations, including within the City's Codes of Conduct and core strategic documents. The values are communicated during the City's recruitment processes; contained within individual job descriptions; and referencing forms part of the City's induction program and performance and development programs. Regular employee workshops and sessions are held where the City's values are communicated and reinforced by members of the Executive Team.

The City's Codes of Conduct are reflective of the City's legislative obligations and requirements and are supported by a variety of policies and management practices. An organisational culture exists where poor behaviour not in alignment with the City's values, is able to be called out.

As part of the City's internal Integrity Panel, formed part of the Integrity and Misconduct Management Practice, minor and serious misconduct is monitored, including the development of appropriate management actions where systemic conduct or integrity matters are occurring. There is also regular reporting to the Audit Committee on misconduct matters being dealt with by the City.

Element 8: Leadership and management attitude

Leaders are aware of and understand their role to model behaviours consistent with expectations, values and standards; and to take action addressing behaviour that is inconsistent with these.

Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ The leadership group's role to support integrity (e.g. to model, reinforce, promote, communicate and enforce) is informal; it relies on individual's views of what their role is. ☐ In the absence of any formal approach, it is left to individual leaders and line managers to interpret and model values and standards. ☐ The role of leaders to support and demonstrate integrity – and if this is reflected in recruitment practices and staff performance processes – relies on those undertaking those processes. ☐ There is little recognition that leadership roles are positions of trust. Employment screening processes (e.g. police clearances, verification of qualifications) are rarely, if ever, undertaken. ☐ Development of leaders and line managers occurs as a result of individual development discussions with those who conduct the process.	☐ A statement is being developed (e.g. terms of reference, charter) that explains the leadership group's role to support integrity. ☐ Some leaders and line managers can explain what integrity looks like, its importance, and their role to promote, reinforce it and take action when behaviours are inconsistent with obligations. ☐ The role of leaders to support and demonstrate integrity is being reflected in recruitment and performance documents and processes. ☐ There is a growing recognition that leadership roles are positions of trust. Employment screening is being implemented for these roles. ☐ Development of leaders and line managers includes building their skills to deal with integrity matters effectively (e.g. having difficult conversations about conduct).	☒ **The leadership group has a shared understanding of its role to support integrity. The group consistently demonstrates and supports this through its actions.** ☒ **Leaders and line managers have a shared understanding and can explain how they shape culture, what integrity looks like, its importance, and their role to promote and reinforce it (e.g. taking action when behaviours are inconsistent with obligations).** ☒ **Integrity forms part of the recruitment and performance processes for leadership roles. Leaders demonstrate how they support integrity through their actions and decisions (e.g. in their performance processes).** ☒ **Leadership roles are identified positions of trust. Employment screening occurs for all new leadership roles.** ☒ **Development of leaders and line managers includes building their skills to support integrity and prevent misconduct and corruption (e.g. recognise red flags, address issues early and make proportionate decisions when issues occur).**	☐ The leadership group's cohesive approach to integrity is recognised externally. The authority head and leadership group are often sought to provide advice to their peers on integrity matters as a result. ☐ Leaders and line managers have a good understanding of their role to uphold the reputation of their authority and the broader sector in which they work. ☐ Performance processes assess both what leaders achieve and how they achieve it (e.g. projects delivered effectively manage internal and external risks). ☐ Development of leaders and line managers incorporates mentorships and coaching designed to grow their personal capability, insights and skills to lead with integrity.

Comments: **Assessment: EMBEDDED**

The City's Executive Team meets on regular basis to discuss various topics including but not limited to organisational culture, vision, projects and integrity topics. The City's Code of Conduct for Employees articulates the Executive Team's share position around conduct, ethics and integrity. Various internally established groups such as the Integrity Panel and Corporate Risk Management Group oversee the implementation of the City's governance functions including risk management, business continuity, integrity and compliance.

Management's attitude is communicated during the City's recruitment processes; contained within individual job descriptions; and integrity forms part of the City's induction program and performance and development programs. The City also requires National Police Clearance for all employees before commencing at the City.

The City continues to invest in upskilling key employees responsible for managing integrity matters through further integrity training with the Public Sector Commission. Integrity training and awareness programs, focussing on key integrity topics, are held from time to time, including mattes around conflict of interests, gift disclosures and employee code of conduct. Good Governance Forums have been held that cover various governance topics including integrity, legal, data governance, compliance and legislative obligations.

Element 9: Organisation culture

Integrity is part of organisation culture. It is actively managed to ensure integrity is sustained.

Maturity levels and their indicators: Each maturity level has 5 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ There are few actions and initiatives (e.g. clear expectations, values, communication about integrity, integrity education) to build and sustain integrity. ☐ There is little understanding about recruiting for integrity (e.g. values based recruitment). Staff employment screening (e.g. police clearances, previous disciplinary matters, verification of qualifications) is rarely, if ever, undertaken. ☐ Reporting pathways exist to meet compliance obligations (e.g. public interest disclosure) but are not widely promoted and confidence in them is low. ☐ Integrity communications only occur in response to a significant integrity breach. ☐ Some staff can describe 'how we do things around here', but they are unable to link this to expectations or the code of conduct.	☐ Actions and initiatives to build and sustain integrity are being developed. This includes evaluation activities (e.g. staff surveys to test reporting confidence). ☐ Recruiting for integrity and the requirement for staff employment screening is being documented and promoted to recruiting managers. ☐ Reporting pathways are being developed for staff and external stakeholders. These are clear and concise, include external avenues and strong statements about protection for those who speak up. ☒ **An integrity communications plan is being developed. Key integrity messages are communicated periodically (e.g. for International Anti-Corruption Day).** ☒ **Most staff can describe 'how we do things around here' as it relates to their immediate work environment referencing the code of conduct, and policies and procedures relevant to their role.**	☒ **Actions and initiatives to build and sustain integrity are in place. Evaluation activities are conducted regularly and improvements implemented.** ☒ **Recruiting for integrity and staff employment screening occurs for all new staff. The type of screening is proportionate to the position and integrity risks.** ☒ **Reporting pathways are in place and well known by staff. These provide for external stakeholders to also report integrity matters and for anonymous reporting.** ☐ An integrity communications plan is in place and messages are sent to staff regularly (e.g. dedicated web/intranet site, campaigns on integrity topics run throughout the year). ☐ Staff can describe 'how we do things around here' from an authority wide perspective and can link this to expectations, values, standards and the need to follow policies and procedures.	☐ Data and information that might indicate issues with integrity are identified, monitored and action taken (e.g. business units with high reports of integrity breaches are supported to make better decisions). ☐ There is a process in place to ensure identified positions are rescreened periodically. ☐ Data and information on the use of reporting pathways are analysed to inform continuous improvement (e.g. absence of reporting from certain teams or employment groups). ☐ De-identified data from reporting is used to inform integrity communication messages. ☐ Staff can consistently describe 'how we do things around here', referencing authority and sector wide expectations, values, standards, policies and procedures.

Comments: **Assessment: DEVELOPING / EMBEDDED**

The City continues to invest in upskilling key employees responsible for managing integrity matters through further integrity training with the Public Sector Commission. Integrity training and awareness programs focussing on key integrity topics are held from time to time, including mattes around conflict of interests, gift disclosures and employee code of conduct. Good Governance Forums have been held that cover various governance topics including integrity, legal, data governance, compliance and legislative obligations.

Various internally established groups such as the Integrity Panel and Corporate Risk Management Group oversee the implementation of the City's governance functions including risk management, business continuity, integrity and compliance. The Integrity Panel meet on a regular basis to discuss misconduct and integrity issues and develop improvement plans to build the City's integrity culture.

National Police Certificates are required to be provided by all new employees, and reference checks are performed for all new employee recruitment processes.

The City has a dedicated intranet (CoSi) page around integrity, fraud and corruption and reporting mechanisms are communicated through the City Integrity and Misconduct Management Practice and other documents, such as the Integrity Strategy / Framework and Public Interest Disclosures (Whistleblowing) Guidelines. Information is also available on the City's website.

Further work will be implemented in communicating key integrity messaging including the possibility of a dedicated annual communications plan that will coordinate communication and education efforts.

Element 10: Integrity education and capacity

Integrity education helps build staff capacity to act with integrity.

Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ Induction, if conducted, relies on the knowledge of individual line managers. ☐ Some integrity education occurs beyond induction to meet compliance obligations. ☐ Leaders and line managers rarely follow up if their staff have attended integrity education provided. ☐ Whether other actions and initiatives (e.g. staff performance processes) to educate and reinforce integrity are undertaken relies on individual line managers. ☐ Staff are unsure about who provides advice about integrity matters as it is not documented. If provided by individual line managers, the quality of advice relies on their knowledge.	☒ An induction program is being developed to incorporate expectations, standards, policies and procedures and guide ethical decision making. ☒ **Integrity education is being developed to help manage key integrity risks (e.g. conflicts of interest, information management). The integrity education and training plan includes what is provided, to whom and when, which high risk positions need additional training, and how activities are evaluated (e.g. how participation is tracked).** ☒ **Most leaders and line managers are active in attending any integrity education provided, encourage their staff to do the same and follow up with staff on mandatory education requirements.** ☒ **Additional actions and initiatives to educate and reinforce integrity (e.g. staff performance processes and raising integrity consciousness) are being developed or reviewed**. ☐ Staff know that line managers and certain functional area leaders (e.g. finance, human resources) provide advice about integrity matters. Quality still relies on an individual's knowledge.	☒ **Induction is regularly updated to ensure it is contemporary, accounts for lessons learned from integrity breaches and reflects any changes to operating conditions (e.g. new policies, changed risks).** ☐ An integrity education and training plan is in place and includes specific education on individual and organisational factors (red flags) for those in high risk roles. Participation in and feedback from sessions are collected and analysed to inform improvements. ☐ Leaders and line managers support and champion integrity education. They reinforce the importance of attending integrity education sessions. ☐ Staff performance processes and actions and initiatives to raise integrity consciousness reinforce key integrity messages and support good decision making. ☒ **It is well documented in the code of conduct, policies and procedures who provides expert advice on integrity matters. Leaders and line managers understand their role to provide general advice and how to escalate matters as required.**	☐ Integrity education is, where relevant, also in place for external stakeholders (e.g. labour hire staff, contractors and suppliers). ☐ Individuals are followed up (e.g. randomly and periodically) to determine if and how knowledge gained during integrity education is being applied in practice in the workplace. ☐ Leaders and line managers support practitioners attending external learning opportunities. A process is in place to ensure this learning is shared with others with roles and responsibilities under the integrity framework. ☒ **Those who provide advice about integrity matters meet periodically to discuss advice being sought and provided, helping ensure a consistent approach with policies and procedures and advice from external integrity bodies.**

Comments: **Assessment: DEVELOPING / EMBEDDED**

The City's induction programs include information around conduct, ethics and integrity, and is updated from time to time based on changes to operating conditions or legislative requirements.

The City continues to invest in education and training for employees to increase their knowledge of integrity practices at the City. The City's induction program includes integrity topics such as conflicts of interest, gift disclosure and general overview of the City's codes of conduct and ethical standards of behaviour.

Integrity training and awareness programs focussing on key integrity topics are held from time to time, including mattes around conflict of interests, gift disclosures and employee code of conduct. Good Governance Forums have been held that cover various governance topics including integrity, legal, data governance, compliance and legislative obligations.

Such activities will continue including employee education improvements as part of the City's new Learning Management System.

Element 11: Response to integrity breaches

Integrity breaches are responded to in a timely and proportionate way to ensure integrity is sustained.

Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ If procedures exist, they are in place to meet compliance obligations; they provide insufficient guidance. ☐ The quality of processes and decisions varies. Basic case information (e.g. number of processes started and completed) is used for reporting. ☐ The use of data, lessons learnt from past cases and the findings of external bodies are rarely, if ever, considered. ☐ Whether integrity breaches are responded to relies on the knowledge and skills of individual line managers.	☐ Procedures and guidance on responding to breaches – including awareness raising resources to inform those responding to integrity breaches – are being developed to promote better quality processes and consistent decision making. ☒ **Central recording of case information is being developed to streamline reporting.** ☐ The use of data, lessons learnt from past cases and findings of external bodies are being considered as procedures are being developed. ☐ Most line managers have an understanding of what a breach looks like and how to respond.	☒ **Procedures, guidance and awareness raising materials inform those involved in responding to integrity breaches, and support quality processes and consistent decision making.** ☐ A quality assurance process is in place to check for consistent application of procedures. ☐ A central register captures detailed case information. It is used to monitor the progress of processes, analyse trends and outcomes, and for reporting. ☒ **The use of data, lessons learnt from past cases and findings of external bodies are used to inform process improvements.** ☐ Decision makers, line managers and staff conducting processes have the required knowledge and skills. They are confident to respond to, manage and escalate matters as needed.	☐ Procedures, guidance and awareness raising materials are updated regularly. This reflects results of the quality assurance process, compliance changes, contemporary practice and advice from external integrity bodies. ☐ Detailed case information is captured in a central system with advanced features such as live analytics and dashboards. It provides useful intelligence to inform trend analysis and prevention strategies. ☐ Individual (e.g. motivations) and organisational (e.g. control weaknesses) factors that might have contributed to a breach are analysed to help prevent future breaches. ☒ **Decision makers, line managers and staff conducting processes proactively build their own capacity where required (e.g. staying up to date with contemporary practice, industrial decisions).** ☐ Those who provide information as part of a process are followed up regarding their experience of the process and any suggestions for improvement.

Comments: **Assessment: DEVELOPING**

The City has a number of established procedures, guidance and awareness material to inform decision makers and investigators around integrity matters. However some documents require review and updating.

While learning and improvements around integrity issues are discussed by the Integrity Panel and Executive Team, the use of data and centralised recording of activities can be improved.

Decision makers, line managers and employees conducting processes have the required knowledge and skills and will update their capacity as and when required.

Element 12: Self analysis and review

Analysis and review activities of actions to support integrity are undertaken as part of continuous improvement.

Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ Analysis and review activities of actions to support integrity rarely occurs unless it relates to compliance. ☐ Little thought has been given to whether there is value in sourcing external help with analysis and review activities. ☐ Where analysis and review activities are conducted, findings and recommendations are not always implemented.	☐ Analysis and review activities of actions to support integrity are sometimes undertaken beyond compliance. Available tools are used (e.g. snapshot tool and maturity self assessment tool). ☐ Further consideration of requirements – including the value of sourcing external help with analysis and review – are being developed as part of the integrity framework. ☐ Processes for coordinating the implementation of findings from self analysis and reviews, and recommendations from the reviews of external integrity bodies are being developed. This considers how monitoring and follow up occur.	☒ **Review of the integrity framework is scheduled. Analysis and review activities are aligned to or part of risk analysis and audit processes. Analysis is undertaken to recommend improvements to the framework considering changes in legislative and operating conditions (e.g. structural and legislative).** ☒ **External assistance to undertake a review is sourced where needed (e.g. where a greater level of expertise and objectivity is required).** ☒ **A position or team is assigned to coordinate implementation of findings and recommendations from self analysis and reviews, and recommendations from the reviews of external integrity bodies (related to the authority or not) of the integrity framework (and its component parts). Progress is reported to the leadership group.**	☐ Analysis and review of the integrity framework and reporting on implementation of improvement actions align with strategic and operational planning and budget cycles. ☐ Results from self analysis and review, and recommendations from the reviews of external integrity bodies (related to the authority or not) inform improvements to the integrity framework (and its component parts). Revisions (where relevant) are shared with the workforce. ☐ Benchmarking of the integrity framework and sharing of ideas occurs (where relevant and possible) with similar types of authorities to identify whether any further improvements can be made.

Comments: **Assessment: EMBEDDED**

At its meeting held on 20 June 2023, Council adopted the City's Accountable Stirling Action Plan (ASAP) for 2023-2025. The purpose of the Action Plan was to consolidate the actions and recommendations of the following reviews undertaken at that time, into a single plan:

1. The Integrity Framework Maturity Self-Assessment outcomes and associated remedial actions.
2. The Regulation 17 Review recommendations relating to compliance, integrity and risk.
3. The Compliance, Risk and Information Management Service restructure and the service plan 2023/2024 projects, programs and deliverables.

The last progress report on the ASAP was considered by Council at its meeting held on 27 May 2025, and therefore this maturity self-assessment will assist in determining what further integrity improvement actions the City needs to consider over the forthcoming years.

The City's overarching Integrity Strategy is being reviewed as well as supporting documentation. The outcomes of the review and desktop analysis are to be reported to the Audit, Risk and Improvement Committee for consideration, and subsequently to Council for those matters that are under its responsibility.

Element 13: Oversight

Oversight is about providing the authority head assurance that the authority's approach to integrity is working as intended.

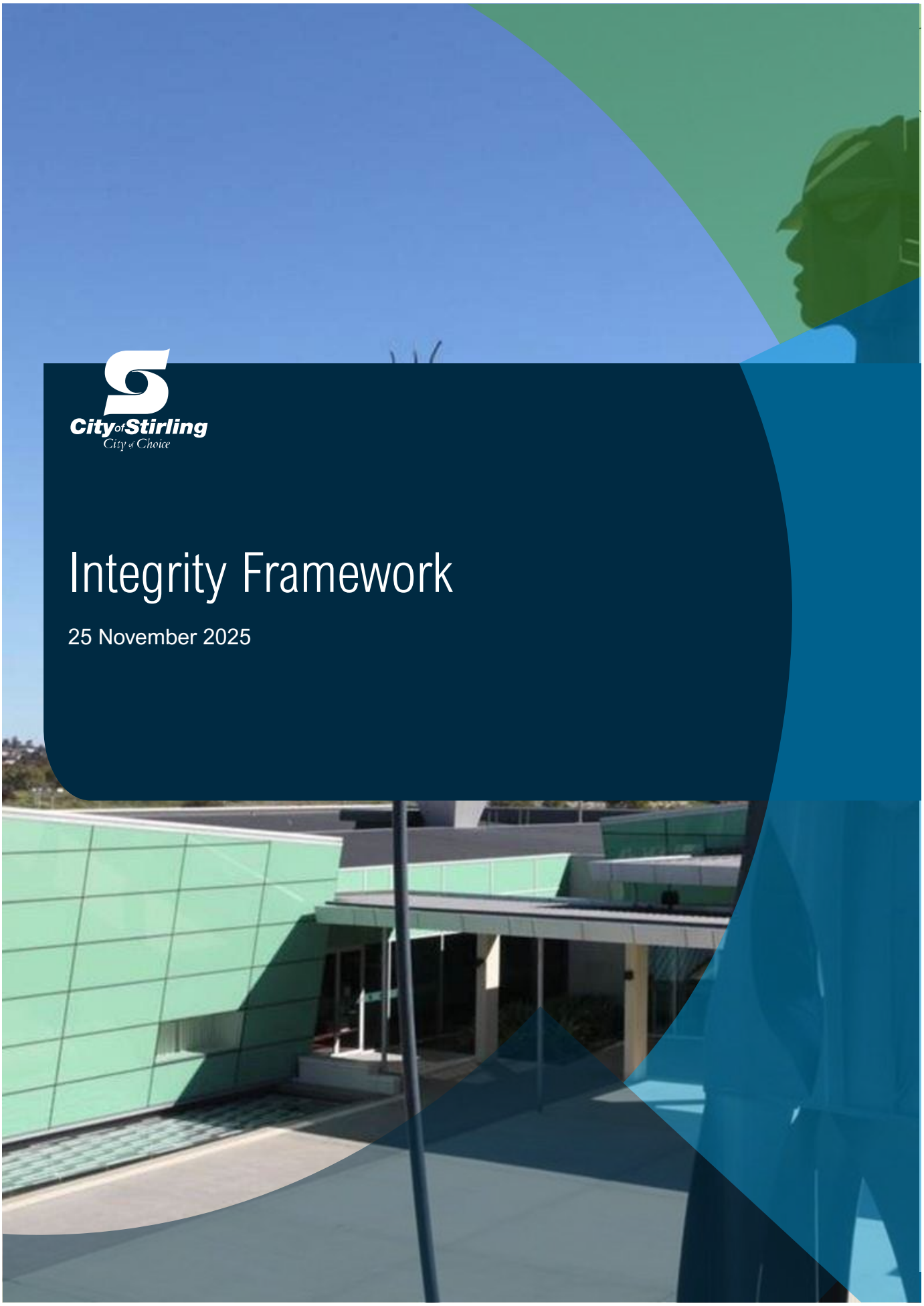
Maturity levels and their indicators: Each maturity level has 4 indicators that provide an overarching description of what the approach to integrity looks like at each level. Each level of maturity builds on the previous.

Emerging	Developing	Embedded	Excelling
• Authorities at this maturity level have an unclear approach to integrity, meaning it is partially or not documented and not fully compliant. • Integrity is not defined or well understood by staff. • Integrity actions and initiatives tend to be unplanned, inconsistent and reactive. • Accounting for integrity only relates to meeting compliance obligations.	• Authorities at this maturity level are documenting their approach to integrity and it is mostly compliant. • What integrity means is becoming clearer to staff as the tone from the top is being communicated. • Integrity actions and initiatives are being planned for and coordinated but not yet integrated. • Accounting for integrity is moving beyond compliance obligations and more towards improvement initiatives.	• Authorities at this maturity level have a clear approach to integrity, meaning it is fully documented and compliant. • Integrity is well communicated by leaders, understood by staff and integrated into business practices. • Integrity actions and initiatives are planned, fit-for-purpose, implemented and continuously refined. • Accounting for integrity is based on improvements being made from periodic assessments and supported by leadership commitment.	• Authorities at this maturity level have an approach to integrity that is fully integrated into all decision making and planning. • Integrity is modelled and reinforced by leaders and practiced by staff who understand their obligations. • Integrity actions and initiatives are flexible enough to meet integrity challenges and respond to new and emerging risks. • Accounting for integrity is based on improvements being made from ongoing assessment. Improvements are prioritised and implementation is monitored as part of a continuous improvement approach.
Characteristics			
☐ The authority head relies on informal reports about how integrity is being practiced, managed and accounted for (approach to integrity). ☐ Monitoring of the approach to integrity relies on members of the leadership group ensuring it is undertaken in their respective areas, rather than any formal process. ☐ As required, the audit committee assures finance processes and reports are sent to the authority head. ☐ Any oversight activities are ad hoc and focussed internally.	☐ The authority head is directing the development of processes and structures to obtain the information needed for oversight of the approach to integrity. This is being documented in an integrity framework. ☐ The leadership group understands their role to monitor the approach to integrity in their respective areas and provide data on request to support assurance and oversight. ☐ As the integrity framework is being developed, the collection and provision of information (beyond that required for compliance) to the authority head for assurance, is being identified and documented. ☒ **Internally focused oversight activities are routinely performed and documented.**	☒ **Processes and structures are in place to provide the authority head with information to assist their oversight of the approach to integrity (e.g. reports).** ☒ **The leadership group are aware of their assurance and oversight obligations for their respective areas and are well prepared to provide updates at leadership group meetings.** ☒ **A committee has been established (or the role of an existing committee has been expanded) with specific responsibilities to oversight the integrity framework (and its component parts) and report to the authority head.** ☐ Oversight activities associated with outsourced programs and services are being identified and documented.	☐ The authority head can provide assurance to external integrity bodies and other stakeholders (e.g. board, council, minister) that the approach to integrity is sound. ☐ The leadership group is well versed in assurance and oversight. Members are able to provide information and insights about the authority's approach to integrity and can discuss how this compares to other similar authorities (if benchmarking has been conducted). ☐ A committee provides the authority head with regular and fulsome reports about the integrity framework (and its component parts). ☐ Oversight extends to outsourced programs and services to ensure they are adequately controlled and reported on.

Comments: **Assessment: EMBEDDED**

Oversight and responsibility for integrity is documented across key policies, frameworks, management practices, procedures and internal group functions and activities. The City's Integrity Panel oversees the City's integrity practices and will report to the CEO and the Executive Team as and when required to recommend improvements.

Integrity matters are also reported the Audit, Risk and Improvement Committee and subsequently to Council which also provides a level of oversight and independent review of City operations and activities.


City of Stirling
City of Choice
Integrity Framework
25 November 2025

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Version	Date	Approval	Resolution No.	ECM Document Number
1.0		Council		

DRAFT

Our Integrity Commitment

The City of Stirling ('City') recognises earning and maintaining community trust is essential for the good governance of our community. The City adopts a zero-tolerance attitude towards fraud, misconduct and corruption and must embed integrity in everything that it does as a good corporate citizen should.

Operating with integrity means using powers responsibly for the purpose and in the manner for which they were intended. It means acting with honesty and transparency; and making reasoned decisions without bias by following fair and objective processes.

It also means preventing and addressing improper conduct, disclosing facts without hiding or distorting them, and not allowing decisions or actions to be influenced by personal or private interests.

Each person at the City, whether they are an Elected Member, employee, contractor or volunteer is responsible for integrity and must always be accountable for:

- their own actions and decisions;
- acting honestly and transparently;
- being honest and respectful, and
- doing the right thing even behind closed doors.

More than this, each person has responsibility for taking their commitments and their work seriously, and for understanding their responsibilities and fiduciary obligations and duties to the City.

The City’s Integrity Framework (Framework) outlines the City's approach to ensuring it not only acts with integrity, honesty and transparency; but is seen doing so by making reasoned decisions without bias by following fair and objective processes. It describes the instruments, structures and cultural factors that guide how the City practices, manages and accounts for integrity within its operations.

Stevan Rodic
Chief Executive Officer

DRAFT

City's Integrity Model

The City's Integrity Framework is based on the model developed by the Public Sector Commission's *Integrity Strategy for WA Public Authorities 2024-28*:

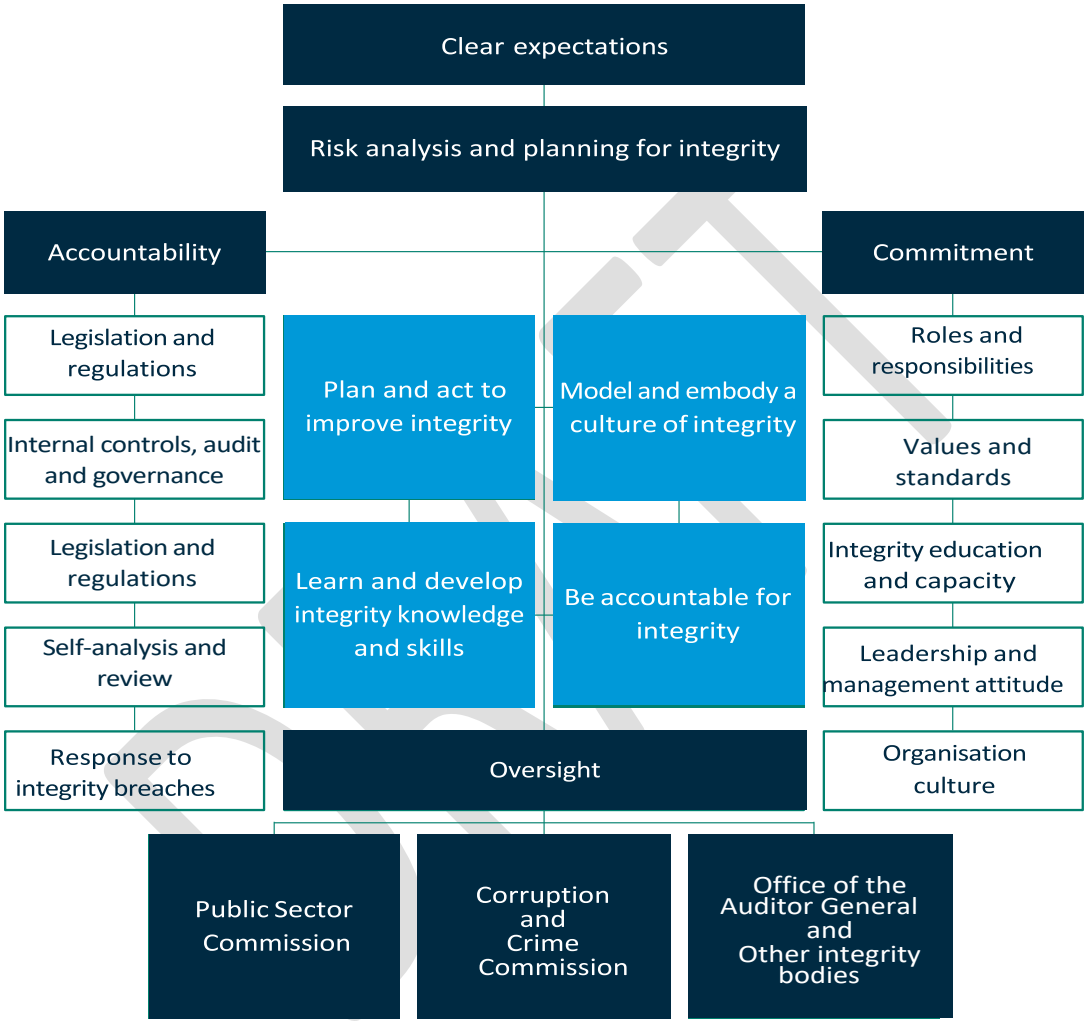

Diagram 1: Integrity Model (source: Public Sector Commission**)**

The City's Framework, based on the above model, has four key areas detailing the actions, activities, processes, practices and documents within the City that address integrity:

1. **PLAN AND ACT TO IMPROVE INTEGRITY** - Effective governance systems and frameworks are established.

2. **MODEL AND EMBODY A CULTURE OF INTEGRITY** - A culture of integrity exists and is reinforced and communicated by the Executive Team and Business Leaders.

3. **LEARN AND DEVELOP INTEGRITY KNOWLEDGE AND SKILLS** - Individual and authority integrity knowledge, skills and competence are grown.

4. **BE ACCOUNTABLE FOR INTEGRITY** - Prevention, detection and response to integrity matters are everyone's personal and professional responsibilities.

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Plan and act to improve integrity

Integrity Framework Foundations

Roles and Responsibilities

Every Elected Member, employee, volunteer and contractor are responsible for integrity and has a role to play. The table below details the specific roles and responsibilities for integrity throughout the City's operations.

Roles	Responsibilities
Council	• Adopt and review the City's Integrity Framework. • Adopt and review the City's Governance Framework. • Approve the City's Code of Conduct for Council Members, Committee Members and Candidates. • Receive reports from the Audit, Risk and Improvement Committee in relation to integrity risks, audit activities and other integrity controls.
Audit, Risk and Improvement Committee	• Oversee the implementation of the City's Integrity Framework. • Advise Council on all matters relating to the City's strategic integrity risks. • Receive and review regular reports on integrity risk minimisation performance. • Receive and review internal audits including risks associated with integrity.
Elected Members	• Model leadership and conduct that align with the City's commitment to integrity. • Perform role and responsibilities in accordance with *the Local Government Act 1995.* • Reflect the behaviours and conduct standards required in the City's Code of Conduct for Council Members, Committee Members and Candidates. • Make decisions at Council and Committee meetings based on evidence, merit and in accordance with the law.
CEO	• Provide leadership in the prevention, detection and response to misconduct, fraud and corruption. • Approve the City's Code of Conduct for Employees. • Designate a complaints officer in accordance with section 5.120 of the *Local Government Act 1995*. • Notify relevant integrity agencies of any suspected incidences of misconduct as required by the *Corruption, Crime and Misconduct Act 2003*.

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Roles	Responsibilities
	• Notify the WA Ombudsman on Reportable Conduct under the *Parliamentary Commissioner Act 1971* and conduct Reportable Conduct investigations around child abuse. • Ensure the City complies with the *Public Interest Disclosure Act 2003.* • Ensure the City complies with Division 9 of the *Local Government Act 1995*. • Provide reports and advice to the Audit, Risk and Improvement Committee and Council on integrity matters. • Drive a culture of integrity through the active demonstration of City values and by communicating the importance of meeting integrity standards.
Executive Team	• Adopt and review the City's Fraud and Corruption Control Plan. • Adopt Management Practices that reinforce integrity practices within the City's Administration. • Demonstrate commitment to integrity through an active demonstration of City values and by building an accountable workplace culture. • Reinforce the requirement for integrity by employees and ensure there are mechanisms in place to: o identify and assess integrity risks; o proactively identify and communicate business unit specific risks; o promote employee awareness of integrity; o ensure that reports of misconduct are dealt with appropriately; and o actively participate in integrity reporting at leadership meetings. • Ensure confidentiality is maintained in all investigations and any findings that are made.
Manager Governance	• Oversee the development and review of the Integrity Framework, Governance Framework, Fraud and Corruption Control Plan and Statement of Business Ethics. • Develop and implement appropriate Management Practices and internal procedures around integrity matters. • Ensure appropriate training is provided on the City's Code of Conduct for Council Members, Committee Members and Candidates. • Promote a culture of integrity through collaboration, training and other activities. • Conduct activities that promote integrity awareness such as International Corruption Day.

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Roles	Responsibilities
	• Act as the City's Complaints Officer and Principal Public Interest Disclosure Officer. • Manage the investigation of reports of misconduct relating to Elected Members. • Ensure confidentiality is maintained in all investigations and any findings that are made.
Chief People Officer	• Review the City's Code of Conduct for Employees. • Ensure appropriate training on the City's Code of Conduct for Employees. • Develop and implement appropriate Management Practices and internal procedures around employee misconduct matters. • Act as a Public Interest Disclosure Officer for the City. • Manage the investigation of all reports of misconduct relating to employees and Reportable Conduct Investigations. • Ensure that appropriate disciplinary action is taken when there is evidence of misconduct in accordance with the City's Management Practices and internal procedures. • Ensure appropriate pre-employment screening is carried out for new employees and existing employees who are promoted to positions of trust. • Ensure confidentiality is maintained in all investigations and any findings that are made.
Internal Auditor	• Plan and conduct audits that address integrity risks. • Receive reports of alleged misconduct through the Misconduct and Fraud Hotline. • Report any suspected fraudulent activities or corrupt practices identified during an internal audit function to the CEO and possible investigation or referral to the appropriate external agency. • Monitor and report on the status of implementation of management actions to address audit findings. • Ensure confidentiality is maintained in all investigations and any findings that are made.
Manager Strategy and Performance	• Oversee the review of the Risk Management Framework, Risk Management Policy and relevant risk management documents. • Manage strategic and operational risk registers that include integrity risks. • Implement a risk management culture through the facilitation of risk awareness training and provision of risk management advice to the organisation. • Provide risk management training and support to Business Units.

Roles	Responsibilities
Management Risk Forum	• Facilitates management-level oversight of integrity risks and review emerging risks. • Aligns operational insights with enterprise risk management. • Consolidates advice for the Executive Team. • Reinforces a consistent and constructive approach to risk culture across services.
Integrity Panel	• Discuss and analyse Misconduct Reports and other integrity issues that have been reported or identified. • Develop strategies and management actions to minimise systemic Misconduct issues or to improve integrity practices at the City. • Compile information for quarterly reporting to the Executive Team and Audit, Risk and Improvement Committee.
Business Leaders	• Demonstrate commitment to integrity through an active demonstration of City values and by building an accountable workplace culture. • Ensure an awareness and understanding of the City Integrity Framework and the employee's role within this framework. • Commit to following a robust and unbiased recruitment and selection process and only to recruit and engage individuals who are closely aligned with City values. • Report any suspected act of misconduct in accordance with the City's misconduct reporting process. • Ensure specific behaviours relating to integrity are addressed in employee performance reviews. • Ensure that all employees are aware of the Code of Conduct for Employees. • Ensure that all employees observe the City's policies, management practices and procedures and understand their roles and responsibilities. • Implement controls to minimise acts of misconduct and integrate integrity risk management into all aspects of the Business Unit's functions. • Ensure confidentiality is maintained in all investigations and any findings that are made.

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Roles	Responsibilities
All employees	• Abide by the Integrity Framework and any fraud, corruption and misconduct controls. • Actively support and contribute towards integrity risk management initiatives. • Report any instances of misconduct through the City's reporting processes. • Ensure awareness, understanding and support of all City policies, management practices and procedures. • Ensure confidentiality is maintained in all investigations and any findings that are made.
Volunteers and Contractors	• Actively support and contribute towards integrity risk management initiatives. • Report any instances of misconduct through the City's reporting processes.

Relevant legislation and regulations

The principal legislation governing the operation of the City is the *Local Government Act 1995* (Act) and its subsidiary legislation, which incorporate four fundamental aims:

- Better decision-making by local governments.
- Greater community participation in the decisions and affairs of local governments.
- Greater accountability of local governments to their communities.
- More efficient and effective local government.

The City is also governed by other legislative instruments that embed integrity mechanisms within the City's operational functions. Such instruments include the following:

- *Corruption, Crime and Misconduct Act 2003.*
- *Criminal Code Act Compilation Act 1913.*
- *Freedom of Information Act 1992.*
- *Parliamentary Commissioner Act 1971.*
- *Parliamentary Commissioner Amendment (Reportable Conduct) Act 2022.*
- *Public Interest Disclosure Act 2003.*
- *Public Sector Management Act 1994.*
- *Privacy and Responsible Information Sharing Act 2024.*
- *State Records Act 2003.*
- *Working with Children (Screening) Act 2004.*
- *Work Health and Safety Act 2020.*

These legislative instruments, as well as others, place obligations on the City, the CEO and employees. Any appointed employees to specific roles are required to comply with any requirements and responsibilities relating to their integrity responsibilities.

Risk analysis and integrity planning

Risk management is a fundamental element of sound corporate governance and is part of the City's organisational purpose, governance, leadership and commitment.

The City's Risk Management Framework sets out the City's approach to the identification, assessment, management, reporting and monitoring of risks, including integrity risks.

An integral part of the City's Risk Management Framework is the City's Risk Management Policy that establishes the City's commitment to embedding risk management practices across the organisation to support the delivery of the City's Strategic Community Plan and Corporate Business Plan.

Internal controls, audit and governance arrangements

The City has a number of internal controls to manage its overall corporate governance obligations and to address possible integrity issues and risks:

Codes of Conduct

The *Local Government Act 1995* (Act) requires:

- Council to adopt a Code of Conduct for Council Members, Committee Members and Candidates; and
- the CEO to implement a Code of Conduct for Employees.

The Code of Conduct for Council Members, Committee Members and Candidates sets out integrity principles, behaviour requirements and rules of conduct. The Code of Conduct for Employees promotes the City's values and provides expected standards of behaviour.

Both Codes are regularly reviewed and made available to Elected Members and employees on their commencement at the City, and the Codes are also made available to the public on the City's website. Through the City's induction program, both Elected Members and employees are made aware of their responsibilities under the respective Codes and employee undergo regular refresher training on the Code's requirements and obligations.

Council Policies

A function of Council under the Act is to make policies which guide the City's operation and decision making. The policies affect various business areas and responsibilities of the City and are reviewed on a regular basis. Council policies can be viewed on the City's website and employees and Elected Members are to observe the requirement with Council adopted policies relevant to them and their activities.

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A number of Council adopted policies relate to fostering integrity standards and activities at the City, including but not limited to the following:

- Appointment of Acting or Temporary Chief Executive Officer Policy.
- Complaints Policy.
- Elected Member and Chief Executive Officer Attendance at Events Policy.
- Elected Member Entitlement Policy.
- Elected Member Training Policy.
- Election Caretaker Policy.
- Equal Opportunity and Diversity Policy.
- Generative Artificial Intelligence (AI) Policy.
- Information Handling and Breach Policy.
- Information Management Policy.
- Information and Technology Acceptable Use Policy.
- Issue and the Use of Corporate Credit Cards Policy.
- Legal Representation and Elected Members and Employees Policy.
- Media and Communications Policy.
- Model Standards for CEO Recruitment, Performance and Termination Policy.
- Procurement Policy.
- Risk Management Policy.

Statement of Business Ethics

The City has adopted a Statement of Business Ethics which provides guidance for all sectors of the community when conducting business with the City. It outlines the City's ethical standards and our expectation that goods and service providers will comply with these standards in all their dealings with the City. This Statement also outlines what goods and service providers can expect of the City.

The Statement of Business Ethics is available on the City's website and is supplied to goods and service providers of the City.

Governance Framework

Good governance in local government is about ensuring the local government is able to manage its many complex responsibilities effectively and in the best interests of the community. When a local government practices good governance, the community is more connected and engaged, appropriate services are provided and there is more effective use of the local government's resources.

The City's Governance Framework demonstrates how good governance is put into practice at the City and sets out the roles and responsibilities of Elected Members and employees; their relationships; and the City's financial, legal and ethical obligations and accountability requirements.

Fraud and Corruption Control Plan

The City is committed to best practice fraud and corruption prevention. Employees and Elected Members must not engage in practices that may constitute fraud or corruption. Fraud and corruption can be damaging to the City through financial loss, loss of public confidence (either perceived or real), reputational damage and adverse publicity.

The Fraud and Corruption Control Plan documents the City's approach to identifying, assessing, controlling and reporting fraud risk, and how this approach integrates with current risk management practices.

Public Registers

The City is required to maintain and publish certain registers to the City's website for public inspection in accordance with the *Local Government Act 1995*. These include the following:

- Gifts, Benefits and Hospitality Register.
- Employee Conference Attendance Register.
- Contribution to Travel Register.
- Minor Breach Complaints Register.
- Primary Return and Annual Return Register.
- Tender Register.
- Declarations of Interest Register and an Electoral Gifts Register.

Management Practices

The City's Administration has developed a number of internal Management Practices that relate to promoting and strengthening integrity at the City. These include, but not limited to the following:

- Conflicts of Interest Management Practice.
- Drug and Alcohol Management Practice.
- Elected Member Conflicts of Interest Management Practice.
- Employee Conflicts of Interest Management Practice.
- Employee Discipline Management Practice.
- Employee Grievance Management Practice.
- Fitness for Work Management Practice.
- Integrity and Misconduct Management Practice.
- Public Interest Disclosure Management Practice.
- Outside Employment Management Practice.
- Recruitment and Selection Management Practice.
- Reportable Conduct Scheme Management Practice.
- Social Media Management Practice.

Management Practices are endorsed by the City's Executive Team and reviewed on a regular basis to ensure that are relevant and contemporary to the City's operations. The City's management practices are available for employees to access on the City's intranet stie (CoSi).

Freedom of Information

The *Freedom of Information Act 1992* gives individuals the right to apply for access to certain documents held by the City. The City has designated employees to deal with freedom of information applications lodged with the City.

An Information Statement, updated annually, provides details about the City's operations, the kinds of information that documents the City holds and the procedures for accessing them.

Public Interest Disclosures

The *Public Interest Disclosure Act 2003* facilitates the disclosure of public interest information and provides protection for those making such disclosures and those who are the subject of disclosures. The City is committed to the aims and objectives of the *Public Interest Disclosure Act 2003* and does not tolerate corrupt or other improper conduct.

Every public authority is required to have a Public Interest Disclosures (PID) officer to receive disclosures of public interest information. The City has a number of employees designated by the CEO for this purpose and their details, as well as information about how to make a public interest disclosure, is available on the City's website.

Delegations and Authorisations

Council may delegate the exercise of some of its functions and powers to the CEO in accordance with provisions of the *Local Government Act 1995*. Other legislation allows delegation of powers and duties to the CEO or other employees directly. The *Local Government Act 1995* also allows the CEO to delegate or sub-delegate any powers to another employee. Delegators may place conditions on delegations. A written record is required to be kept when a delegation is exercised by the CEO or an employee.

Delegations must be made in writing and the CEO is required to keep a register of delegations which is published on the City's website. Delegations are to be reviewed by the delegator at least once every financial year.

Legislation applicable to the City also vests certain powers and duties to 'Authorised Persons' or other such termed officers. The CEO authorises certain officers under appropriate legislative provisions or enforcement functions by way of a certificate of authorisation and identity card. Authorisations cease upon termination of employment at the City.

Audit oversight

Implementing a comprehensive suite of audit functions is essential to safeguarding public trust, ensuring accountability, and promoting ethical governance. Together, these audit functions act as a watchdog and a compass by minimising integrity risks while fostering continual improvement and sound public administration.

The *Local Government Act 1995* requires Council to establish an Audit, Risk and Improvement Committee to oversee and advise the Council on matters of internal or external audit, risk management, financial reporting and legislative compliance functions of the City.

Such matters include developing and monitoring the City's internal audit activities as well as reviewing the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal controls, legislative compliance, including matters around integrity at the City.

Details of the Audit, Risk and Improvement Committee, including its terms of reference are available on the City's website.

Fraud and Corruption Detection Systems

The City relies on a variety of strategies, programs and systems to detect fraud, corruption, integrity breaches and other errors or irregularities.

Fraud and Misconduct Reporting

The City has established a Fraud and Misconduct Hotline where an anonymous complaint may be made. The caller may leave their contact details, in which case the caller will be advised of the outcome of the investigation, subject to the requirements of the Public Sector Commission or Corruption and Crime Commission and any other relevant investigatory body. The identity of the caller will remain confidential.

Further information around the City's fraud and misconduct reporting mechanisms are detailed further in this Framework.

Internal Audit

Robust internal audits allow the City to regularly assess operations, identify procedural weaknesses, and reinforce compliance with regulatory frameworks. Performance audits help evaluate the efficiency and effectiveness of programs and services, ensuring they deliver value to the community.

The City's internal audit plan and audit program are crucial in reviewing integrity controls and testing vulnerabilities, particularly around:

- fraud and corruption;
- cyber resilience, data protection, and system integrity; and
- decision-making structures and risk management.

As part of the City's internal audit plan high integrity risks will be assessed to ensure the City's controls and activities are sufficient to minimise fraud and misconduct. Internal audits may include sample testing of data to identify any irregularities that may need further investigation.

Findings and recommendations for improvement resulting from internal audits are considered by the Executive Team and the Audit, Risk and Improvement Committee with progress on actions to address these recommendations being monitored through the City's audit log and status reporting.

External Audit

Each year the Office of the Auditor General, or contractors appointed on its behalf, provide the independent oversight of the local government sector and audit the City's financial statements with an audit report being provided to Council. Any significant issues the Office of the Auditor General identifies, are reported to the City, the Mayor, the City's CEO and the Minister for Local Government.

The audit report is examined by the City and is to implement appropriate action in respect to the significant matters that may be raised and detail such action in a report to be submitted to the Minister for Local Government within three months of the City receiving the audit report. This report is also published on the City's website.

In addition to financial and compliance audits, the Office of the Auditor General may carry out performance audits that examine the economy, efficiency, and effectiveness of programs and organisations, including compliance with legislative provisions and internal policies.

Gifts, benefits and hospitality reporting

The City's gifts, benefits and hospitality reporting and other disclosures are monitored to identify any potential patterns of influence; recipients receiving multiple gifts; or other irregular behaviour.

Conflicts of interest reporting

Like gifts, benefits and hospitality reporting, conflicts of interest reporting are monitored to identify any patterns or irregularities that may lend themselves to fraud and misconduct occurring.

Public Interest Disclosures

The *Public Interest Disclosure Act 2003* facilitates the disclosure of public interest information enabling anyone to make disclosures about improper or unlawful conduct, including fraud and corruption.

Any disclosures made through the City's established Public Interest Disclosure process, will be investigated by the City's designated Public Interest Disclosure (PID) Officers in accordance with the City's established procedures. These procedures are available on the City's website.

Compliance Audit

Under the *Local Government (Audit) Regulations 1996*, local governments are required to complete an internal compliance audit each calendar year in addition to external audits. The Compliance Audit Return is a statutory reporting tool that seeks to evaluate the City's compliance with targeted sections of the *Local Government Act 1995*.

The Compliance Audit Return is completed by the City's Administration and is required to be accepted by the Audit, Risk and Improvement Committee and Council before being submitted to the Department of Local Government, Industry Regulation and Safety.

Regulation 17 Review

The *Local Government (Audit) Regulations 1996* require the CEO to, every three years, review the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance. The CEO is required to report the results of the review to the Audit, Risk and Improvement Committee.

The Regulation 17 Review is in most instances outsourced to a consultant to provide an independent assessment of the City's performance in these areas. The consultant provides a report with recommendations for process improvements. Any internal controls relating to integrity matters may also be identified.

Updates are provided to the Audit, Risk and Improvement Committee and Council in relation to progress on the recommendations.

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Model and embody a culture of integrity

Increasing the ethical capacity of the City and managing risks appropriately assists in establishing an ethical organisational culture. Although the City has Codes of Conduct, policies and management practices, these alone will not guarantee ethical behaviour. An ethical and professional workplace culture is the best safeguard against risks to integrity, including improper conduct, misconduct and corruption.

Values and standards

The City must shape and manage its culture to support and enhance integrity throughout the City's operations. An organisation with a culture built on integrity and proactively managed is more resistant to misconduct and corruption from occurring.

The City has adopted the following vision and mission statement and established four key values:

Vision

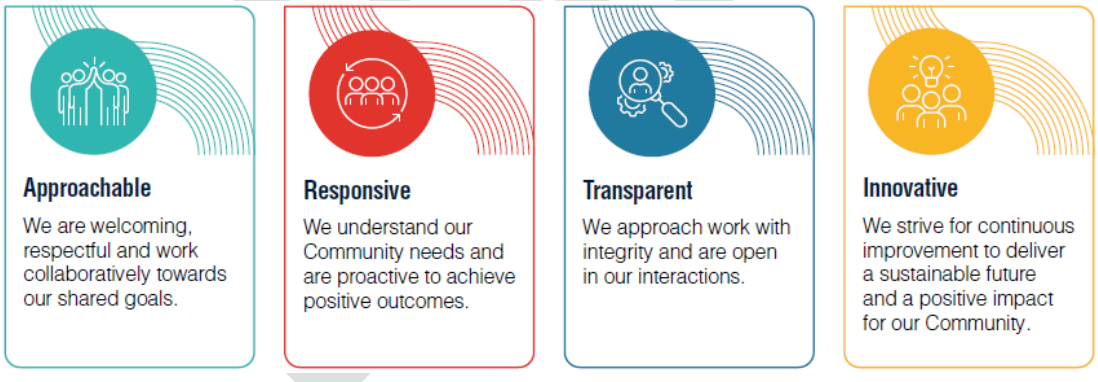
A sustainable City with a local focus.

Mission Statement

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

Values

The City of Stirling's core values are:



The City's vision, mission statement and values are reflected in the City's key organisational strategic documents, codes of conduct as well as within position descriptions for employees.

Such information is also reflected in the City's recruitment activities, including job notices and advertisements.

Leadership and Management attitude

The Executive Team has taken responsibility for leading the ethical tone of the City to build a professional and respectful workplace. The Executive Team communicates to the Business Leaders, and other employees, on ethical conduct and integrity issues whilst modelling the expected standards of behaviour.

This demonstrates the City's commitment to the established values and is consistent with the level of professional leadership that is expected from all that work at the City.

Expectations are discussed with all new employees during their onboarding with the City. This includes their roles and responsibilities, expectations and professional standards. This is reinforced with new employees through the City's online induction program and at any probation review meeting and with existing staff during the performance review process.

Organisational Culture

The City's organisational culture reflects the values, beliefs and behaviours of the entire workforce. The City's values are critical to shaping culture by guiding workplace conduct and decision making. They represent employee standards and underpin the City's day-to-day interactions with each other and the decisions made individually and collectively as an organisation.

The City adopts a model of lead by example. The CEO and Executive Team are required to demonstrate City's values, as well as its transparency and integrity regimes at all times. A culture of transparency is demonstrated by:

- regular communication from the CEO to employees;
- regular communications from the CEO to Elected Members;
- whole employee meetings which include time for employees to ask questions and provide feedback;
- regular team meetings; and
- regular Elected Member briefings and workshops.

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Developing Integrity Knowledge and Skills

Integrity education and capacity

The City takes responsibility for educating and developing employee knowledge and capacity around integrity. This is achieved through a number of formal and informal actions and initiatives.

Job applicants

The City's job descriptions include information around the City's organisational vision, mission statement and values. These documents also including the desired corporate responsibilities of all employees including the need to undertake duties and responsibilities in accordance with the City's corporate Policies, Management Practices and Procedures and demonstrate expected behaviours aligned with the City's Values and Code of Conduct.

Employee screening and reference checks are conducted of all potential new employees, including the requirement to submit a recent National Police Clearance or Working with Children Checks (where applicable).

New employees

The City's induction program for new employees includes on-line induction modules around the City's Code of Conduct, vision and values, and references to the City's policies and procedures relating to integrity, fraud and misconduct. New employees are required to declare that they have read and understood the City's Code of Conduct and relevant integrity management practices and procedures before they can complete their on-line induction.

Elected Members, Committee Members and local government election candidates

Local government election candidates are provided information at candidate information sessions around the ethical and integrity standards that are expected of them should they become elected as a Council Member of the City. Copies of the Code of Conduct for Council Members, Committee Members and Candidates is also provided to candidates and all Elected Members, on being sworn in as an Elected Member of the City, must formally declare they will observe the requirements of the City's Code.

Following a successful election, Elected Members undertake an induction program where their duties and responsibilities around integrity matters are also discussed.

Elected Members, through the Audit, Risk and Improvement Committee are informed of integrity risks, controls and integrity activities through regular reporting.

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Executive Team and Business Leaders

The Executive Team and Business Leaders must role model the expected integrity standards at the City. They must also identify integrity risks through their operational risk management and service planning processes.

The Executive Team and Business Leaders undertake in-house training on how to manage employee grievances, integrity and misconduct matters. The City's Management Practices that relate to integrity are available on the City's intranet site (CoSi).

The City's People Services Business Unit also has dedicated People Services Business Partners to support Business Leaders in the management of employee conduct matters and associated advice.

All employees

Fraud and corruption awareness training is conducted on a regular basis, including international Anit-Corruption Day, education campaigns and e-learning. A dedicated page is maintained on the City's intranet site (COSi) regarding integrity and misconduct awareness. This includes links to all relevant documents and external agency websites.

Any substantive changes in the Code of Conduct for Employees or relevant management practices are communicated to all employees.

Key employees responsible for implementing crucial components of the City's framework will be invited to attend formal Public Sector Commission education opportunities and provide ways for these employees to share their learnings within the City's operations.

Contractors

Contractors are made aware of the City's ethical standards through the City's adopted Statement of Business Ethics, which is also available on the City's website. Employees responsible for the management and oversight of City contracts and procurement activities are to monitor contractor performance, including reporting breaches of ethical and integrity standards that may be evident.

Overall community

Information is made available to members of the public on the City's website. This includes information such as the City's Codes of Conduct, ethical standards, public interest disclosure and freedom of information processes. Reporting mechanisms, such and code of conduct breach forms, minor conduct breach forms and the City's Fraud and Corruption Hotline are also communicated.

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Be Accountable for Integrity

All Elected Members, employees and contractors have a responsibility to ensure the ethical health and professional standards of the workplace are upheld. This includes having the courage to raise integrity concerns with others, to report improper conduct and to support each other. The City supports and maintains a safe reporting environment in which any party feels confident and comfortable to report any integrity concerns.

Reporting Guidelines

Employees should report suspected wrongdoing to their immediate supervisor or line manager in the first instance. Should an employee be reluctant to report any concerns immediately, or feel that appropriate action has not been taken, alternate reporting options include reporting to:

- the Chief People Officer;
- the Manager Governance;
- the Internal Auditor;
- the CEO;
- a Director;
- the Fraud and Misconduct Hotline;
- a designated Public Interest Disclosure (PID) Officer appointed by the City utilising the City Public Interest Disclosure process;
- the Public Sector Commission (where a matter involves minor misconduct – see below); or
- the Corruption and Crime Commission (where a matter involves serious misconduct – see below).

Reporting Minor and Serious Misconduct

The CEO has a duty to notify the Public Sector Commission (PSC) or the Corruption and Crime Commission (CCC) where minor or serious misconduct occurs, or where they suspect, on reasonable grounds, that a matter concerns or may concern either serious or minor misconduct. Notifications must be made in writing, and where possible, electronically to the following agencies:

	Serious Misconduct (CCC)	Minor Misconduct (PSC)
Online	Using the online form at www.ccc.wa.gov.au	Using the online form at www.wa.gov.au
Email	info@ccc.wa.gov.au	minormisconduct@psc.wa.gov.au
Post	PO Box 330, NORTHBRIDGE WA 6865	Locked Bag 3002, WEST PERTH WA 6872

Reportable Conduct Scheme

The CEO has a duty to notify the WA Ombudsman of allegations of, or convictions for, child abuse by City employees and Elected Members and then investigate these allegations. The reportable conduct covered by the Reportable Conduct Scheme includes the following misconduct and inappropriate behaviour against children:

- Sexual offences.
- Sexual misconduct.
- Physical assault.
- Other prescribed offences.
- Significant neglect of a child.
- Any behaviour that causes significant emotional or psychological harm to a child.

Further information around the reportable conduct scheme can be sources from the WA Ombudsman's website.

The WA Ombudsman will monitor, oversee and review investigations undertaken by the City into allegations of, and convictions for, abuse of children involving any of the City's employees. The WA Ombudsman may also at any time investigate matters or their own volition. Reports of child abuse can also be made to the following agencies:

	Ombudsman	WA Police	Corruption and Crime Commission	Department of Communities
Phone	(08) 9220 7471 1800 117 000	131 444 1800 333 000	1800 803 186	1800 273 889
Online	Using the online form at www.ombudsman.wa.gov.au	Using the WA Police Safe2Say Portal at Safe2Say.com.au	Using the online form at www.ccc.wa.gov.au	Using the online form at www.gov.au

Behavioural and Conduct Breaches by Elected Members

Where a behavioural or conduct breach involves an Elected Member, Committee Member or local government election candidate under the City's Code of Conduct for Council Members, Committee Members and Candidates, the complaint process will be followed in accordance with the Code. Investigations and process will be in line with the Code and those processes stated within the *Local Government Act 1995* for particular conduct breaches.

Disciplinary action

Where an integrity matter is found to have occurred by an employee, any disciplinary action will be undertaken in accordance with the City's Employee Discipline Management Practice.

Where a Code of Conduct breach is found to have occurred by an Elected Member, Committee Member or local government election candidate, action will be taken as per the City's Code, or as per the requirements under the *Local Government Act 1995.*

Some conduct breaches may be required to be listed in the City's Complaints Register which is available on the City's website.

Response to integrity breaches

The City takes its responsibilities seriously when dealing with actual or potential integrity issues within its operations. This includes ensuring any reported integrity issues, including misconduct, fraud, corruption or abuse are thoroughly investigated.

The City's Integrity and Misconduct Management Practice and Reportable Conduct Management Practice outline the processes that will be followed when conducting investigations into allegations received involving actual or alleged integrity or misconduct issues, or matters involving the harm of children.

The City's investigation process will, unless otherwise required by law:

- be fit for purpose based on the nature of the allegations;
- follow relevant legislation and internal procedures;
- use internal, independent or external investigators as required;
- use suitably qualified and experienced investigators with specific expertise in child abuse and interviewing children where required;
- use preliminary, substantive and follow up investigations as required;
- be conducted confidentially and protect the complainant from reprisal;
- report to external agencies and following their directions as required;
- provide natural justice and meet procedural fairness requirements;
- keep the complainant informed as appropriate at relevant stages of the investigation process; and
- ensure vexatious complaints are identified and dismissed in accordance with the process.

Self-analysis and review

The City will continuously improve integrity across the organisation (and subsequently contents within this Framework) through environmental scanning of both public and private sectors; use of findings from internal audits; and the reviews, reports and recommendations of anti-corruption and other integrity bodies.

The City will also utilise the Integrity Framework Maturity Self-Assessment Tool developed by the Public Sector Commission to assess the maturity of the City's approach to integrity and use results to develop and implement improvement actions.

Recommended updates to this Framework will be undertaken by the Manager Governance as and when required, in consultation with the City's Integrity Panel and Executive Team. Changes to the Framework will be reported through to the Audit, Risk and Improvement Committee and Council for its consideration and adoption.

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Oversight

The City has established an Integrity Panel consisting of the Manager Governance, Chief People Officer and Internal Auditor. The purpose of the Integrity Panel is to:

- discuss and analyse misconduct reports and other integrity issues that have been reported or identified at the City from time to time;
- develop strategies and management responses to minimise systemic misconduct issues or to improve integrity practices at the City; and
- compile information for quarterly reporting to the Executive Team and Audit, Risk and Improvement Committee.

Measure of success

For the City's Integrity Framework to be successful, the following corporate objectives are embedded within our normal business processes:

- Integrity matters are incorporated into all aspects of the business as a standing item.
- Integrity risks are incorporated into the City's Risk Register and are constantly monitored and reviewed.
- Integrity risks are presented to the Audit, Risk and Improvement Committee.
- Integrity checks are conducted as a normal recruitment process.
- Regular networking opportunities with other local governments and public organisations on integrity matters.
- The City continues the use of formal notification processes such as newsletters, emails and meetings.
- Integrity reporting processes are advertised and encouraged.
- The roles and responsibilities of leadership team is to include a focus on integrity management.
- The City is committed to learn from internal and external reports on integrity management.

Signs of success that the City's Integrity Framework, and associated actions, processes and activities are imbedded within the City's daily operations include the following:

- The City's Executive Team are satisfied that the levels of maturity assessed through the Integrity Framework Maturity Self-Assessment Tool are appropriate to the City's operating context and risk profile.
- Findings from reviews and audits indicate the City's approach to integrity is improving.
- Employee survey results show a positive perception of integrity within the City's operations.
- Employee survey results show employees have a good understanding of integrity requirements that apply to them and are confident to report integrity breaches.
- Stakeholder feedback indicate confidence that the City operates with integrity.
- Training and information sessions related to integrity are well attended and evaluations indicate knowledge has increased because of attendance.
- Time taken to resolve integrity matters is reasonable and results in improvements where necessary.
- Notifications and reports to integrity bodies are timely.

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Glossary

The following terms are used throughout this Framework:

Term	Definition
Administration	The operational part of the City.
Business Leader	An employee holding a leadership / supervisory role at the City and includes Business Unit Managers, Service Leads, Coordinators, Supervisors, and Team Leaders.
CEO	The Chief Executive Officer of the City.
City	The City of Stirling local government.
Council	The City of Stirling Council established under the *Local Government Act 1995.*
Council Member	Has the same meaning as Elected Member.
Committee	A committee established under the *Local Government Act 1995.*
Committee Member	Means a person appointed to a Committee.
Contractor	A person or body that supplies products or services to the City through either a contract or procurement process.
Corruption	Dishonest activity in which a person associated with an organisation (Elected Member or employee) acts contrary to the interests of the organisation and abuses their position of trust to achieve personal advantage or advantage for another person or organisation. This can also involve corrupt conduct by the organisation, or a person purporting to act on behalf of and in the interests of the organisation, in order to secure some form of improper advantage for the organisation either directly or indirectly.
Director	A senior employee of the City responsible for a Directorate of the City's Administration.
Employee	An employee of the City.
Executive Team	The Executive Leadership body within the City's Administration consisting of the CEO and all Directors.
Elected Member	Means the Mayor and Councillors.
Fraud	Dishonest activity causing actual or potential gain or loss to any person or organisation including theft of moneys or other property by persons internal and/or external to the organisation and where deception is used at the time, immediately before or immediately following the activity.

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Term	Definition
Integrity Panel	As per the City's Integrity and Misconduct Management Practice, a panel of employees consisting of the Chief People Officer, Manager Governance and Internal Auditor.
Minor misconduct	Conduct by a public officer that: • adversely affects the honest or impartial performance of the functions of a public authority or public officer, whether or not the public officer was acting in their official capacity at the time of engaging in the conduct; • involves the performance of functions in a manner that is not honest or impartial; • involves a breach of the trust placed in the public officer; or • involves the misuse of information or material that is in connection with their functions as a public officer, whether the misuse is for the benefit of the public officer or the benefit or detriment of another person; **and** • constitutes, or could constitute, a disciplinary offence providing reasonable grounds for termination of a person's office or employment.
Public Officer	Includes all public sector employees; members of government boards and committees; local government elected officials and employees; employees of public universities; employees of public utilities and some volunteers.
Serious misconduct	Conduct by a public officer who: • acts corruptly or corruptly fails to act in the course of their duties; or • corruptly takes advantage of their office or employment to obtain a benefit or to cause a detriment to any person; or • acting in the course of their duties or while deliberately creating the appearance of acting in the course of their duties, commits an offence punishable by two or more years imprisonment.
WA Ombudsman	The Parliamentary Commissioner for Administrative Investigations appointed under the *Parliamentary Commissioner Act 1971.*

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Contact Details

City of Stirling
Administration Centre
25 Cedric Street
Stirling WA 6021
T: (08) 9205 8555
E: stirling@stirling.wa.gov.au

Telephone (08) 9205 8555 I **Enquiries** www.stirling.wa.gov.au/enquiries I **Web** www.stirling.wa.gov.au I /citystirlingwa
This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555

Integrity and Misconduct Management Practice

Aligned City Value/s	**Approachable**	**Responsive**	**Transparent**	**Innovative**
Responsible Directorate	Office of the CEO			
Responsible Business Unit/s	Governance			
Responsible Officer	Manager Governance			
Affected Business Unit/s	All			

Objective

The objective of this Management Practice is to:

- reinforce the City's zero-tolerance position to any activity or behaviour that could be deemed Misconduct;
- confirm how the City responds to allegations of Misconduct; and
- demonstrate the City's ongoing commitment to promoting and embedding integrity principles into its operations.

Scope

This Management Practice forms part of the City's overarching Integrity Framework and applies to:

- Elected Members;
- Committee Members;
- Employees;
- Volunteers; and
- Contractors.

Management practice

General Misconduct Overview

Minor misconduct or Serious misconduct

A Public Officer or any other person is to report to the City any behaviour which that person suspects on reasonable evidence, concerns Minor misconduct or Serious misconduct that:

- has or may have occurred; or
- is or may be occurring; or
- is or may be about to occur; or
- is likely to occur,

by a Public Officer, Contractor or Volunteer of the City.

Breaches of the City's Codes of Conduct

A Public Officer or any other person is to report to the City any matter which that person suspects on reasonable evidence, is behaviour that breaches or allegedly breaches:

- the City's Code of Conduct for Employees, by an Employee; or
- the City's Code of Conduct for Council Members, Committee Members or Candidates, by an Elected Member, Committee Member or Candidate.

Reporting Mechanisms

Misconduct Reports, concerning actual or alleged Misconduct, can be made through one of the following internal or external reporting methods:

1. **Notify Supervisor** - Employees can report any actual or suspected Misconduct to their People Leader, coordinator, team leader, manager, director or CEO.

2. **Notify the CEO** - Notifications of the alleged Misconduct by other persons may be made to the CEO via email or in writing and posted to the City. The correspondence is to be marked 'PRIVATE and CONFIDENTIAL' and addressed directly to the CEO. The confidential correspondence is referred unopened to the CEO.

3. **Make a Public Interest Disclosure** - Employees, Elected Members or other persons may lodge a Public Interest Disclosure (PID) to one of the City's designated PID Officers. Details of the City's PID Officers, submission form and PID Guidelines are available from the City's website.

4. **Notify the Internal Auditor** - Reports on actual or alleged Misconduct can be made to the City's Internal Auditor on (08) 9205 8506 or via email at auditor@stirling.wa.gov.au.

5. **Phone the Misconduct Hotline on (08) 9205 8990** - an anonymous report on actual or alleged Misconduct may be made to the City's Misconduct Hotline. The caller may leave their contact details, in which case the caller will be advised of the outcome of the investigation, subject to the requirements of the Public Sector Commission or Corruption and Crime Commission and any other relevant investigatory body.

6. **Notify the City's Complaints Officer** (*for reports against Elected Members, Committee Members and Candidates only)* - Complaints Officers are designated by Council or the CEO, to be the Complaints Officer.

   These reports concern allegations of behavioural breaches or minor breaches by Elected Members, Committee Members or Candidates under the Code of Conduct for Council Members, Committee Members and Candidates, or under the Act. Complaints must be made in writing and conform to the reporting requirements under the Code of Conduct for Council Members, Committee Members and Candidates, or the Act.

7. **Report to an external agency** - Depending on the nature of the actual or alleged Misconduct, the matter may be reported to external agencies such as the Public Sector Commission, Corruption and Crime Commission, or the Department of Local Government, Industry Regulation and Safety.

All reports of alleged or actual Misconduct will remain confidential.

Roles and Responsibilities

The following table lists the positions at the City responsible for investigating Misconduct Reports and where a report is so received it is to be referred to the position responsible for managing or investigating the Misconduct Report:

Position	Responsibility
Chief People Officer	Investigating Misconduct Reports relating to Employees and Volunteers.
Manager Finance	Investigating Misconduct Reports relating to Contractors.
Manager Governance, Chief People Officer, or Internal Auditor *Appointed PID Officers (under section 23(1)(a) of the Public Interest Disclosures Act 2003)*	Investigating Misconduct Reports made under the *Public Interest Disclosure Act 2003*.
Mayor (Deputy Mayor, if the alleged breach is by the Mayor) *Appointed Complaints Officer (under clause 11(3) of the Code of Conduct for Council Members Committee Members and Candidates)*	Investigating behaviour breaches under Division 3 of the Code of Conduct for Council Members, Committee Members and Candidates.

Position	Responsibility
Manager Governance *Appointed Complaints Officer (under section 5.120(1) of the Act)*	Receiving minor breach complaints under section 5.107 of the Act. These complaints are referred to the Local Government Standards Panel, for investigation.
Director General of the Department of Local Government, Industry Regulation and Safety *Appointed Departmental CEO (under section 5.114 of the Act)*	Receiving and investigating serious breach complaints under section 5.114 Act (as defined by section 5.102A of the Act).

Where a Misconduct Report is received by a person detailed above, they are to inform the CEO as soon as possible and the process to be implemented to investigate the Misconduct Report.

Misconduct Investigation

Unless Misconduct Reports are deemed vexatious, misconceived or lacking in substance, all Misconduct Reports will be investigated. The City's investigation process will, unless otherwise required by law:

- be fit for purpose based on the nature of the allegations;
- follow any relevant legislation and/or internal management practices;
- use internal, independent or external investigators as required;
- use preliminary, substantive and follow up investigations as required;
- be conducted confidentially and protect all parties from reprisal;
- report to external agencies and follow their directions as required;
- provide natural justice and meet procedural fairness requirements;
- keep the complainant informed as appropriate at relevant stages of the investigation process; and
- ensure vexatious, misconceived and insubstantial complaints are identified and dismissed in accordance with the process.

Where required, support will be provided to the Mayor (or Deputy Mayor) by the CEO and Manager Governance for investigations relating to Misconduct Reports (behavioural breaches) made under the City's Code of Conduct for Council Members, Committee Members and Candidates.

Duty to Notify

Where Minor misconduct or Serious misconduct is found to have occurred, or likely to have occurred as a result of an investigation, the matter is to be reported to the CEO as soon as possible after the investigation is concluded.

As per the *Corruption, Crime and Misconduct Act 2003*, the CEO is required to notify the Corruption and Crime Commission (CCC) or the Public Sector Commission (PSC) in writing, where they suspect, on reasonable grounds, that a matter concerns or may concern either Serious misconduct or Minor misconduct by a Public Officer.

Notification to the Corruption and Crime Commission or the Public Sector Commission is to conform to their prescribed notification requirements as per below:

	Serious misconduct (CCC)	Minor misconduct (PSC)
Online	Using the online form at www.ccc.wa.gov.au	Using the online form at www.wa.gov.au
Email	info@ccc.wa.gov.au	minormisconduct@psc.wa.gov.au
Post	PO Box 330, NORTHBRIDGE WA 6865	Locked Bag 3002, WEST PERTH WA 6872

Integrity Panel

The City has established an Integrity Panel consisting of the Manager Governance, Chief People Officer and Internal Auditor. The purpose of the Integrity Panel is to:

- discuss and analyse Misconduct Reports and other integrity issues that have been reported or identified at the City from time to time;
- develop for the Executive Team and CEO's consideration, possible strategies and management responses to minimise systemic Misconduct issues or to improve integrity practices at the City; and
- compile information for quarterly reporting to the Executive Team and Audit, Risk and Improvement Committee.

Disciplinary and Recovery Action

On all occasions, the City will respond to instances of Misconduct in accordance with its established disciplinary processes. In the case of an Employee, misconduct may result in disciplinary action up to and including termination of employment.

In the case of an Elected Member, Committee Member or Candidate, Misconduct may result in disciplinary action as per a prepared plan to address the behaviour (under the Code of Conduct for Council Members, Committee Members or Candidates) or as determined by the Local Government Standards Panel.

The City may seek to recover any losses it may have suffered through Misconduct.

Reporting to Audit, Risk and Improvement Committee and the Executive Team

The Audit, Risk and Improvement Committee is to receive information on integrity matters via the following:

1. A high-level statistical report from the Internal Auditor on any Misconduct matters is provided every quarter.

2. A copy of the Integrity and Conduct Annual Collection Survey, conducted by the Public Sector Commission. The data collected provides a summary of activity across a range of integrity and conduct functions including the City's integrity environment. It includes questions surrounding code of conduct and integrity training, reporting conduct, notifying misconduct under the *Corruption, Crime and Misconduct Act 2003*, discipline processes, public interest disclosures and grievance management.

The Executive Team will also receive information on integrity matters, including recommendations from the Integrity Panel on developed strategies and recommended management responses to minimise systemic Misconduct issues or to improve integrity practices at the City.

Communication and Awareness of Integrity and Misconduct

Integrity and Misconduct matters are best identified and reported at an early stage so all employees have understanding and confidence in the process.

The awareness of the City's integrity and misconduct process will be made available to employees through the following:

- A copy of the City's Code of Conduct for Employees, Public Interest Disclosure (Whistleblower) Guidelines and this Management Practice will be provided to all new employees to read.
- A dedicated page is maintained on the City's intranet (CoSi) in regard to integrity and misconduct awareness. This includes links to all relevant documents and websites.
- Fraud and corruption awareness training will be conducted on a regular basis. This includes participation at the International Anti-Corruption Day, education campaigns and eLearning.
- Any substantive changes in the Code of Conduct for Employees or relevant Management Practices will be communicated to all employees.

Definitions

Candidate means a person that has had their nomination accepted by a Returning Officer to be a candidate in a local government election, but does not include an Elected Member.

Committee Member means an persons appointed to a Committee established under the *Local Government Act 1995* but does not include an Elected Member.

Contractor means an external party involved in providing goods and services to the City under a procurement contract and includes consultants and outsourced service providers. It includes a contractor or subcontractor or an employee of a contractor or subcontractor.

Elected Members means the Mayor and Councillors.

Employee means a person employed by the City under the terms and conditions of an employment contract. It includes:

a) an employee of a labour hire company who has been assigned to work at the City;
b) an outworker;
c) an apprentice or trainee; and
d) a student gaining work experience at the City.

Other Person includes members of the public, Contractors or Volunteers.

Public Officer includes Employees and Elected Members.

Serious misconduct occurs when a Public Officer:

- corruptly acts or corruptly fails to act in the performance of the functions of the public officer's office or employment; or
- corruptly takes advantage of the public officers' office or employment as a public officer to obtain a benefit for himself or herself or for another person or to cause a detriment to any person; or
- acting in the course of their duties or while deliberately creating the appearance of acting in the course of their duties, commits an offence punishable by two or more years imprisonment.

(Sections 4(a) – (c) of the CCM Act).

Minor misconduct is conduct by a Public Officer that:

- adversely affects, or could adversely affect, directly or indirectly, the honest or impartial performance of the functions of a public authority or public officer whether or not the public officer was acting in their public officer capacity at the time of engaging in the conduct; or
- constitutes or involves the performance of his or her functions in a manner that is not honest or impartial; or
- constitutes or involves a breach of the trust placed in the public officer by reason of his or her office or employment as a public officer; or
- involves the misuse of information or material that the public officer has acquired in connection with his or her functions as a public officer, whether the misuse is for the benefit of the public officer or the benefit or detriment of another person,
  and
  constitutes or could constitute a disciplinary offence providing reasonable grounds for the termination of a person's office or employment

(Section 4(d) of the CCM Act).

Misconduct includes conduct deemed either Minor misconduct or Serious misconduct.

Relevant policies/documents

Employee Discipline Management Practice.
Code of Conduct for Council Members, Committee Members and Candidates.
Code of Conduct for Employees.
City of Stirling Integrity Framework.
Public Interest Disclosure (Whistleblower) Guidelines.
Statement of Business Ethics.
Conflicts of Interest Management Practice.
Public Interest Disclosure Management Practice.

Legislation/local law requirements

Corruption, Crime and Misconduct Act 2003
Criminal Code Act 1913
Local Government Act 1995
Public Interest Disclosure Act 2003
Local Government (Model Code of Conduct) Regulations 2021
Meeting Procedures Local Law 2021

Office use only

Relevant delegations	Not Applicable			
Initial executive endorsement	Date	4 April 2021	Author	Manager Governance
Last reviewed	Date	2 September 2025	Officer	Manager Governance
Next review due	Date	2 September 2026		

Reportable Conduct Management Practice

Aligned City Value/s	**Approachable**	**Responsive**	**Transparent**	**Innovative**
Responsible Directorate	Corporate Services			
Responsible Business Unit/s	People Services			
Responsible Officer	Chief People Officer & Manager Governance			
Affected Business Unit/s	All			

Objective

To establish internal systems and processes around the reporting and investigation into Reportable Conduct that affect the safety and wellbeing of children.

Scope

The Royal Commission into Institutional Responses to Child Sexual Abuse recommended jurisdictions implement a Reportable Conduct Scheme to provide independent oversight of how organisations prevent and respond to allegations of abuse and sexual misconduct regarding a child, or sexual offending, by employees. In Western Australia, the *Parliamentary Commissioner Amendment (Reportable Conduct) Act 2022*, that establishes the Reportable Conduct Scheme, is administered by the Ombudsman.

The Reportable Conduct Scheme supports people to speak up about concerning behaviours, helps prevent child abuse and improve systems and processes of organisations for preventing and dealing with complaints and reports of abuse about their staff.

This management practice applies to all Employees and Elected Members at the City.

Management practice

Current processes to prevent Reportable Conduct

National Criminal History Checks

As per the City's Recruitment and Selection Management Practice, all Employee appointments are conditional on an accredited National Criminal History Check being undertaken in accordance with the City's Criminal Records Screening Procedure.

Additional National Criminal History Checks may be required to be obtained during an Employee's duration of employment at the discretion of the Chief People Officer. Such additional National Criminal History Checks will be at the cost of the City.

Working With Children Cards

Working With Children Cards are required for Employees in accordance with the City's Recruitment and Selection Management Practice.

Reporting Reportable Conduct

All Employees and Elected Members must report any information that leads them to form a belief on reasonable grounds that any other Employee or Elected Member has engaged in Reportable Conduct. The City's reporting methods are summarised as follows:

1. **Phone the City Misconduct Hotline on (08) 9205 8990** - an anonymous report on actual or alleged Reportable Conduct may be made to the City's Misconduct Hotline.

2. **Notify the CEO** - Notifications of the alleged Reportable Allegation by any person may be made to the CEO via email or in writing and posted to the City of Stirling Main Administration Centre, 25 Cedric Street, Stirling. The correspondence may be marked 'PRIVATE and CONFIDENTIAL' and addressed directly to the CEO.

3. **Make a Public Interest Disclosure to the Public Interest Disclosure (PID) Officer** - Employees, Elected Members or other persons may lodge a Public Interest Disclosure (PID) to one of the City's designated PID Officers. Details if the City's PID Officers, submission form and PID Guidelines are available from the City's website.

4. **Report to external agencies** - Depending on the nature of the alleged Reportable Conduct, the matter may be reported to external agencies such as the WA Police, the Department of Communities, the Ombudsman, or the Corruption and Crime Commission. Reports can be made via the following:

	Ombudsman	WA Police	Corruption and Crime Commission	Department of Communities
Phone	(08) 9220 7471 1800 117 000	131 444 1800 333 000	1800 803 186	1800 273 889
Online	Using the online form at www.ombudsman.wa.gov.au	Using the WA Police Safe2Say Portal at Safe2Say.com.au	Using the online form at www.ccc.wa.gov.au	Using the online form at www.gov.au

Duty of CEO

The CEO is required to:

- notify the Ombudsman of Reportable Allegations of, or Reportable Convictions for, child abuse by Employees or Elected Members;
- investigate the Reportable Allegation; and
- provide a report to the Ombudsman on the outcome of the investigation.

Notifications or reports to the Ombudsman must be made within seven (7) days of any Reportable Allegations or Reportable Convictions being reported, or a investigation report being concluded.

The Reportable Conduct Scheme does not replace the need to also report allegations of child abuse, including criminal conduct to the WA Police, the Department of Communities, or other applicable regulatory bodies.

Reportable Conduct Investigation

The City's Reportable Conduct Investigation process will, unless otherwise required by law:

- Be fit for purpose based on the nature of the allegations;
- Follow relevant legislation and internal procedures;
- Use suitably qualified and experienced investigators with specific expertise in child abuse and interviewing children;
- Use preliminary, substantive and follow up investigations as required;
- Be conducted confidentially, protect the complainant from reprisal, and be centred on the best interests of the child. (Publishing any identifiable information has a penalty of two years imprisonment or a fine of $8,000);
- Report to external agencies and follow their directions as required;
- Provide natural justice and meet procedural fairness requirements; and
- Keep the complainant informed as appropriate at relevant stages of the investigation process.

Any Reportable Conduct Investigation is not to compromise any investigation by the WA Police or other external agency and is to be suspended where such situations arise. Accordingly:

- if the WA Police Force or another body investigating the conduct advises the CEO that a Reportable Conduct Investigation or finding is likely to compromise an investigation:
  - the CEO may suspend the reportable conduct investigation or finding; and
  - take steps to manage any risks while it is suspended;

- the CEO must consult with the WA Police Force or the other body undertaking the investigation before making a decision about the suspension and management of risks;
- the CEO must inform the Ombudsman of the suspension and steps taken to manage risk if the investigation or finding is suspended; and
- if the CEO decides not to suspend the investigation, they must ensure it is conducted in a way that will not compromise the WA Police Force or other investigation.

Disciplinary and Recovery Action

On all occasions, the City will respond to instances of Reportable Conduct in accordance with its disciplinary processes and the practices established by the Ombudsman as per the Ombudsman website.

In the case of an employee, Reportable Conduct may result in disciplinary action up to and including termination of employment.

Roles and Responsibilities

The Chief People Officer is responsible for Reportable Conduct Investigations for Employees, including any administrative matters required to process the Reportable Conduct Investigation.

The Manager Governance is responsible for Reportable Conduct Investigations for Elected Members, including any administrative matters required to process the Reportable Conduct Investigation.

Both the Chief People Officer and Manager Governance are also required to prepare the reports for the CEO's approval that are to be submitted to the Ombudsman.

Role of the Ombudsman

The Ombudsman will monitor, oversee and review investigations undertaken by the City into allegations of, and convictions for, abuse of children involving any of the City's Employees or Elected Members. The Ombudsman may also at any time investigate matters of their own motion.

Definitions

Elected Members means the Mayor and Councillors.

Employee means any of the following persons over 18 years of age:

a) paid employees;
b) volunteers engaged by the City to provide services to children; and
c) contractors engaged by the City to provide services to children;

Ombudsman means the Parliamentary Commissioner for Administrative Investigations appointed under the *Parliamentary Commissioner Act 1971.*

Reportable Allegation means any information that leads a person to form the belief on reasonable grounds that an employee has engaged in Reportable Conduct, whether or not the conduct is alleged to have occurred in the course of the employee's employment.

Reportable Conduct includes the following types of conduct:

- sexual offences (against, with or in the presence of, a child);
- sexual misconduct (against, with or in the presence of, a child);
- physical assault (against, with or in the presence of, a child);
- significant neglect of a child; and
- significant emotional or psychological harm to a child.

Note: For further information on what is deemed Reportable conduct, refer to the WA Ombudsman website

Reportable Conviction is, in summary, a conviction for an offence of a sexual nature committed against, with, or in the presence of a child. A conviction for an offence committed by a person includes:

- a court making a finding of guilt in relation to the offence;
- if there has been no formal finding of guilt before conviction, a court convicting the person of the offence;
- a court accepting a plea of guilty from the person in relation to the offence;
- a court acquitting the person following a finding under *The Criminal Code* section 27 that the person is not guilty on account of unsoundness of mind or an acquittal following an equivalent finding under a law of another State, a Territory or the Commonwealth; or
- a conviction that is a spent conviction (but does not include a conviction that is subsequently quashed or set aside by a court). occurred in the course of the employee's employment.

Relevant policies/documents

Code of Conduct for Employees.
Code of Conduct for Council Members, Committee members and Candidates
Employee Discipline Management Practice.
Recruitment and Selection Management Practice.

Legislation/local law requirements

Children and Community Services Act 2004
Corruption, Crime and Misconduct Act 2003
Criminal Code Act 1913
Parliamentary Commissioner Act 1971
Parliamentary Commissioner Amendment (Reportable Conduct) Act 2022
Working with Children (Screening) Act 2004
Local Government (Model Code of Conduct) Regulations 2021
Working with Children (Screening) Regulations 2005

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Relevant delegations	Not Applicable			
Initial executive endorsement	Date	2 September 2025	Author	Manager Governance
Last reviewed	Date		Officer	
Next review due	Date	2 September 2026		

Council Resolution

1125/023

Moved Councillor Perkov, seconded Councillor Krsticevic

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 (13/0).

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

12.1/A1 MAJOR REVIEW OF THE CITY'S STRATEGIC RISK REGISTER

Business Unit:	Strategy and Performance	Service: Strategy & Performance
Ward:	City Wide	Location: Not applicable
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/024

Moved Councillor Perkov, seconded Councillor Krsticevic

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.

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

Committee Recommendation

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.

Officer's Recommendation

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. Risk Management Framework, as detailed in Attachment 2 to this Report;
   c. Strategic Risk Register as detailed in Attachment 5 to this Report;
   d. Risk Appetite Statement as detailed in Attachment 6 to this Report

Purpose

To outline the progress and recommendations of the major review of the City of Stirling's Strategic Risk Register.

Details

Background

The Western Australian Government's Integrated Planning and Reporting Guidelines outlines that risk management involves effectively managing business systems and processes to achieve an appropriate balance between realising opportunities for gain while minimising adverse impacts. It is an integral part of good management practice and an essential element of sound corporate governance.

Managing risk is a shared responsibility between Council and the organisation, with Council responsible for strategic risk (and appetite) and the organisation responsible for operational risks. This ensures that the City's high level decision makers are aware of and plan effectively to mitigate the City's risks. This enables a sound basis for decision-making and facilitates continuous improvement in performance.

In 2025/26 the City is conducting a major review of the Strategic Community Plan, Sustainable Stirling 2022/2032. The first step in this review process is to assess the risks associated with the Plan, including potential challenges to achieving its objectives. This includes a comprehensive assessment of all strategic risks to ensure they are up-to-date and aligned with the City's strategic objectives and the current risk environment.

In 2024/25, a high-level organisational review recommended the transfer of the City's risk management function to the Strategy and Performance Business Unit. This move is designed to:

- Strengthen the integration between the City's Risk Management Framework, the Integrated Planning and Reporting Framework, and internal audit activities; and
- Support continuous improvement and the identification of future opportunities for the City.

This strategic shift aligns with the City's commitment to embed risk management practices across the organisation, ensuring they remain effective, responsive, and aligned with strategic objectives.

Risk Management System Review

To support the transition and integration of the risk management function, a full review of the City's Risk Management System is underway to identify opportunities to integrate the Risk Management and Integrated Planning and Reporting Framework, and address the outstanding management actions from the last Regulation 17 review.

The first phase has been to review the current state of risk management within the organisation which focussed on three key deliverables:

1. Map the City's Risk Management System at a high level.
2. Review and amend the City's Risk Management Policy.
3. Review and amend the City Risk Management Framework.
4. Create a roadmap for future activities.

A draft of the City's revised Risk Management System is outlined in the graphic below.

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 Committee (AC), 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
• Major Capital Project & Program Risk Assessments
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, 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

The Risk Management Policy and Risk Management Framework form part of the foundation for strengthening the City's Risk Management System. Positioned in Level 1 (Governance & Direction), the Policy and Framework clarify roles and responsibilities and highlights key dependencies such as the Risk Appetite Statement and Risk Breakdown Structure.

A copy of the revised Risk Management Policy and Risk Management Framework can be found at Attachments 1 and 2. These documents now reflect best practice (aligned with ISO 31000 and AS HB 436.1), clarifying governance structures and setting out the City's commitment to embedding risk management across all activities. Importantly, it also identifies linkages between the Risk Management System and the uplift that is occurring across Workplace Health and Safety and Contractor Management within the City.

The revised policy and framework establish a robust Risk Management System (RMS) that integrates strategic, operational, and compliance risks and supports continuous improvement through regular review and assurance processes.

A detailed Risk Management Roadmap has been developed, outlining short, mid and long-term priorities:

- **Short Term (0–3 months):** Finalise and adopt policy, framework, risk matrix, appetite and conduct the strategic risk review (as recommended to Audit Committee)
- **Mid Term (3–6 months):** Develop an assurance map, pilot risk system integration and embed revised processes
- **Long Term (6–12 months):** Full system rollout, capability and culture uplift and continuous improvement initiatives.

The City's risk management function will undergo significant transformation in 2025/26, with a new team structure, updated policy and framework, and a clear roadmap for continuous improvement. This will also ensure ongoing alignment and collaboration between risk management, WHS and contractor management initiatives to maximise efficiency and consistency.

Major Review of the City's Strategic Risk Register

As part of the major review of the Strategic Community Plan, Sustainable Stirling 2022/2032 one of the first steps in this process has been to assess the strategic risks associated with the Plan, including potential challenges to achieving its objectives.

The updated Risk Management System (above), the Local Government Act 1995 and Department of Local Government Operational Guideline 9 (Audit Committees), defines that the role of Council is to:

1. **Set direction & strategic risks:** Set strategic risks aligned to the City's Strategic Community Plan
2. **Define risk appetite**: Approve/endorse the Risk Appetite Statement
3. **Oversee strategic risks**: Monitor via regular, evidence-based reports and ensure adequate resourcing for treatments.
4. **Direct assurance**: maintain an Audit, Risk and Improvement Committee, through audits and management of associated actions
5. **Oversee management of operation risk**: uphold clear separation of Council's governing, strategic role from the CEO's executive, organisational role to safeguard Audit, Risk and Improvement Committee independence

The process commenced with a reassessment of the City's strategic risks to ensure alignment with current priorities, best practice, and the evolving risk environment. The review was designed to be evidence-based and consultative, involving workshops with the Executive Team and consultation Business Unit Managers to test potential risk candidates against strategic objectives, appetite and consequence categories.

A key outcome of the review has been the refinement of the City's strategic risk register. Previously, the City maintained 11 strategic risks. Through the review by the Executive Team and Business Unit Managers, these have been consolidated into seven strategic risk candidates within a draft Strategic Risk Register. Each candidate risk is defined by a clear risk statement, primary Risk Appetite Statement (RAS) family and scope, with links to the previous register to ensure continuity and clarity.

The Risk Appetite Statement (RAS) has also undergone significant revision. The RAS now clearly explains how much risk the City is willing to accept in different areas, using straightforward categories and descriptions. The RAS is closely linked to the City's main risk tools, which have also been rewritten in plain language and cover important topics like technology, privacy, and workforce. The Statement will outline key responsibilities at different levels: for low risks, it's Business Unit Managers; for moderate risks, Directors; for high risks, the Executive Team; and for the most serious risks, Council. Targeted exceptions have been set for safety and information/privacy risks, ensuring that higher-risk categories receive appropriate oversight.

A workshop with Elected Members was held on 10 November to review the proposed changes and collect feedback before formal consideration by the Audit, Risk and Improvement Committee and Council. This engagement aimed to keep Elected Members informed and involved in shaping the City's Risk Management System and set the City's Strategic Risks.

During the workshop, Elected Members provided feedback on the draft Risk Appetite Statement (Attachment 3) and the draft Strategic Risk Register (Attachment 4). In regard to the draft Risk Appetite Statement, feedback indicated that the categories captured all of the City's threats. Discussion also indicated that there were synergies across some of the categories including ICT & Cyber and Information & Privacy, however the differences were clarified through review of the appetite statements for these categories.

Feedback regarding the relationship between Reputation & Governance has resulted in a change in the draft Risk Appetite Statement, with Governance now merged with the Legislative & Regulatory category. Feedback regarding the incorporation of an increased focus on future planning and the associated impacts has resulted in changes to the descriptions across all categories. A copy of the revised Risk Appetite Statement is found at Attachment 5.

Regarding the draft Strategic Risk Register, the descriptions of SR02, SR03, SR05 and SR06 have been amended to incorporate Elected Member feedback. This feedback indicated that an increased focus on future planning must also be incorporated into the Strategic Risk Register, particularly within the Climate Transition & Environment strategic risk outlining the impact to future generations. The revised Strategic Risk Register is found at Attachment 6.

Throughout the review, particular attention has been paid to three higher-risk areas: People and Safety, Environment and Business Disruption as per the Council recommendation 0525/022 on 27 May 2025. These risks require a more detailed review, using a structured methodology in response to the emerging risks identified. The outcome of these detailed reviews will be reported through to the Audit Committee meeting in February 2026.

The review has also focused on embedding risk management into the City's Integrated Planning and Reporting Framework, ensuring that strategic risks are not only identified and managed but also integrated into decision-making, planning and performance reporting. The development of an assurance map, linking management controls, oversight functions, and independent assurance, has further strengthened the City's governance and oversight capabilities.

Looking ahead, subject to endorsement by the Audit, Risk and Improvement Committee and Council, the City will commence the rollout of the new strategic risks, risk management system, and supporting artefacts. The City will continue detailed reviews into safety, environmental, and business disruption risks, ensuring that these are addressed as priorities.

Progress will be reported to the Audit, Risk and Improvement Committee on a quarterly basis, providing ongoing assurance and transparency. The City will also continue to refine and improve the risk management system, with a focus on embedding better practice, building capability, and supporting effective governance.

The next Risk Management Update Report will be reported to the Audit, Risk and Improvement Committee in February 2026.

Financial Assessment and Implications

To support the transition and integration of the risk management function, the City has sought specialised consultancy services from Leading by Design. The scope of work includes the provision of early-stage coaching to upskill the new risk team, delivery of practical tools and facilitation of various workshops. The cost of the total engagement is $74,250 ex GST and is within current budget parameters within the Office of the CEO consultancy budget.

Stakeholder Engagement

Consultation with Elected Members has occurred via a workshop on 10 November. Consultation with the Executive Team, Business Unit Managers and officers across the organisation has been undertaken during the review process.

Further engagement will occur following the adoption of the revised Strategic Risk Register and associated documents by Council.

Recommended Action

In summary, the major review of the City's strategic risks has delivered a more focused and integrated Strategic Risk Register, a refreshed and practical Risk Appetite Statement, and a suite of supporting artefacts and processes that position the City to manage its risks proactively and transparently. The transition from 11 to 7 strategic risks reflects a consolidation of risk domains and a commitment to clarity, accountability, and continuous improvement. These changes are now being presented for endorsement and, if approved, will be rolled out across the organisation with ongoing quarterly reporting to the Audit Committee.

With strong leadership, specialist advisory support, and alignment to broader organisational initiatives, the City is well positioned to embed better practice risk management and deliver enhanced governance, assurance and performance outcomes for the community.

Together, these actions will deliver value to Council and the organisation, building capability and unifying the link between strategic risk oversight and operational delivery.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

Priority: 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 - Revised Risk Management Policy ⇩

Attachment 2 - Revised Risk Management Framework ⇩

Attachment 3 - Draft Risk Appetite Statement (Council Workshop) ⇩

Attachment 4 - Draft Strategic Risk Register (Council Workshop) ⇩

Attachment 5 - Revised Risk Appetite Statement ⇩

Attachment 6 - Revised Strategic Risk Register ⇩

Available for viewing at meeting

Nil

Linked Documents

Risk Management Policy

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

Objective

Risk management is a fundamental element of sound corporate governance and is part of the City's organisational purpose, governance, leadership, and commitment. This Policy establishes the City's commitment to embedding risk management practices across the organisation to support delivery of the City's Strategic Community Plan 2022–2032, the Corporate Business Plan, and the City's corporate improvement initiatives that strengthen governance, integrity, and performance.

Scope

This Policy applies to all activities of the City, including strategic and service planning, governance, operational activities, and projects. It provides the governance-level mandate for risk management and forms part of the City's Risk Management System (RMS). The RMS establishes the overall architecture within which risk management activities are designed, implemented, monitored, and reviewed. It includes the Risk Management Policy (Council mandate), the Risk Management Framework (management-owned design), and associated artefacts such as the Risk Matrix, Consequence Tables, Risk Breakdown Structure, Risk Registers, and Risk Appetite Statements.

Policy Commitment

The City is committed to:

- Applying the principles of AS ISO 31000:2018, supported by AS HB 436.1:2020, within the City's Risk Management System.
- Implementing risk management across operations and services through the Risk Management Framework, as part of the broader System.
- Aligning strategic and service risks with Council-adopted risk appetites and cascading tolerance levels into operational practice through the System.
- Measuring and monitoring risks through Key Risk Indicators (KRIs), with regular reporting to the Audit Committee and Council.
- Continuously improving and maturing risk management practices, consistent with Local Government (Audit) Regulation 17 requirements for biennial review and effectiveness testing.
- Promoting and empowering employees in risk management, with a focus on leadership behaviours, workforce capability, and organisational culture.

- Ensuring that all categories of risk, including strategic, service, operational, work health and safety (WHS, including psychosocial hazards), and compliance risks, are integrated into the Risk Management System, in accordance with relevant legislative and statutory obligations.
- Applying the Three Lines Model (Institute of Internal Auditors, 2020) to clarify roles and accountabilities across management, risk oversight, and internal audit.
- Supporting delivery of corporate improvement initiatives that enhance accountability, integrity, and organisational performance, with governance arrangements confirmed by the Executive and reported through the Audit Committee.

Risk Management Objectives

The City's risk management objectives are to:

1. Integrate risk management into strategy, planning, budgeting, and decision-making processes to support sustainable service delivery and community outcomes.
2. Create and protect value for the community by ensuring services, assets, and projects are delivered effectively, sustainably, and with resilience to current and emerging risks.
3. Strengthen leadership, governance, culture, and workforce capability by clearly defining roles, responsibilities, and accountabilities in managing risk.
4. Support continual improvement of the Risk Management System, informed by Audit Reg. 17 reviews, assurance processes, and ISO 31000 benchmarking.

Specific and measurable objectives (including annual targets, KRIs, and maturity uplift initiatives) are set through the Risk Management Framework and any associated Risk Improvement Plans. Oversight of progress is provided through the Audit Committee in accordance with Regulation 17 of the Local Government (Audit) Regulations 1996.

Definitions

- 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. 1st line (management) owns and manages the risk; 2nd Line (specialist oversight functions) supports and monitors; 3rd Line (internal audit) provides independent assurance. Council, the Audit Committee, and the Executive provide overall oversight.
- Risk Management System (RMS): Overarching architecture comprising the Policy, Framework, and associated artefacts 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 source 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.

Relevant frameworks, management practices, and documents

The Risk Management Policy operates alongside the following framework and guidance documents:

- Risk Management Framework
- Governance Framework
- Integrity Framework and Integrity and Misconduct Management Practice
- AS ISO 31000:2018 Risk Management – Guidelines
- AS HB 436.1:2020 Risk Management – Companion Guidelines
- ISO Guide 73:2009 Risk Management – Vocabulary

Legislation/local law requirements

The City's Risk Management System will comply with all applicable legislative and statutory obligations relevant to its operations and ensure that risk management systems and processes support this compliance including:

- Local Government Act 1995 (WA): Section 5.41, which establishes the governance responsibilities of the CEO.
- Local Government (Audit) Regulations 1996 (WA): Regulation 17, which requires triennial review of the effectiveness of risk management, internal control, and legislative compliance systems.
- Other relevant legislation and statutory obligations, as applicable to the City's operations.

Development and Approval

This Policy is the highest-level governance document within the Risk Management System. This Policy will be reviewed triennially under Regulation 17 of the local government (Audit) Regulations 1996, or earlier if triggered by legislative, structural, or strategic changes.

- Drafting: Risk Team under the Service Lead Strategy, Risk & Performance
- Initial Review: Manager Strategy & Performance
- Executive Endorsement: CEO & Executive Leadership Team
- Audit Committee: Review for assurance and compliance with Local Government (Audit) Regulations 1996 (Regulation 17)
- Council: Final Approval.

Office use only

Relevant delegations	Not Applicable			
Initial executive endorsement	Date	9 October 2025	Author	Emma Triscari
Last reviewed	Date	12 November 2025	Officer	Michelle Wolsoncroft
Next review due	Date	31 October 2028		

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

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 Committee (AC), 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.

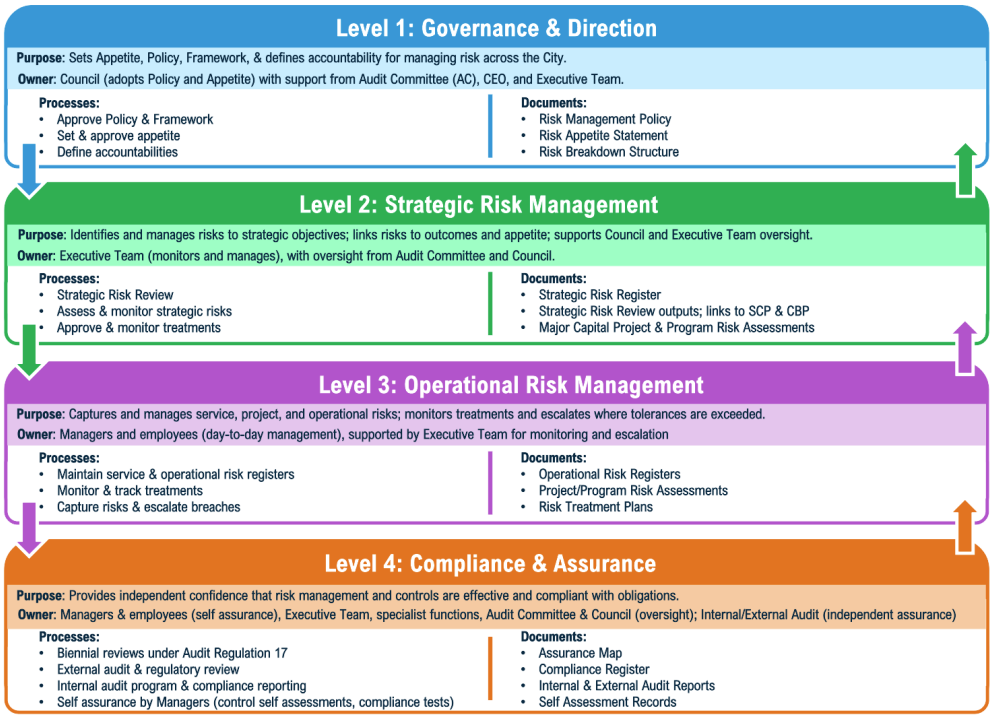
The Framework is aligned with ISO 31000:2018, AS HB 436.1:2020, and recognised sector exemplars. It reflects the requirements of the Local Government (Audit) Regulations 1996 (Regulation 17) and other applicable legislative obligations. Appendix 6 outlines the standards, frameworks and legislative references that inform the design, operation, and continual improvement of the City's Risk management Framework

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

Figure 1 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

This figure presents the four RMS levels and the reporting and assurance flows.



Scope

The RMF applies to:

- All risk categories: defined in the City's Risk Appetite Statement (RAS).
- All levels of the organisation: Council, Audit 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 sets out 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 Risk Management 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 Committee (AC)	Reviews the effectiveness of the RMF and broader Risk Management System; considers risk and assurance reports; makes recommendations to Council. *(Note: the Committee's title may be updated to "Audit & Risk Committee" in future.)*
Chief Executive Officer & Executive Team (ET, 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 AC and Council; model positive risk culture through leadership behaviours and routines.
Management Risk Forum (currently the Accountable Stirling Management Group - ASMG)	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. *(Continuance and remit under review - may be revised or replaced with a more fit-for-purpose mechanism.)*
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 (Strategy, 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 AC 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 Frameworks, Management Practices and Documents

- Risk Management Framework
- Governance Framework
- Integrity Framework
- Integrity and Misconduct Management Practice
- AS ISO 31000:2018 Risk Management – Guidelines
- AS HB 436.1:2020 Risk Management – Companion Guidelines
- ISO Guide 73:2009 Risk Management – Vocabulary

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.

- 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 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 Committee (AC) 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 artefact, linked to this Framework and the Strategic Risk Register.

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. 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 and Consequence Tables 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 biannually.
- Reporting cadence – quarterly to the Executive Team, biannually to the Audit 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 AC 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 Risk Management System (RMS). The Risk Breakdown Structure (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 Strategic Risk Register, 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 within 12 months of RMF adoption. 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 Committee (AC), 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 Risk Management System remains effective, adaptive, and aligned with the City's operating environment.

Improvement will be delivered through:

- Biennial 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 Manager Strategy and Performance, through the Service Lead Strategy, Risk 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 City's Risk Management Framework. They provide the supporting artefacts, tools, and reference materials that enable consistent application of the Framework across the Risk Management System (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

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 & Governance	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.	Sustained national media scrutiny; long-term loss of trust; governance crisis.	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, pen test, 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.

Appendix 2: Strategic Risk Register

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.

#	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 3: Risk Breakdown Structure (RBS) (New – To be completed by 28/11/2025)
A structured hierarchy of risk drivers showing how strategic, operational, project, and compliance risks interrelate. The draft RBS will be finalised following the Strategic Risk Review process to support consistent risk identification and assurance mapping.

Appendix 4: Templates and Tools (Progressive Update)

Standard templates supporting consistent practice, including risk assessment, treatment, and reporting templates. Several tools are being redeveloped as part of the Corporater platform uplift. Until the platform is live, interim versions (e.g. Word/Excel) will be maintained by the Risk Team. This appendix will be updated progressively after each system release to ensure alignment between approved templates and digital functionality.

Appendix 5: Definitions (Glossary of Terms)

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

- 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. 1st line (management) owns and manages the risk; 2nd Line (specialist oversight functions) supports and monitors; 3rd Line (internal audit) provides independent assurance. Council, the Audit Committee, and the Executive provide overall oversight.
- Risk Management System (RMS): Overarching architecture comprising the Policy, Framework, and associated artefacts 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: 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 6: 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 (WA): Reg 17: risk management, internal control, and legislative compliance 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.

Office use only

Relevant delegations	Not Applicable			
Initial executive endorsement	Date	9 October 2025	Author	Emma Triscari
Last reviewed	Date	12 November 2025	Officer	Michelle Wolsoncroft
Next review due	Date	31 October 2027		

Draft Risk Appetite Statement (RAS): Categories & Draft Appetite Statements

Category	Safety (WHS)	Service Delivery / Business Disruption	ICT & Cyber	Information & Privacy	People & Capability	Financial Sustainability	Legislative & Regulatory	Reputation & Governance	Environment & Climate	Performance (Objectives)	Project / Program
Use this when…	Primary impact is injury/illness/fatalities.	Primary impact is a community - facing outage or delay to agreed service levels.	Primary impact is ICT outage/cyber event/data integrity issue.	Primary impact is exposure of personal/sensitive data and privacy obligations.	Primary impact is workforce availability/skills/critical roles.	Primary impact is unplanned cost, revenue variance, or liquidity/sustainability.	Primary impact is breach of law/regulatory obligation.	Primary impact is community trust or governance confidence.	Primary impact is environmental harm or climate resilience failure.	Primary impact is failure to achieve SCP/CBP objectives.	Primary impact is delay/cost/scope failure of projects/programs.
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.	Low appetite for risks to system security, data integrity or continuity; higher 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; moderate 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; moderate 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/Council reporting.

Council Risk Governance Workshop I Materials. Workshop Date: Nov 10, 2025

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 (physical or psychosocial), leading to serious injury or fatality, regulator action and loss of trust.
SR02	**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.
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 under-delivers on emissions, water and waste outcomes or fails climate resilience for assets/services, then costs, compliance exposures and community impacts increase.
SR05	**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.
SR06	**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.
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.

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
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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

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.
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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.

12.1/IA1 GRANT & SPONSORSHIP MANAGEMENT REVIEW INTERNAL AUDIT 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

1125/025

Moved Councillor Perkov, seconded Councillor Krsticevic

1. **That Council RECEIVES the Grant & Sponsorship Management Review Internal Audit Report as per Attachment 1 to this Report.**

2. **That the 'medium' rated observations be LISTED on the Management Action Plan for Audit, Risk and Improvement Committee review until completed.**

3. **That Council NOTES an Internal Audit of Sponsorship and Partnerships will be listed for inclusion in the 2026/2027 Internal Audit Plan.**

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

1. That Council RECEIVES the Grant & Sponsorship Management Review Internal Audit Report as per Attachment 1 to this Report.

2. That the 'medium' rated observations be LISTED on the Management Action Plan for Audit, Risk and Improvement Committee review until completed.

3. That Council NOTES an Internal Audit of Sponsorship and Partnerships will be listed for inclusion in the 2026/2027 Internal Audit Plan.

Officer's Recommendation

1. That Council RECEIVES the Grant & Sponsorship Management Review Internal Audit Report as per Attachment 1 to this Report.

2. That the 'medium' rated observations be LISTED on the Management Action Plan for Audit, Risk and Improvement Committee review until completed.

Purpose

To inform Council of the outcome of the Grant & Sponsorship Management internal audit review.

Details

This review was undertaken as part of the 2025/2026 Annual Internal Audit Plan endorsed by Council per resolution 0325/005 at its meeting on 4 March 2025.

The review was performed by the Internal Auditor and was conducted in accordance with the Institute of Internal Auditors' International Standards for Professional Practice of Internal Auditing.

Scope and Objectives

The objective of this review was to:

- Assess the effectiveness of the City's grants and sponsorships models; and
- Assess the adequacy of the grant acquittal process.

The audit evaluated:

- Compliance with City policies and procedures;
- Internal controls over grant administration and management, (eligibility, assessment, approval, monitoring, and acquittal); and
- The effectiveness of the City's Community Grants Program.

Audit examined the above against best practice guidelines, including the Commonwealth Grant Rules and Guidelines (2017), the WA Grant Administration Guidelines (2025), and the Office of the Auditor General's Best Practice Principles (2021). Audit reviewed all stages of the City's Community Grants Program (grants) model, from policy development to program evaluation. Given the City is currently reassessing its sponsorship model to clarify eligibility, sponsorship conditions, and compliance requirements, Audit did not systematically examine sponsorship funding.

Audit Outcomes

Audit assessed the City Community Grants Program's design and implementation against best practice principles noted above.

Key strengths identified during the audit include:

- Establishment of centralised processes that enhance fairness, consistency and transparency in grant administration and management.
- A merit-based funding model that supports fair and competitive access to grants.
- Improved documentation and guidance for applicants and assessors.

However, the audit also recommended several areas for improvement as follows:

- Comprehensive roles and responsibilities matrix to clarify accountabilities.
- More robust vetting of grant applications, including detailed budget breakdowns and substantiating their supporting documentation.
- Strengthened assessment panel.
- Improved monitoring and acquittal processes, including timely completion, validation of self-reported data, and systematic feedback into future grant rounds.
- The absence of a formal performance framework to evaluate the overall effectiveness of the Program and its alignment with Council priorities. Consideration of alternative funding mechanisms where required and the outcomes of the ongoing sponsorship model review.

Further details are documented in the Grant & Sponsorship Management Internal Audit Report (refer to Attachment 1).

Financial Assessment and Implications

Nil.

Stakeholder Engagement

Detailed within the attached report.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Local Government (Functions and General) Regulations 1996

COS Community Grants Program Policy

COS Community Grants Program Guidelines

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Comply with legislation, standards and obligations

Objective: A capable and efficient City

Priority: Provide responsible financial and asset management

Key Result Area: Our economy

Objective: A local business City

Priority: Support innovation and entrepreneurship in local business

Objective: A vibrant City

Priority: Activate local centres to increase visitor and economic activity

Priority: Support the City's cultural sector to create vibrancy in our local areas

Priority: Encourage and support tourism growth

Key Result Area: Our community

Objective: An inclusive and harmonious City

Priority: Facilitate social connections and access to services locally

Priority: Encourage active participation and volunteering

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.
Partnerships	The City will be proactive in improving existing relationships and working with new partners to grow its reputation as an organisation that the community, business, government and other organisations choose to engage with.
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 - Grant & Sponsorship Management IA Report (previously circulated to Elected Members under confidential separate cover)

Available for viewing at meeting

Nil

Linked Documents

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

1125/026

Moved Councillor Perkov, seconded Councillor Krsticevic

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.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

1. That Council ENDORSES the updated Internal Auditor's Activity Report.

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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, and the Manager Strategy and Performance. This assists with the coordination between internal audit, performance, improvement and risk management functions.

Tender Conflict Checks

The Internal Auditor has reviewed the results of the tender conflict checks 893 - 908 performed since the Audit Committee meeting held 4 August 2025. No issues were noted.

Misconduct, Corruption and Fraud Reporting

No calls or emails have been received through the Misconduct and Fraud Hotline and Email since the Audit Committee meeting held 4 August 2025. Attachment 2 contains a summary of suspected misconduct incidents reported externally.

Update on Risk Management System improvements

The City has completed a major review of its Strategic Risk Register as part of ongoing efforts to strengthen risk management and governance. This review has resulted in a more focused and integrated approach, consolidating the City's strategic risks, and updating the Risk Appetite Statement, Risk Management Policy, and Risk Management Framework. These changes are designed to ensure that risk management is embedded across all activities, aligns with best practice, and supports continuous improvement. The revised risk management system clarifies roles and responsibilities, strengthens links with integrated planning, and sets out a clear roadmap for future improvements.

Consultation with Elected Members, the Executive Team, and Business Unit Managers has been central to this process, ensuring that the new risk management system is aligned to the major review of the Strategic Community Plan, Sustainable Stirling 2022-2032, reflects current priorities and the evolving risk environment. The City will continue to review higher-risk areas such as people and safety, environment, and business disruption, with progress reported quarterly to the Audit Committee. These updates position the City to proactively manage risks, enhance governance, and deliver better outcomes for the community.

Management Action Plan Updates

There are currently 13 open audit recommendations with six overdue and seven not yet due as follows:

Audit Name	Closed this Period	Open Actions	Not Yet Due	Overdue
Risk Management	0	2	0	2
Environmental Health	1	0	0	0
Procurement & Contract Management	0	1	0	1
Financial Management (Reg 5)	0	6	5	1
Fleet Management	0	3	1	2
RMS	0	1	1	0
Total	**1**	**13**	**7**	**6**

The six overdue audit recommendations have the following criticality and age:

Recommendation Criticality	Number of days overdue				Total
	1-30	31-60	61-90	> 91	
High	0	0	0	(1) Procurement & Contract Management	1
Medium	0	0	0	(2) Fleet Management (2) Risk Management (1) Financial Management	5
Total	**0**	**0**	**0**	**6**	**6**

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

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

Full details can be viewed in Attachment 3 – Medium & High Rated Management Actions 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 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

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Comply with legislation, standards and obligations

Priority: 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 - Internal Audit Activity Report ⇩

Attachment 2 - Misconduct Update (previously circulated to Elected Members under confidential separate cover)

Attachment 3 - Medium & High Rated Management Actions Update (previously circulated to Elected Members under confidential separate cover)

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 10 November 2025:

Audit Name	Auditor	Timing	Status	Budgeted Audit Hours	Status Explanation
2024/2025 Annual Internal Audit Plan					
1. Asset, Project & Program Management	TBC	TBC	N/A	TBC	Postponed, awaiting outcomes of Infrastructure review recommendations.
2025/2026 Annual Internal Audit Plan					
1. Grant & Sponsorship Management	Internal Auditor	June – Oct 25	C	80	Complete. Final Report to be tabled at 17 November 2025 meeting of the Audit, Risk & Improvement Committee (see IA1 of agenda).
2. Marketing & Communications Effectiveness	Internal Auditor	April - May 25 Nov – Dec 25	F	80	Portions of the audit fieldwork have been completed; however, certain activities were deferred to prioritise other internal audit reporting requirements. Fieldwork is scheduled to recommence in November 2025.
3. Property Investment Strategy and Leases	Outsourced	Oct - Dec 25	S	80	Audit scoped and terms of reference finalised. RFQ to be circulated.
4. Data Governance	Outsourced	Oct - Dec 25	NYS	80	Preliminary planning activities are underway, with exploratory meetings having taken place. The initial documentation has been received and is currently being reviewed to establish the audit scope.
5. Risk, Legislative Compliance & Internal Control (Reg 17)	Internal Auditor	Jan - Mar 26	S	80	The City's Risk Management System is currently under review (see A1 of agenda). Upon completion of this review, the next phases will involve control assurance mapping, which will be carried out collaboratively by the Internal Auditor and the Risk Management team. These risk management and internal control activities would be the primary focus of this audit's scope and significantly inform the outcome of the Reg17 review. Additionally, the City's compliance activities are also being reviewed following recent restructuring and changes in management in Governance. Audit after completion of the above.
6. Supplier Management	Internal Auditor	Mar - April 26	NYS	60	Planning has started. Fieldwork will begin after the Financial Statement OAG audit is complete and the Annual Report is finalised.
7. Work Health and Safety System	Outsourced	May - June 26	NYS	110	Not yet scoped.
8. Payroll - focusing on timesheets & rostering	Outsourced	April - May 2026	NYS	80	Not yet scoped.

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

12.2 COMMUNITY AND RESOURCES COMMITTEE - 18 NOVEMBER 2025

Councillor Damien Giudici disclosed an Impartial Interest in Item 12.2/SP1 as in his fulltime employment he works with the consultants UDLA who have prepared a report supporting this item.

Councillor Tony Krsticevic disclosed an Impartial Interest in Item 12.2/SP1 as he has been involved in numerous community discussions and listed delivery of a boardwalk as an item on his election material.

Councillor Teresa Olow disclosed an Impartial Interest in Item 12.2/SP1 as she has spoken with residents.

Councillor Karlo Perkov left the meeting at 7.56pm and returned to the meeting at 7.59pm during consideration of Item 12.2/SP1.

Councillor Michael Dudek left the meeting at 8.19pm and returned to the meeting at 8.21pm during consideration of Item 12.2/SP1.

12.2/SP1 COASTAL BOARDWALK FEASIBILITY STUDY PROGRESS AND NEXT STEPS

Progress of the Coastal Boardwalk Feasibility Study, including outcomes of community consultation and proposed next steps

Business Unit:	Strategy and Performance	Service: Strategy & Performance
Ward:	Coastal	Location: South Trigg Beach Reserve No. 308
Applicant:	Not Applicable	

Role

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

Moved Councillor Krsticevic, seconded Councillor Proud

1. That Council NOTES the progress of the Coastal Boardwalk Feasibility Study across Phases 1 - 4.

2. That Council ENDORSES the proposed next steps which are to:

    a. Develop a 15% design of the proposed coastal boardwalk based on the concept design and the feedback received during the community consultation process.

    b. Progress the required environmental approvals with State Government agencies.

    c. Seek external funding for the project from the State and the Federal Government and other industry partners.

At 8.13pm, in accordance with Clause 7.8 (1) and (2) of the Meeting Procedures Local Law 2021, the Presiding Member GRANTED Councillor Elizabeth Re an additional five minutes to speak.

Council Resolution

1125/027

Moved Councillor Krsticevic, seconded Councillor Proud

1. That Council NOTES the progress of the Coastal Boardwalk Feasibility Study across Phases 1 - 4.

2. That Council ENDORSES the proposed next steps which are to:

a. Develop a 15% design of the proposed coastal boardwalk based on the concept design and the feedback received during the community consultation process.

b. Progress the required environmental approvals with State Government agencies.

c. Seek external funding for the project from the State and the Federal Government and other industry partners.

The motion was put and declared CARRIED (8/5).

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

Committee Recommendation

1. That Council NOTES the progress of the Coastal Boardwalk Feasibility Study across Phases 1 - 4.

2. That Council ENDORSES the proposed next steps which are to:

    a. Develop a 15% design of the proposed coastal boardwalk based on the concept design and the feedback received during the community consultation process.

    b. Progress the required environmental approvals with State Government agencies.

    c. Seek external funding for the project from the State and the Federal Government and other industry partners.

Officer's Recommendation

1. That Council NOTES the progress of the Coastal Boardwalk Feasibility Study across Phases 1 - 4.

2. That Council ENDORSES the proposed next steps which are to:

    a. Develop a 15% design of the proposed coastal boardwalk based on the concept design and the feedback received during the community consultation process.

    b. Progress the required environmental approvals with State Government agencies.

    c. Seek external funding for the project from the State and the Federal Government and other industry partners.

Purpose

To provide a comprehensive update on the progress of the Coastal Boardwalk Feasibility Study, the outcomes of the associated community consultation, and to outline the proposed next steps for consideration by Council.

Details

Background

The City of Stirling is exploring the viability of constructing a boardwalk in the South Trigg Beach Reserve through the Coastal Boardwalk Feasibility Study. The concept of constructing a coastal boardwalk between Scarborough and Trigg beaches has been under consideration by Council at various stages over the past twenty years. In 2005 and 2013, proposals were submitted to Council for consideration; however, these were not progressed based on consultation outcomes at the time.

Following renewed community interest, two Notices of Motion on 27 April 2021 and 5 December 2023 triggered further discussions regarding a coastal boardwalk between Scarborough and Trigg. As a result, on 25 June 2024, as part of the adoption of the Corporate Business Plan and Annual Budget, $500,000 was allocated for a Coastal Boardwalk Feasibility Study.

This proposal aims to enhance connectivity between Scarborough and Trigg beaches, improve pedestrian safety by creating a dedicated coastal walk away from traffic, and create an iconic and immersive experience by connecting people to nature while minimising impact on the natural environment through sustainable design and restoration.

The Coastal Boardwalk Feasibility Study has been informed by independent expertise, with consultants engaged to provide advice on the environmental and economic impacts of a proposed boardwalk and to develop a concept design, which was shared with the community and stakeholders to gather feedback. The Feasibility Study has progressed through four distinct phases, each contributing key learnings and insights to inform future decision-making:

- Phase 1 – Preliminary Investigations;
- Phase 2 – Concept Feasibility;
- Phase 3 – Community Consultation;
- Phase 4 – Ongoing Feasibility.

At the Council meeting held 9 September 2025, and during the Feasibility Study, a petition with 1,695 unverified signatures was tabled opposing the proposed Coastal Boardwalk as follows:

“We, the undersigned, call on the City of Stirling NOT to build a boardwalk through the unique South Trigg Beach Class A Reserve No. 46248, which is a designated Bush Forever site. We ask the Council to widen the current path or construct a separate pathway close to the current pathway, which is a cost-effective solution that is more environmentally friendly and takes advantage of the existing street lighting for added security for pedestrians and cyclists.”

Following the meeting, a review of the petition determined that 1,024 of the signatures were verified electors. On Tuesday 11 November 2025, a further 16 unverified signatures were added to the petition. A review identified that four of these signatures were verified. The total number of verified signatures on the petition is 1,028.

The information below outlines the progress of the Coastal Boardwalk Feasibility Study, the community consultation outcomes, and responds to the matters raised in the tabled petition.

Comment

Phase 1 – Preliminary Investigations

Phase 1 commenced in September 2024, with the appointment of Coterra Environment to undertake a Preliminary Environmental Opportunities and Constraints Assessment of the South Trigg Coastal Reserve. The assessment identified key ecological constraints, including the presence of priority flora species and fauna habitats such as *Callitris preissii* (or *Melaleuca lanceolata*) Forests and Woodlands of the Swan Coastal Plain Threatened Ecological Community (TEC). It also confirmed that the area falls under Bush Forever Site 308 and Class A Reserve status. These classifications provide extra protection and approval requirements. However, they do not prohibit all works, particularly boardwalks and paths that provide access and improve recreation.

The report, delivered in November 2024, provides independent advice to inform the consideration of designing and constructing a coastal boardwalk in the South Trigg Beach Class A Reserve No. 46248. The report advises that, with the right planning, design, and management, the City can mitigate the impacts of a boardwalk constructed in the South Trigg coastal reserve. The findings highlight that this project will provide an opportunity to create an iconic tourist attraction showcasing the coastal environment and protecting the natural landscape; similar projects have been cited across WA and Australia.

A gap analysis conducted as part of the assessment provided the foundation for progressing the Feasibility Study into the concept design development (Phase 2) and informed early risk considerations, including alignment with the City's Coastal Hazard Risk Management Adaptation Plan adopted by Council at the meeting held 29 August 2023 (Council Resolution Number 0823/065), that outlines management and adaptation pathways for areas and assets at risk of coastal hazards, such as erosion and inundation (flooding).

A copy of the Preliminary Environmental Opportunities and Constraints Assessment can be found in Attachment 1.

Phase 2 – Concept Feasibility

Phase 2 commenced in April 2025, with UDLA engaged to develop concept design options, outline a technical construction and engineering approach, and prepare a cost plan for the proposal. UDLA adopted a research-driven and iterative design process, which included further environmental and geotechnical surveys, such as flora and fauna investigations, to inform the development of options, locations, and a concept design. A precedent study was also undertaken as part of the concept design to assist with benchmarking and design inspiration, identifying other existing boardwalks in similar sensitive environments.

As part of the design process, three preliminary principles were developed to communicate the intent and ensure alignment with feedback. These principles are based on:

- Applying a Light Touch Approach – to minimise interventions and preserve the site's natural character and ecological balance. Designs to be low impact, using sustainable materials and reversible interventions to maintain ecological integrity.
- Celebrating the Iconic Destination – to highlight the unique coastal features and create a seamless connection between Scarborough and Trigg, reinforcing the area's identity as a premier destination.
- Enabling an Immersive Experience – to design spaces that reflect the cultural significance of the land and facilitate a "Connect to Country" experience through thoughtful interpretation and landscaping.

Two potential locations and alignments for the coastal boardwalk were explored as part of the concept design process in line with initial stakeholder feedback. Journey A explored the option of running a pathway parallel to the existing path, or widening the existing path, aiming to align with current infrastructure and avoid the dune system (as per the suggested option in the petition tabled on 9 September 2025). Journey B took a more experiential approach, proposing a boardwalk that connects Scarborough Beach to South Trigg Beach through the dunes.

Both journeys presented opportunities and constraints identified through fieldwork by qualified environmental scientists, workshops and stakeholder engagement. Journey B emerged as the preferred option due to:

- Lower environmental impact (i.e., little impact on "Very Good" vegetation and no impact on the Threatened Ecological Community (TEC) within a 15 m buffer);
- Potential for ecological restoration within the dune system;
- Reduced construction impacts by applying screw piling method and working within already degraded areas;
- Enhanced experiential value, located away from traffic noise;
- Greater opportunities for storytelling and cultural interpretation; and
- Better separation of pedestrians and cyclists/e-scooters.

It was noted by the environmental scientists that Journey A would require clearing of "Very Good" vegetation and is located uphill from the TEC, posing a risk to hydrological regimes (drainage). In the Environmental Report by Natural Area Consulting (engaged by UDLA), this option was rated as very high risk due to its likely and severe impact on the TEC. Journey A was not considered viable on the basis of this finding.

A Preliminary Master Plan was developed by UDLA for the proposed coastal boardwalk, following a path of degraded vegetation through the dune system while maintaining a buffer of at least 15 metres from the sensitive TEC area. It is situated largely to the east of the 2070 erosion vulnerability line, identified by the City's Coastal Hazard Risk Management and Adaptation Plan, ensuring that the proposed boardwalk is not located in a vulnerable area. The proposed boardwalk is designed to be relocatable and low-impact and is also consistent with Section 7 of Schedule 1 of SPP2.6 of the State Government's Coastal Planning Guidelines. The proposed screw piling construction methodology negates the need for concrete footings, and access during construction is proposed to occur from the beach or existing dune tracks, where possible to minimise disturbance to flora and fauna. The concept design suggests the use of sustainable materials that can withstand coastal conditions, and the proposed boardwalk is elevated to enable restoration efforts and support wildlife movement.

Aligning with the design principles, three options were considered during the design development process, with a high, medium, and low specifications developed (see page 25 in Attachment 2). Option B was considered the preferred option as it aligned with the project aspirations and stakeholder feedback. The preferred Option B (steel-framed with medium-quality nodes) has a total project cost of approximately $18.5 million and was the basis for Phase 3 – Community Consultation.

Government agencies, including the Department of Planning, Lands and Heritage; the Department of Water and Environmental Regulation; and the Department of Biodiversity, Conservation and Attractions, were engaged early during Phase 2 to ensure regulatory requirements could be considered during the concept development. The City worked closely with members of the Ngalang Maya Wangkiny group. Their input shaped the cultural themes, node design, and storytelling elements, including the use of the humpback whale and six Nyoongar seasons.

In Phase 2, the City also engaged Urbis to conduct an Economic Impact Assessment (EIA) to understand visitor attraction and spend, estimated economic stimulus, sector benefits beyond tourism, employment impacts, and parking/transport demands that may be associated with a proposed coastal boardwalk between Scarborough and Trigg beaches.

This study included the following considerations:

- Project Overview – overview of the project, including its history and proposed outputs;
- Usage Analysis – assessment of the local context, including planning attributes, population and visitation, events, and spending characteristics;
- Business Context – assessment of the state of industry in and around the project area;
- Stakeholder Engagement – a business survey of the local area to understand perceptions and localised impacts;
- Case Studies and Literature Reviews – understanding of the impacts of other public boardwalk projects and the monetised benefits of these;
- Impact Assessment – quantitative and qualitative benefits expected from implementation of the project, and a benefit realisation plan to monitor success.

Urbis concluded that the proposed coastal boardwalk between Scarborough and Trigg Beach presents a significant opportunity for the City of Stirling. By addressing safety concerns, reducing user conflicts, and enhancing the connection between two major destination nodes, the coastal boardwalk is expected to deliver substantial economic and health benefits. The positive sentiment from local businesses and the projected increase in visitor numbers highlight the boardwalk's potential to stimulate the local economy and enhance community well-being. The assessed economic benefits equate to $100.1 million over 30 years. A Rapid Cost Benefit Assessment conducted by Urbis identified that for every dollar invested into the project, it is estimated that $3.30 will be returned to the economy.

These reports and the concept designs provided the foundation for the community consultation (Phase 3).

Copies of the Concept Design Report (Attachment 2), Environmental Report (Attachment 3), and Economic Impact Assessment (Attachment 4) are provided.

Phase 3 – Community Consultation

The Coastal Boardwalk Concept Consultation was undertaken from 30 July 2025, 7:00 pm, to 30 August 2025, 7:00 pm, inviting feedback on the design concepts for a proposed coastal boardwalk between Scarborough and Trigg. In accordance with the City's Community Engagement Policy, the Concept Consultation included the following:

- Sharing knowledge – a dedicated project page on the City's website to ensure the community had the knowledge and understanding to provide informed contributions to the consultation. The project page included concept plans, design principles, consultation documents, news articles, frequently asked questions, and the various consultant reports.
- Invitation to participate – to invite participation from all stakeholders with an interest in the project, a mix of communication types were utilised to reflect the community's preference. Flyers were distributed to the suburbs of Scarborough, Trigg and Karrinyup. Letters sent to residents in the 400m consultation radius and onsite signage, social media posts, City's newsletters, and media releases assisted to invite community feedback.
- Community Information Session – the City hosted an Information Session to help the community understand the design considerations and speak with the project team. It was held on 10 August 2025 from 3:00 pm – 7:00 pm at Trigg Island Surf Life Saving Club, and attended by 144 community members.
- Informal Drop-in Sessions – the City hosted five drop-ins at Scarborough Sunset Markets, Foam, and Canteen Café throughout the consultation period, attended by more than 160 community members.
- One-on-One Consultation Sessions – special interest groups were invited to meet directly with the project team to ask questions and provide feedback during the consultation period. These were attended by five special interest groups.

A total of 2,499 submissions were received during the consultation period, including 66 attachments from 46 submissions, six written submissions, and 14 customer requests for assistance in completing a submission.

All submissions received were verified using the provided address, and data quality procedures consistent with best practice were undertaken. The City also took the step to ensure the feedback was validated by an independent third-party research company to ensure transparency, consistent with community expectations.

Of the 2,499 submissions received:

- 1,757 (70%) were in support of the proposed coastal boardwalk;
- 742 (30%) were opposed, as per the table below.

Table Summary: Submissions received – relative locations

Submissions received	Within 100m radius of proposed site	Within 100 - 200m radius of proposed site	All other areas within the City of Stirling	Outside of the City of Stirling	Total Submissions received
Support	20 (38%)	34 (38%)	1,450 (75%)	253 (60%)	1,757 (70%)
Object	33 (62%)	56 (62%)	482 (25%)	171 (40%)	742 (30%)
Total responses	53	90	1,932	424	2,499

Further detail on the analysis of the feedback, and comments provided as part of the consultation process can be found in the attached consultation outcomes report. This includes a summary of the themes emerging from the consultation process, both from respondents who supported and objected to the proposal. This feedback, including the details provided in the submissions, will be used to refine the design of the proposed boardwalk, if the project progresses beyond the feasibility stage. This will ensure that the independent, expert advice provided by qualified consultants is balanced with community views to create the best outcome for the City and its residents.

A copy of the Coastal Boardwalk Concept Consultation Report can be found in Attachment 5.

Phase 4 – Ongoing Feasibility

As part of the Feasibility Study, it was identified that a 'Spring Environmental Survey' is required in the South Trigg Beach Reserve, prior to any detailed design commencing. This process will map the flora and fauna of the site and is a requirement of the environmental approvals from the various state government agencies.

Natural Area Consulting is conducting the survey on behalf of the City of Stirling, with the surveys conducted by qualified environmental scientists in accordance with the technical guidance provided by the *Environmental Protection Act 1986*. Both the Department of Water and Environmental Regulation (DWER) and the Department of Biodiversity, Conservation and Attractions (DBCA) reviewed the scope of the Spring Survey and DBCA has issued a licence to Natural Area Consulting to conduct the surveys in the area.

The survey is an important input to refine the concept design and ensure compliance with environmental regulations before progressing to the approvals stage.

Proposed Next Steps

The Coastal Boardwalk Feasibility Study has delivered a comprehensive, evidence-based assessment across environmental, social, and economic factors, backed by strong community support through the consultation process. This study has been guided by independent expertise from qualified environmental scientists, engineers, and consultants, ensuring that all environmental, technical, and economic considerations have been rigorously evaluated at the conceptual level.

This demonstrates that the project is viable and presents a significant opportunity for the City of Stirling, that will deliver substantial benefits to the community by improving pedestrian safety, enhancing connectivity, and creating an iconic experience while minimising the impact on the natural environment, supporting restoration efforts in the South Trigg Beach Reserve.

It is recommended that the City of Stirling continues to progress the Coastal Boardwalk Feasibility Study with the following key actions:

1. Develop 15% Design – refine the concept design, incorporating stakeholder and community feedback, and integrate engineering and environmental considerations (including outcomes from the Spring Environmental Survey) to ensure constructability and compliance.
2. Prepare a Proposal for External Funding – utilise the refined design and economic analysis to support advocacy for the project and the submission of funding applications to State and Federal Governments, and other industry partners.
3. Progress Environmental Approvals – continue to engage and initiate formal approval processes with the Department of Biodiversity, Conservation and Attractions (DBCA), Department of Planning, Lands and Heritage (DPLH), Department of Water and Environmental Regulation (DWER), and other relevant agencies, ensuring alignment with statutory obligations for Class A Reserve and Bush Forever sites.

The development of the 15% design is a prerequisite for progressing environmental approvals. Regulatory agencies, including the DBCA, the DWER, and the DPLH, require a sufficiently detailed design to assess potential impacts on vegetation, fauna, and cultural heritage.

A concept design alone does not provide the level of certainty needed for statutory assessment. The 15% design stage refines the alignment, footprint, and construction methodology, enabling preparation of technical reports such as flora and fauna surveys, geotechnical investigations, and drainage plans that form part of the approval submission. This level of detail also ensures compliance with Bush Forever and Class A Reserve requirements (which allow boardwalks that are designed appropriately), and demonstrates how mitigation strategies identified in earlier phases will be implemented. If Council supports progression to this stage, and with the environmentally sensitive nature of the site and level of community interest, the City could seek an independent sustainability rating for the 15% design of the proposed coastal boardwalk, from the Infrastructure Sustainability Council of Australia.

It is recognised that the positive impacts will extend beyond the City’s borders, attracting visitors more broadly and increasing tourism from local, interstate, and overseas. Elected Member feedback has suggested that if the project continues, external funding will be required from both State and Federal Governments, as the total project costs should not be funded exclusively by the City of Stirling.

Furthermore, the 15% design is essential for accurate cost estimation, and the preparation of a robust business case to secure external funding from State and Federal Government programs. Without this stage, the project cannot progress to approvals or funding applications.

Financial Assessment and Implications

Phases 1 – 4 have been funded through the City's Coastal Boardwalk Feasibility Study project budget approved in the Corporate Business Plan and Annual Budget in 2024/25, of $500,000. The total project cost to date is $295,151.54.

Industry benchmarking estimates that the development of the 15% design and preparation of a proposal, will cost approximately $200,000–$300,000. It is proposed that the balance of the existing project budget is used to fund this cost.

If Council supports progression to the 15% design stage, an Invitation for Quotation will be advertised in December/January. When quotes are received, if there is any shortfall in budget, a submission for additional funds will be requested during the Integrated Planning and Budget – Mid-Year cycle.

Once the 15% design is completed and the total cost estimation refined, external funding will be sought from State and Federal Government programs to seek funding support. Future maintenance and asset lifecycle costs will be addressed during detailed design.

Stakeholder Engagement

The Coastal Boardwalk Concept Consultation was undertaken from 30 July 2025, 7:00 pm, to 30 August 2025, 7:00 pm, inviting feedback on the design concepts for a coastal boardwalk between Scarborough and Trigg. As per Phase 3 – Community Consultation (above), of the 2,499 submissions received, 1,757 (70%) were in support of the proposed coastal boardwalk, and 742 (30%) were opposed.

A copy of the Coastal Boardwalk Concept Consultation Report can be found in Attachment 5.

If Council supports the development of a 15% design for the proposed boardwalk, stakeholder engagement will continue through this stage with relevant stakeholder groups as part of the design development and State Government agencies to seek funding and approvals.

Recommended Action

The Coastal Boardwalk Feasibility Study presents a compelling case for progression. The recommendations are grounded in independent expert advice, robust community engagement, and strategic alignment. Approval of the next steps will enable the City to refine the design, secure necessary approvals, and pursue external funding, delivering a project that balances environmental stewardship, community benefit, and economic growth. It is recommended that the City of Stirling continues to progress the Coastal Boardwalk Feasibility Study with the following key actions:

1. Develop 15% Design;
2. Prepare a Proposal for External Funding;
3. Progress Environmental Approvals.

Relevant Policies, Legislation and Council Resolutions

Community Engagement Policy
Local Government Act 1995

Sustainable Stirling 2022-2032

Key Result Area: Our economy

Objective: A vibrant City

Priority: Encourage and support tourism growth

Key Result Area: Our built environment

Objective: An accessible and connected City

Priority: Provide a safe network of cycleways and pathways to link people and places

Key Result Area: Our leadership

Objective: A customer-focused City

Priority: Involve, engage and inform our community

Key Result Area: Our natural environment

Objective: A biodiverse City

Priority: Undertake conservation, protection and enhancement of natural ecosystems and biodiversity

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

Strategic Risk

Strategic Risk	Risk Appetite
Purpose	The City will pursue community and sector leadership through forward thinking decision making, and alignment of its services and operations with its strategic objectives.
Partnerships	The City will be proactive in improving existing relationships and working with new partners to grow its reputation as an organisation that the community, business, government and other organisations choose to engage with.
Funding	The City will take sufficient financial risk to enable it to achieve its strategic objectives, providing it does not significantly impact on the long term financial sustainability of the City.
Environment	The City will prioritise protection, enhancement and sustainability of the natural environment unless this cannot be achieved without significantly compromising the City's economic or social sustainability.
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.

Relevant Documents and Information

Attachments

Attachment 1 - Preliminary Environmental Opportunities and Constraints Assessment (previously circulated to Elected Members under separate cover)

Attachment 2 - Concept Design Report (previously circulated to Elected Members under separate cover)

Attachment 3 - Environmental Report (previously circulated to Elected Members under separate cover)

Attachment 4 - Economic Impact Assessment (previously circulated to Elected Members under separate cover)

Attachment 5 - Coastal Boardwalk Concept Consultation Report (previously circulated to Elected Members under separate cover)

Available for viewing at meeting

Nil

Linked Documents

Nil.

In accordance with Clause 8.5(1) of the City of Stirling Meeting Procedures Local Law 2021, the Presiding Member ADJOURNED the meeting at 8.36pm prior to consideration of Item 12.2/ES1, for a brief recess.

The meeting resumed at 8.45pm.

12.2/ES1 CONTRACT EXTENSION 2435 E-SCOOTER SHARE SCHEME

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.*

Council Resolution

1125/028

Moved Councillor Creado, seconded Councillor Giudici

That the exercising of the extension option of two years for contract 2435 E-Scooter Share Scheme be ACCEPTED as per Confidential Attachment 1.

The motion was put and declared CARRIED (11/2).

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

Committee Recommendation

That the exercising of the extension option of two years for contract 2435 E-Scooter Share Scheme be ACCEPTED as per Confidential Attachment 1.

Officer's Recommendation

That the exercising of the extension option of two years for contract 2435 E-Scooter Share Scheme be ACCEPTED as per Confidential Attachment 1.

Purpose

To advise Council on the extension option available under Contract 2435 E-Scooter Share Scheme, as per details in Confidential Attachment 1.

Details

The City's E-Scooter Share Scheme (ESS) was established in 2024 to engage a suitably qualified e-scooter share hire provider to support the delivery of an e-mobility share scheme for the community. At its meeting held 21 November 2023, Council resolved to accept the tender from Beam Mobility Australia Pty Ltd as the preferred operator (Council Resolution Number 1123/022).

The contract includes an initial term of two years, expiring on 31 January 2026, with two extension options: a two-year first extended term and a one-year second extended term, both exercisable at the sole discretion of the City. During the initial term, the City has developed a constructive working relationship with Beam Mobility and considers that the company has met the contractual requirements.

Recent media attention has focused on e-scooter safety following a fatal incident in the Perth CBD in May 2025, where a pedestrian was struck by a privately rented e-scooter (unrelated to Beam Mobility). This incident prompted a Parliamentary Inquiry into the safety, regulation, and penalties associated with electric-powered personal mobility devices (e-Rideables). The City supported this Inquiry and made a submission to the Community Development and Justice Standing Committee. The Committee is expected to table its final report on 4 December 2025, which will outline findings and recommendations for future regulation and enforcement.

Despite broader concerns, the City's contract with Beam Mobility includes provisions for speed-limiting and geofencing, which have proven effective in managing e-scooter use in high-traffic areas. However, the City has limited authority over privately owned e-scooters, which often exceed legal speed limits and present enforcement challenges.

The City remains committed to community safety and actively monitors incidents. In 2024, Beam Mobility reported only four minor injuries from approximately 80,000 rides within the City of Stirling. These figures indicate that, when properly managed, hireable e-scooters pose a low risk to public safety. It is therefore recommended that the City exercise the first extension option under the contract.

Exercising this option does not preclude the City from terminating the agreement with Beam Mobility in accordance with the Conditions of Contract, should circumstances warrant such action in the future.

Financial Assessment and Implications

Provided in Confidential Attachment 1 to this report.

Stakeholder Engagement

Nil.

Options Summary

The following options were considered, presented in the order in which they are recommended.

OPTIONS	
1.	That the exercising of the extension option of two years for contract 2435 E-Scooter Share Scheme be ACCEPTED.
2.	That the exercising of the extension option of two years for contract 2435 E-Scooter Share Scheme is NOT ACCEPTED.

Recommended Action

The City's contract with Beam Mobility has been successful to date, and it is considered that, when properly managed, hireable e-scooters pose a low risk to public safety. It is therefore recommended that the City exercise the first extension option under the contract.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
21 November 2023	1123/022	That the tender for the E-Scooter Share Scheme (ESS) be ACCEPTED as detailed in Confidential Attachment 1.

Sustainable Stirling 2022-2032

Key Result Area: Our built environment

Objective: An accessible and connected City

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

Key Result Area: Our economy

Objective: A vibrant City

Priority: Activate local centres to increase visitor and economic activity

Key Result Area: Our natural environment

Objective: An energy-smart City

Priority: Support, engage and guide our community to transition to net zero emissions

Strategic Risk

Strategic Risk	Risk Appetite
People and Safety	The City will employ a capable workforce that is culturally aligned and is empowered to deliver strategic objectives without comprising safety.
Environment	The City will prioritise protection, enhancement and sustainability of the natural environment unless this cannot be achieved without significantly compromising the City's economic or social sustainability.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.

Relevant Documents and Information

Attachments

Attachment 1 - Financial Implications (previously circulated to Elected Members under confidential separate cover)

Attachment 2 - List of All Tenderers' Directors and Shareholders (previously circulated to Elected Members under confidential separate cover)

Available for viewing at meeting

Nil

Linked Documents

Submission to the Community Development and Justice Standing Committee

12.2/CSA1 CLOSED-CIRCUIT TELEVISION (CCTV) PRINCIPLES

Business Unit:	Community Safety	Service: Safer Stirling
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

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

Moved Councillor Creado, seconded Councillor Proud

That Council ENDORSES the City-wide Closed-Circuit Television (CCTV) Principles, as contained in Attachment 1, to inform strategic and operational decision making on the provision and management of CCTV throughout the City of Stirling.

During debate it was suggested that the words '*Activity Centres'*, '*Thoroughfares*', and '*And other high-risk public places'* be removed from the first dot point of Principle 4.

The suggestion was not accepted by the mover and seconder.

AMENDMENT

Moved Councillor Dudek, seconded Councillor Re

That Council ENDORSES the City-Wide CCTV Principles, as contained in Attachment 1, subject to the removal of the words from the first dot point of Principle 4:

a. *'Activity Centres'*;

b. *'Thoroughfares'*; and

c. *'And other high-risk public places'*.

The amendment was put and declared LOST (4/9).

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

Council Resolution

1125/029

Moved Councillor Creado, seconded Councillor Proud

That Council ENDORSES the City-wide Closed-Circuit Television (CCTV) Principles, as contained in Attachment 1, to inform strategic and operational decision making on the provision and management of CCTV throughout the City of Stirling.

The substantive motion was put and declared CARRIED (12/1).

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

Committee Recommendation

That Council ENDORSES the City-wide Closed-Circuit Television (CCTV) Principles, as contained in Attachment 1, to inform strategic and operational decision making on the provision and management of CCTV throughout the City of Stirling.

Officer's Recommendation

That Council ENDORSES the City-wide Closed-Circuit Television (CCTV) Principles, as contained in Attachment 1, to inform strategic and operational decision making on the provision and management of CCTV throughout the City of Stirling.

Purpose

For Council to endorse City-Wide Closed-Circuit Television (CCTV) principles to inform the provision and management of CCTV across the City of Stirling (the City) as part of our commitment to community safety.

Background

Community safety remains one of the City's top priorities, consistently identified by residents as an area that is highly valued, yet with evolving and increasing community expectations. Through the Community Safety Business Unit, Council supports a wide range of initiatives and services to prevent anti-social and criminal behaviour and create a safer community. This includes, but is not limited to, 24/7 community patrols, ranger services, holiday watch service, animal management, emergency management support, crime prevention initiatives, a strong working partnership with WA Police through a formal memorandum of understanding, and management of an extensive public CCTV network.

The City's CCTV network includes over 600 fixed cameras across 39 locations, as well as six mobile CCTV units, vehicle-mounted cameras, and body-worn cameras. The network is installed and utilised in public areas to enhance community safety and support law enforcement efforts, to deter criminal and anti-social behaviour, support incident response, and assist with investigations conducted by WA Police.

To ensure continuous improvement and effective service delivery, the Community Safety Business Unit was subject to a Service Review in February 2023 (with 13 improvement actions identified) and an Internal Audit in November 2024 (with three medium management actions and five low management actions identified). Both the Review and Internal Audit were received by the Audit Committee and endorsed by Council (Council Resolution Number 101224/010).

A key management action from the Internal Audit was the finalisation and implementation of a CCTV Action Plan to provide a secure, standardised, and efficient approach to the installation, management, and maintenance of CCTV across the City. That Action Plan was presented to Council's Crime Prevention Advisory Group in November 2024 and endorsed by the Executive Team in December 2024. Key elements of the CCTV Action Plan are:

- Integrated CCTV network to streamline operations and improve efficiency across all surveillance assets
- Clear standards for infrastructure and equipment to ensure consistency, reliability, and future scalability
- Frameworks for integrating CCTV with video analytics and secure networking protocols
- Defined operations processes for deployment, maintenance, and access management
- Advances in surveillance technology now enable real-time monitoring, remote access, and intelligent video analytics. These capabilities enhance the City's ability to respond swifty to incidents and proactively manage public safety. At the same time, these innovations improve security to protect the City's broader IT network
- Improved community awareness on the City's use of CCTV (detailed information now available on the City's website: City of Stirling CCTV Cameras).

While there is undeniable value in the use of CCTV to enhance community safety, it is important that the City has a robust and transparent approach to the planning, provision, management, and monitoring of the network. The establishment of City-wide CCTV Principles will assist with maintaining Elected Member and community trust in the City's CCTV network, particularly in relation to key elements such as unauthorised access, unwarranted intrusion, and/or excessive surveillance. Such principles were also requested during Council consideration of the 2025/26 Annual Budget when discussing the allocation of $400,000 for the CCTV Equipment Fund.

Details

The proposed City-wide CCTV Principles aim to underpin the CCTV Action Plan by ensuring a consistent approach to the provision and management of CCTV in support of the 'A Safer City' objectives within the City's Strategic Community Plan – *Sustainable Stirling 2022 – 2032*.

The principles are based upon benchmarking of CCTV policies, practices, principles, guidelines, and case studies from across Australia, with a focus on comparably large Local Government Authorities within metropolitan and inner-metropolitan areas. The City-wide CCTV Principles comprise eight specific principles covering the key areas of:

- Legitimacy – the management and use of CCTV must be for a legitimate purpose
- Legality – the management and use of CCTV must comply with the law
- Proportionality – the benefits of management and use of CCTV must outweigh the drawbacks
- Necessity – the expansion of management and use of CCTV must be deemed a necessary response to community safety priorities
- Accountability – the management and use of CCTV must be communicated and disclosed
- Technology – the management and use of CCTV must be supported by technology that balances privacy and surveillance effectiveness
- Privacy – the management and use of CCTV must ensure the reasonable expectation of privacy in public places
- Integrity – the management and use of CCTV must be supported by reasonable steps to operate equipment and secure information.

As per Attachment 1, the eight specific CCTV Principles are as follows:

1. The City's CCTV network will be utilised for legitimate purposes aligned with the activities of local government (Legitimacy)
2. The City's CCTV network will be operated in compliance with applicable legislation and with due regard to the protection of public privacy and civil liberties (Legality)
3. Deployment and management of the City's CCTV network will be proportionate to the activities of local government and community expectations (Proportionality)
4. Expansion and improvement of the City's CCTV network will be necessary to enhance community safety and improve the perception of safety in priority areas (Necessity)
5. Principles and purpose of the City's CCTV network will be communicated to ensure public awareness and understanding (Accountability)
6. Capability and integrity of the City's CCTV network will be optimised through the use of quality systems and infrastructure (Technology)
7. Access to, and distribution of, information from the City's CCTV network will be carefully managed in compliance with applicable legislation and management practices (Privacy)
8. Professional standards will be maintained amongst all City officers involved in the operation or oversight of the City's CCTV network (Integrity).

The City already has various considerations and obligations relating to the use of CCTV under the *Privacy Act 1998, Surveillance Devices Act 1998*, Security and Related Activities (Control) Regulations 1997, and State CCTV Guidelines (WA Police). These City-wide CCTV Principles provide a high-level framework to inform decision-making, creating a line of sight between the City's commitment to enhancing community safety while enabling a locally responsive approach to the provision and management of CCTV within the role of local government.

Financial Assessment and Implications

The City has implemented a Community Safety Service Charge per rateable property. In the 2025/26 financial year, this charge is $55.00, with revenue then used to enable the provision of Community Safety services and initiatives. This includes mobile and fixed CCTV equipment and technology.

Maintenance, cleaning, and repair costs associated with CCTV network are funded by municipal funds through the annual operating budget and not the Community Safety Service Charge. Any surplus funds at the end of the financial year are transferred to a specific Reserve for use in providing Community Safety services and initiatives in future years.

Council's 2025/26 budget includes an allocation of $400,000 for the CCTV Equipment Fund to:

- Create a unified CCTV platform
- Improve efficiency by interconnecting CCTV sites
- Upgrade and enhance the CCTV network.

Stakeholder Engagement

The draft City-wide CCTV principles were discussed at the Crime Prevention Advisory Group held 10 September 2025, with feedback from Elected Members and WA Police considered when finalising the principles for Council decision-making. Internal stakeholder engagement has also been undertaken, with feedback obtained from the City's Corporate Information Services and Facilities, Projects and Assets Business Units.

Recommended Action

It is recommended that Council endorse the City-wide CCTV Principles.

Relevant Policies, Legislation and Council Resolutions

Surveillance Devices Act 1998
Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
19 November 2024	1124/008	1. That Council RECEIVES the Community Safety Internal Audit Report. 2. That the 'medium' rated observations be LISTED on the Management Action Plan for Audit Committee review until completed.

Sustainable Stirling 2022-2032

Key Result Area: Our community

Objective: A safer City

Priority: Educate our community and provide support to enhance community safety

Priority: Create strong partnerships to improve community safety

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Provide local government sector leadership

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.
Purpose	The City will pursue community and sector leadership through forward thinking decision making, and alignment of its services and operations with its strategic objectives.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.

Relevant Documents and Information

Attachments

Attachment 1 - City of Stirling CCTV Principles 2025 ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Citywide CCTV Principles – November 2025

CCTV Principle	
1	**The City's CCTV network will be utilised for legitimate purposes aligned with the activities of local government (Legitimacy):** • Enabling the City to identify, respond to and enforce Local Laws and other relevant regulations. • Enabling the City to identify, respond to and protect community assets from acts of public nuisance and property damage. • Assisting the Western Australia Police Force to identify, detect and respond to crime. • Supporting emergency response and public safety initiatives.
2	**The City's CCTV network will be operated in compliance with applicable legislation and with due regard to the protection of public privacy and civil liberties (Legality):** • Ensuring the collection, use, disclosure and storage of any personal information is in accordance with all relevant legislation. • Maintaining effective management practices and standard operating procedures that recognise and protect privacy, security and integrity in the viewing, use and disclosure of all information obtained. • Conducting regular audits to ensure compliance with privacy standards and to identify areas for improvement. • Ensuring that CCTV network connections with the Western Australia Police Force are governed by a Memorandum of Understanding.
3	**Deployment and management of the City's CCTV network will be proportionate to the activities of local government and community expectations (Proportionality):** • Identifying the need for surveillance through engagement with the Western Australia Police Force, Elected Members, community and other relevant stakeholders. • Deploying mobile CCTV assets at identified hot-spots through verifiable antisocial and/or criminal behaviour information from the City's Community Safety Business Unit and Western Australia Police Force. • Decision making for the review, upgrade and renewal of existing CCTV systems will be undertaken through the City's Administration with communication to Council's Crime Prevention Advisory Group (or similar). • Funding of the City's CCTV network will be guided by budget available through the City's Community Safety Charge or through public safety partnerships with the Western Australian and/or Australian Governments.

Citywide CCTV Principles – November 2025

4 **Expansion and improvement of the City's CCTV network will be necessary to enhance community safety and improve the perception of safety in priority areas (Necessity):**

- Confining any new CCTV systems to activity centres, City facilities, entertainment precincts, thoroughfares and other high-risk public places (unless otherwise agreed with Council).
- Utilising antisocial and/or criminal behaviour data from the City's Community Safety Business Unit and Western Australia Police Force as the basis for any new CCTV systems.
- Ensuring that any new CCTV systems complement existing and proposed crime prevention strategies.
- Decision making for new CCTV systems in the public realm will be undertaken through Council's annual budget process on a program basis with prior communication to Council's Crime Prevention Advisory Group (or similar).

5 **Principles and purpose of the City's CCTV network will be communicated to ensure public awareness and understanding (Accountability):**

- Providing the community with information about the CCTV network purpose, coverage and privacy safeguards.
- Engaging with community affected by CCTV systems in their local area to address any concerns and build trust.
- Encouraging the responsible use of private surveillance technologies to support the community safety activities of the City and Western Australia Police Force.
- Promoting the value of residents registering private surveillance technologies on the Western Australia Police Force Cam-Map portal.

6 **Capability and integrity of the City's CCTV network will be optimised through the use of quality systems and infrastructure (Technology):**

- Maintaining CCTV network hardware and system to a high operational standard, with regular testing and upgrades.
- Future-proofed through strategic investment in scalable and interoperable technologies.
- Ensure inappropriate use of generative artificial intelligence (AI) tools is monitored and avoided.
- Protected against unauthorised access, tampering, cyber threats and maintain ongoing awareness of, and mitigations against, threats that are of particular concern when using generative artificial intelligence (AI)

7 **Access to, and distribution of, information from the City's CCTV network will be carefully managed in compliance with applicable legislation and management practices (Privacy):**

- Ensuring that any requests for recorded material are assessed for legitimacy, relevance, and compliance with privacy legislation.
- Providing clear guidance to internal and external stakeholders for requests to view and/or obtain CCTV footage.
- Maintaining a secure log of all CCTV footage access and associated disclosures for accountability and audit purposes.
- Storing and destruction of recorded materials in accordance with record keeping legislation.

Citywide CCTV Principles – November 2025

8

Professional Standards will be maintained amongst all City Officers involved in the operation or oversight of the City's CCTV network (Integrity):

- Maintaining strict access control.
- Ongoing training in privacy, legal compliance, ethical use, and technical proficiency.
- Clear guidance on professional conduct and responsibilities. Support to uphold high standards of integrity, discretion, and accountability.
- Breach and complaints management processes.

12.2/P1 ENVIRONMENTAL SUSTAINABILITY POLICY

Business Unit:	Parks and Environment	Service: Sustainability
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Legislative - *Making local laws, policies and planning instruments.*

Moved Councillor Creado, seconded Councillor Giudici

That Council ADOPTS the new Environmental Sustainability Policy as shown in Attachment 2 to replace the City's existing Sustainability Policy.

Council Resolution

1125/030

Moved Councillor Dudek, seconded Councillor Ferrante

That Item 12.2/P1 - Environmental Sustainability Policy be REFERRED to the Community and Resources Committee meeting to be held 17 February 2025, to allow further consideration by Elected Members.

The motion was put and declared CARRIED (12/1).

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

Committee Recommendation

That Council ADOPTS the new Environmental Sustainability Policy as shown in Attachment 2 to replace the City's existing Sustainability Policy.

Officer's Recommendation

That Council ADOPTS the new Environmental Sustainability Policy as shown in Attachment 2 to replace the City's existing Sustainability Policy.

Purpose

To provide a revised version of the City's Sustainability Policy, which is now titled Environmental Sustainability Policy.

Details

Overview

This report presents the outcome of a review of the City's Sustainability Policy, originally adopted in 2009 and last reviewed in 2020. In response to recommendations from the Environmental Sustainability Internal Audit (August 2024), the City has undertaken a full rewrite of the policy to ensure it remains contemporary, fit for purpose, and aligned with current legislative and strategic priorities.

The revised Environmental Sustainability Policy reflects a modernised approach to sustainability, with a stronger focus on climate resilience, governance, and community engagement. It aligns with the updated *Local Government Act 1995*, embeds City values, and integrates sustainability into decision-making, planning, and operations.

Key improvements include clearer scope and terminology, enhanced accountability mechanisms, and alignment with strategic documents such as Sustainable Stirling 2022–2032. While the policy does not prescribe specific expenditures, it establishes a framework that will guide future investment, risk mitigation, and funding opportunities.

It is recommended that Council endorses the new Environmental Sustainability Policy to replace the current Sustainability Policy to support the City's long-term environmental goals.

Further details

An Environmental Sustainability Internal Audit was conducted as part of the 2023/24 Internal Audit Plan, which was endorsed by Council (Council Resolution Number 0822/024) at its meeting in August 2022. The resulting Environmental Sustainability Internal Audit Report was presented to the Audit Committee on 5 August 2024 and subsequently endorsed by Council at its August 2024 meeting (Council Resolution Number 0824/006). This endorsement included the following action for the City, listed in the Management Action Plan for the Audit Committee:

> *"That the Fleet Management Practice and **Sustainability Policy** be regularly reviewed to ensure they are contemporary and fit for purpose"*

The City has now completed the review of the Sustainability Policy and presents this to Council for consideration. The current Sustainability Policy was adopted by Council in 2009 (Council Resolution Number 0709/024) and was last reviewed in 2020. Due to the age of the policy, the City has undertaken a complete rewrite, which is why there were no track changes are provided for the current policy (Attachment 1).

The primary objective of the new Environmental Sustainability Policy (Attachment 2) is to outline the City of Stirling's commitments to environmental sustainability and climate resilience, in alignment with the revised *Local Government Act 1995*, which states that:

> "*The general function of a local government must be performed having regard to the following:*
>
> *(a) the need*
>
> *(i) to promote the economic, social and environmental sustainability of the district; and*
> *(ii) to plan for, and to plan for mitigating, risks associated with climate change; and*
> *(iii) in making decisions, to consider potential long-term consequences and impacts on future generations;*
>
> *(b) the need*
>
> *(i) to recognise the particular interests of Aboriginal people; and*
> *(ii) to involve Aboriginal people in decision-making processes;*
>
> *(c) the need to consider collaboration with other local governments."*

Key Policy Improvements

The updated Environmental Sustainability Policy represents an evolution from the previous Sustainability Policy (2009–2020). It modernises the City's approach to sustainability, aligns with current legislation, and strengthens accountability, clarity, and strategic integration. The key improvements are outlined below:

- Change of policy name - the new title, Environmental Sustainability Policy, more clearly defines the scope and focus of the document. While the policy continues to reference economic and social sustainability, its primary emphasis is on environmental outcomes.
- Legislative alignment - the new policy aligns more closely with the updated *Local Government Act 1995*, explicitly addressing climate change, long-term impacts, Aboriginal engagement, and intergenerational equity
- Values integration – the previous policy was structured around ten sustainability principles. The new policy embeds the City's core values (Approachable, Transparent, Responsive, and Innovative) into its sustainability commitments, reinforcing cultural alignment and organisational identity.
- Climate change focus – the new policy introduces specific commitments to climate change mitigation and adaptation, including carbon footprint monitoring, risk assessment, and resilience planning.
- Governance and accountability – the previous policy included broad statements about integration and performance. The new policy strengthens this by introducing commitments to public reporting, environmental targets, monitoring systems, and continuous improvement mechanisms.
- Community and stakeholder engagement – the new policy expands engagement commitments, with a focus on Aboriginal people, youth, and broader community sectors. It also promotes collaboration with other Local Governments, reflecting a more inclusive approach.
- Definitions and terminology – the updated policy includes expanded definitions for key sustainability concepts, improving clarity, consistency, and accessibility for staff and stakeholders.
- Policy integration – the new policy directly links to relevant internal policies and management practices, supporting cross-functional implementation.

Financial Assessment and Implications

The Environmental Sustainability Policy does not prescribe specific expenditures but establishes a strategic framework that will guide future decision-making, planning, and investment. Financial opportunities may arise through the below:

Integration into existing processes

As sustainability criteria are better embedded into asset management, procurement, and project planning, this may lead to:

- Potential higher upfront costs for investments in more sustainable materials or technologies, which in some cases are offset by longer-term savings.
- Cost savings through efficiency and risk mitigation.
- Long-term financial benefits via whole-of-life costing and reduced environmental liabilities.

Targeted investments

Implementation of the policy may require:

- Further investment in monitoring systems, reporting tools, and staff training.
- Funding for sustainability initiatives, restoration projects, or climate adaptation measures.
- Budget allocation for community engagement and collaboration efforts.

External funding opportunities

The policy strengthens the City's position to:

- Seek grants and partnerships for sustainability and climate resilience.
- Advocate for legislative and financial support from state and federal governments.

Cost avoidance and risk reduction

By proactively addressing climate risks and sustainability challenges, the policy supports:

- Avoidance of future costs related to environmental degradation, infrastructure failure, or regulatory non-compliance.
- Improved resilience and reduced exposure to climate-related financial risks.

Stakeholder Engagement

The development of the Environmental Sustainability Policy involved targeted consultation with internal and external stakeholders, in line with the City's Making Policy Management Practice. Engagement activities included:

- Internal Consultation - Business Unit Managers and Elected Members were consulted to ensure the policy reflects operational realities and strategic priorities across the organisation.
- Advisory Group Review - a draft version of the policy was presented to the City's Environmental Advisory Group, whose feedback informed revisions.
- Feedback Integration - all feedback received was reviewed and, where appropriate, incorporated into the final version of the policy presented to Council.

Recommended Action

That Council adopts the Environmental Sustainability Policy as show in Attachment 2.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
16 August 2022	0822/024	That Council ENDORSES the Strategic Internal Audit Plan 2022/2023–2024/2025 and the Annual Internal Audit Plan 2022/2023, as contained in Attachment 1.
13 August 2024	0824/006	That Council RECEIVES the Environmental Sustainability Internal Audit Report. That the 'medium' rated observations be LISTED on the Management Action Plan for Audit Committee review until completed.

Sustainable Stirling 2022-2032

Key Result Area: Our natural environment

Objective: An energy-smart City

Priority: Increase the City's generation, storage and use of renewable energy supplies

The policy primarily applies to the 'Our Natural Environment' and 'Built Environment' Key Result Areas in Sustainable Stirling 2022-2032.

Strategic Risk

Strategic Risk	Risk Appetite
Environment	The City will prioritise protection, enhancement and sustainability of the natural environment unless this cannot be achieved without significantly compromising the City's economic or social sustainability.

Relevant Documents and Information

Attachments

Attachment 1 - Sustainability Policy (2009 - 2020) ⇩

Attachment 2 - Environmental Sustainability Policy 2025 ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Sustainability Policy

Responsible Directorate	**Infrastructure**
Responsible Business Unit/s	**Parks and Sustainability**
Responsible Officer	**Manager Parks and Sustainability**
Affected Business Unit/s	**All**

Objective

The objectives of this policy are to:

- Provide a clear statement of Council's intent to achieve a sustainable community within the City of Stirling and to exercise community leadership on sustainable development;
- To provide guidance to City Officers in relation to the type of information provided to Council on key decisions that impact on the sustainability of the City;
- Acknowledge that sustainability is an ongoing objective and to provide a commitment to attain sustainability by ensuring a coordinated framework for implementing sustainable development, building on existing programs offered by the City; and
- Provide leadership by incorporating sustainability policies, strategies and practices into council's own operations.

Scope

This policy applies to all City Councillors in decision-making and staff in operations, processes and program delivery.

Policy

The City of Stirling believes that sustainable development is one of the most pressing issues of our time and acknowledges that it has a vital role to play at the local level in ensuring and promoting sustainable development. Through its governance role, Council therefore seeks to advance and strengthen the four interdependent and mutually reinforcing pillars of sustainability – environmental protection, social development, economic development and governance in the Stirling Local Government Area.

Key Principles

The following ten principles provide a set of core values for consideration to help staff implement this Sustainability Policy on operational, strategic and governance issues and guide decision making. Reports to Council and decision making should address these principles to determine the level of influence on sustainability in our community and operations.

Principle One: Interdependence – that the social, environmental and economic implications of a decision are all considered of equal importance when determining a balanced outcome

Principle Two: Integrated and long-term decision-making – all decisions should reflect and consider the long term implications on our community, environment and economy as well as achieving short term goals

Principle Three: Inter and intra-generational equity – managing and using resources for our community's benefit now whilst high quality resources are retained for our future generations

Principle Four: Equity and human rights – provision of opportunities for all in our community as well as supporting equal rights and fair opportunities across the globe

Principle Five: Settlement efficiency and quality of life – ensuring all future development is achieving a reduced ecological footprint (ie. impact on the planet to produce) whilst meeting expectations for quality and lifestyle

Principle Six: Precaution – take action to avoid the possibility of serious or irreversible environmental harm even when scientific knowledge is incomplete or inconclusive and place the burden of proof on those who argue that a proposed activity will not cause significant harm

Principle Seven: Conserving biological diversity and ecological integrity – protection, retention, enhancement and management of the diversity of life that exist in the City of Stirling

Principle Eight: Internalising environmental costs– reflect the true cost of services including the life-cycle costing and 'cradle to grave' impact of developments and implementing measures to mitigate impacts

Principle Nine: Common good – the use and planning for resources that support our life (ie. air, water, natural resources) in a manner that is accessible to all and will not deplete them over time

Principle Ten: Accountability, transparency and engagement – our community involvement in sustainability is fundamental to our long term future and that our management should be accountable on a quadruple bottom line.

The City is committed to applying the policy in the following ways:

- The City is managed, planned and developed in accordance with sustainability principles and practices;
- The City's activities and operations support sustainability;
- The City promotes and encourages sustainability in the community;
- Developing new policies to ensure specific sustainability outcomes are implemented.

Council will strengthen, adjust and build internal management frameworks that ensure sustainability performance is improved and integrated as a core part of Council's strategic and operational management through effective strategic plans, specific action plans, training, communication, monitoring and reporting. Council will systematically review its internal policies, procedures, processes and practices to further build the organisation's capacity to deliver ongoing quadruple bottom line (social, environmental, economic, governance) performance improvement.

Definitions

The City of Stirling defines sustainable development as:

"Meeting the needs of current and future generations through simultaneous social, environmental and economic improvement"

Relevant management practices/documents

The City of Stirling recognises the relevance of the following supporting documents:

- Principles of the 1987 report to the World Commission on Environment and Development titled 'Our Common Future';
- Principles ensuing from Agenda 21 of the 1992 Earth Summit in Rio de Janeiro;
- Melbourne Principles for Sustainable Cities 2002 of the United Nations Environment Program adopted at the Local Government Session of the Earth Summit 2002 in Johannesburg, and

- Framework for action espoused by the Western Australian Government's State Sustainability Strategy of 2003 titled 'Hope for the Future'.

This policy influences all level of the City's services and operations and as such is related to all policies that currently exist and all policies should reflect the intent of this policy.

Legislation/local law requirements

The requirements of the *Local Government Act 1995* Section 1.3, states:

(3) In carrying out its functions, a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.'

This policy intends to demonstrate the City's intention to use its best endeavours to deliver on the Act's requirements.

Office use only				
Relevant delegations	Not applicable			
Initial Council adoption	**Date**	7 July 2009	**Resolution #**	0709/024
Last reviewed	**Date**	26 May 2020	**Resolution #**	0520/027
Next review due	**Date**	2021		

Environmental Sustainability Policy

Aligned City Value/s	**Approachable**	**Responsive**	**Transparent**	**Innovative**
Responsible Directorate	**Infrastructure**			
Responsible Business Unit/s	**Parks and Environment**			
Responsible Officer	**Manager Parks and Environment**			
Affected Business Unit/s	**All**			

Objective

This policy outlines the City of Stirling's commitments to environmental sustainability and climate resilience. In alignment with the Local Government Act 1995, it supports the long-term sustainability of both built and natural environments through integrated planning, design, and decision-making.

Scope

The Environmental Sustainability Policy applies to all City employees and Elected Members in decision-making, operations, processes, procedures and service delivery. This policy also informs planning, development, and infrastructure decisions to ensure sustainability is embedded across all City functions. The City's contractors and suppliers will be expected to recognise and support the commitments in this policy. The scope of this policy is in direct relationship to section 3.1 (1) (1A) of the *Local Government Act 1995*:

> ***3.1. General function***
> *(1) The general function of a local government is to provide for the good government of persons in its district.*
> *(1A) Without limiting subsection (1), the general function of a local government must be performed having regard to the following*
>
> *(a) the need*
> *(i) to promote the economic, social and environmental sustainability of the district; and*
> *(ii) to plan for, and to plan for mitigating, risks associated with climate change; and*
> *(iii) in making decisions, to consider potential long-term consequences and impacts on future generations;*
>
> *(b) the need*
>
> *(i) to recognise the particular interests of Aboriginal people; and*
> *(ii) to involve Aboriginal people in decision-making processes;*
>
> *(c) the need to consider collaboration with other local governments.*

The primary focus of this policy is environmental sustainability which may include:

- conserving natural resources
- efficient and renewable resource usage
- biodiversity restoration and conservation
- avoiding pollution to land, air and water
- waste management and circular economy
- transport and land use planning
- climate change mitigation and adaptation.

Policy

The City's values as applied to environmental sustainability are as follows:

Approachable – We engage, listen and work collaboratively towards shared environmental goals

Transparent - We approach our work and environmental responsibilities with integrity, being accountable and ethical, regularly reporting our sustainability successes and challenges to our community

Responsive - We understand our community's needs and the environmental constraints, and proactively manage this delicate balance by being adaptive and responsive for holistically sustainable outcomes

Innovative - We embrace continuous improvement, new ideas and different approaches to deliver a more sustainable future and a positive impact for our community

Our Commitments

To fulfill our functions of the *Local Government Act 1995*, the City of Stirling provides the following sustainability commitments:

To promote economic, social and environmental sustainability of the district

- We guide, empower and collaborate with our community to assist in reducing their environmental footprint and improve the sustainability of our urban and natural environment.
- We lead by example, demonstrating economic sustainability and environmental stewardship through targeted investments in conservation, restoration and sustainability initiatives.
- We advocate for legislation to support improved environmental outcomes and funding for local government sustainability initiatives and collaborations.
- We publicly report on our sustainability risks and performance, and showcase our environmental assets, innovative projects and community champions.

To plan for, and mitigate, risks associated with climate change and sustainability

- We monitor our carbon footprint, environmental metrics and the sustainability 'state' of our natural and the built environment using information that is current, authoritative and credible.
- We assess climate change risks and sustainability citywide, including for asset management, capital investments, programs, projects and services.
- We establish environmental targets, monitoring systems, and implement initiatives that enable the City to continuously improve, be more sustainable and adapt to climate change.
- We develop publicly available environmental plans and strategies; and regularly undertake reviews to ensure they meet emerging challenges and opportunities.

In making decisions, to consider the long-term environmental outcomes and sustainability implications for future generations

- We consult and engage with representatives from various community sectors, and recognise interests of Aboriginal people, and young people who will inherit the outcomes of our decisions.
- We facilitate informed decision-making by utilising 'whole of life' 'cost benefit' assessments, Sustainable Capital Planning processes and identification of sustainability opportunities and risks.
- We embed sustainability criteria in our Asset Management Framework, project designs, procurement processes, and planning approvals to ensure that sustainability is considered in City-led projects, high-value contracts, and development assessments.

Definitions

Adaptation (climate change) - implementing measures to reduce vulnerability and enhance resilience to climate-related hazards such as heat waves, reduced rainfall, extreme weather, and sea-level rise.

Conservation – management and protection of natural resources and natural ecosystems.

Climate change - Climate change refers to long-term shifts in temperatures and weather patterns.

Economic sustainability - managing financial resources efficiently, investing in sustainable infrastructure, and promoting economic activities that do not compromise ecological or community wellbeing.

Elected Member – means the Mayor and Councillors.

Environmental sustainability - preserve and protect the natural environment over time through appropriate practices and policies, meeting present needs without compromising the availability of resources in the future or the health of ecosystems.

Mitigation (climate change) - reduce the causes of climate change by reducing greenhouse gas emissions and/or increasing carbon sinks.

Social sustainability – fostering inclusive, connected, and resilient communities. From a business perspective, workers in the organisation and supply chain are treated respectfully (human rights), paid appropriately, and provided with safe working conditions (labour standards).

Sustainability - meeting the needs of the present without compromising the ability of future generations to meet their own, while also maintaining the health and balance of the planet's ecosystems.

Sustainable Capital Planning - The integration of environmental, social, and economic sustainability principles into long-term infrastructure investment decisions, guided by asset lifecycle analysis and whole-of-life costing.

Restoration - the process of assisting the recovery of ecosystems that have been degraded, damaged, or destroyed.

Relevant management practices/documents

Investments Policy

Procurement Policy

Community Garden Policy

City Trees Policy

Community Engagement Policy

Risk Management Policy

Verge Treatment Policy

Weed and Pest Management Policy

Environmentally Sustainable Design Management Practice

Legislation/local law requirements

Local Government Act 1995

Office use only				
Relevant delegations	TBC			
Initial Council adoption	**Date**	25 November 2025	**Resolution #**	
Last reviewed	**Date**	25 November 2025	**Resolution #**	
Next review due	**Date**	30 June 2027		

12.2/RL2 FUTURE PLANNING OF STIRLING LEISURE - INNALOO COMMUNITY CENTRE

Business Unit:	Recreation and Leisure Services	Service: Leisure Services
Ward:	Doubleview	Location: Stirling Leisure - Innaloo Community Centre
Applicant:	Not Applicable	

Role

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

Moved Councillor Creado, seconded Councillor Proud

That Council NOTES the continued role of Stirling Leisure – Innaloo Community Centre as a performing arts facility with future planning to be informed by the Hamersley Community Hub performing arts centre development and Innaloo Sports Club redevelopment as well as shared use of school-based infrastructure.

The motion was put and declared LOST (5/8).

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

During the debate, Councillor Elizabeth Re FORESHADOWED the following motion.

Council Resolution

1125/031

Moved Councillor Re, seconded Councillor Proud

That Council NOTES any future improvements to Stirling Leisure – Innaloo Community Centre will be informed by the Innaloo Sports Club redevelopment as well as Citywide performing arts facility planning and provision.

The motion was put and declared CARRIED (11/2).

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

Committee Recommendation

That Council NOTES the continued role of Stirling Leisure – Innaloo Community Centre as a performing arts facility with future planning to be informed by the Hamersley Community Hub performing arts centre development and Innaloo Sports Club redevelopment as well as shared use of school-based infrastructure.

Officer's Recommendation

1. That Council NOTES the continued role of Stirling Leisure – Innaloo Community Centre as a performing arts facility with future planning to be informed by the Hamersley Community Hub performing arts centre development and Innaloo Sports Club redevelopment as well as shared use of school-based infrastructure.

2. That Council ACKNOWLEDGES no major improvement works are expected at Stirling Leisure – Innaloo Community Centre due to other priorities within the City’s Four-Year Capital Works Program, allowing time for detailed planning and community consultation.

Purpose

To respond to a Notice of Motion by identifying the proposed future planning for Stirling Leisure – Innaloo Community Centre (Innaloo Community Centre).

Details

At the Ordinary Council Meeting held 27 May 2025, Council resolved (Council Resolution Number 0525/0444) that a report be presented outlining the proposed future planning for Innaloo Community Centre. This followed a Notice of Motion, which highlighted the need to consider the Centre's future in the context of the $4 million State Government funding commitment to redevelop the nearby Innaloo Sports Club. Innaloo Community Centre, while originally constructed as a multi-purpose community centre, has for many years operated exclusively as a performing arts venue. It is currently used by Stirling Players Inc., who run approximately five performance seasons per year, including rehearsals and set construction. Each season lasts approximately 10 weeks. The permanent set-up of tiered seating and stage infrastructure limits the Centre's ability to be used for other community purposes.

The Community Infrastructure Plan (CIP) 2023–2033 identifies a significant shortfall in district-level performing arts facilities across the City. Existing infrastructure typically supports only one group per facility due to high levels of use and limited flexibility for alternate purposes. Innaloo Community Centre is a clear example of this, with its current use by Stirling Players Inc. providing five seasonal performances per year. With rehearsal and set-building activities performed on multiple evenings per week, and no ability to pack down staging or set preparation between rehearsals, there is limited opportunity to accommodate other local uses.

The City continues to work on a range of community infrastructure options to address these performing arts facilities shortfall:

- Access to school-based performing arts facilities would alleviate pressure on City-managed venues like Innaloo Community Centre. Enabling the City to accommodate multiple community performing arts groups, including for rehearsal and storage needs, if there was adequate provision of flexible rehearsal spaces and set, prop, and costume storage. The City has submitted a response to the Parliamentary Inquiry into the Community Use of WA Public School Facilities. The submission advocates for long-term, formalised agreements that would enable local governments to access school-based infrastructure such as performing arts facilities. Should the Inquiry result in policy reform, this would significantly enhance the City's ability to deliver a distributed performing arts model, with Innaloo Community Centre then playing a key support role in providing rehearsal and storage space to complement performance venues located at schools or other City facilities. This approach aligns with the CIP's recommendation to upgrade and rebrand the Centre as a district-level rehearsal and storage facility for performing arts, supporting shared use at local schools and contributing to a more sustainable and inclusive performing arts network across the City.

- The development of the Hamersley Community Hub as a district-level performing arts centre, through a $4 million State Government Election Commitment, will also play a critical role in shaping the future of Innaloo Community Centre. The Hub will provide performance space and serve as a reference point for how other facilities can be integrated into a broader performing arts facilities network. Delivery of the Hamersley Community Hub will help define the roles and relationships between facilities, with Innaloo Community Centre expected to complement the Hub by focusing on rehearsal and storage functions, enabling multiple groups to operate concurrently across different sites.
- In 2025/26, the City is undertaking an arts and culture infrastructure audit to identify existing cultural and creative spaces across Stirling. This will provide a basis for future planning, including (but not limited to) performing arts facilities, that aims to support cultural and creative activities and provide improved community access to such spaces. Importantly, this audit and subsequent future planning will enable the City to optimise existing cultural assets such as Innaloo Community Centre, Gilbert & Sullivan Society, and Mount Flora Museum.

The City has also received a $4 million State Government Election Commitment towards redevelopment of Innaloo Sports Club. Given the projected residential density surrounding this facility, the outdated footprint and poor functional layout of this facility, and the range of community and sporting activities that take place within the broader Yuluma Reserve, it is expected that redevelopment of Innaloo Sports Club will include a range of flexible spaces. Community activities and groups that cannot currently access Innaloo Community Centre due to its performing arts focus should then be able to access such flexible spaces within the redeveloped Innaloo Sports Club.

On that basis, future planning for Innaloo Community Centre will consider the following:

- Its intended role as a district-level performing arts rehearsal and storage facility.
- Opportunities to accommodate broader performing arts usage.
- The impact of the Hamersley Community Hub and potential shared use of school facilities on the establishment of a performing arts network across the City.
- The impact of more flexible spaces for community activities and groups being provided through redevelopment of Innaloo Sports Club.

Given the number of State Government Election Commitments being progressed through the City's Four-Year Capital Works Program, it is not expected that any major works will be undertaken at Innaloo Community Centre within the next five years. However, this timeframe does provide the opportunity for detailed planning and community consultation to ensure any future works are aligned with community needs.

Financial Assessment and Implications

There are no financial implications at this stage. Any costs or budget requirements related to Innaloo Community Centre will be identified and presented to Council through future budget processes.

Stakeholder Engagement

Future planning for Innaloo Community Centre will be undertaken in accordance with the City's Community Engagement Policy and Business Unit Consultation Procedures.

Recommended Action

It is recommended that Council notes the proposed future role of Stirling Leisure – Innaloo Community Centre as a district-level rehearsal and storage facility for performing arts; acknowledges that no physical works are planned within the next five years; and supports the development of a planning and engagement process to inform future advocacy and funding opportunities.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
27 May 2025	0525/044	That a report be PRESENTED to the Council meeting to be held 11 November 2025 identifying the proposed future planning for Stirling Leisure – Innaloo Community Centre

Sustainable Stirling 2022-2032

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

Key Result Area: Our built environment

Objective: An attractive and well-maintained City

Priority: Provide quality, well-maintained facilities for the benefit of the community

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Community Infrastructure Plan 2023-2033

12.2/CD1 INNOVATE RECONCILIATION ACTION PLAN 2026 - 2028

Business Unit:	Community Development	Service: Community Planning & Projects
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

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

Moved Councillor Creado, seconded Councillor Krsticevic

That Council ADOPTS the Innovate Reconciliation Action Plan 2026 – 2028 as shown in Attachment 1.

Moved Councillor Re, seconded Councillor Dudek

That Item 12.2/CD1 – Innovate Reconciliation Action Plan 2026 – 2028 be REFERRED to the Community and Resources Committee meeting to be held 17 February 2026, to allow further information to be provided to Elected Members.

The motion was put and declared LOST (2/11).

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

Council Resolution

1125/032

Moved Councillor Creado, seconded Councillor Krsticevic

That Council ADOPTS the Innovate Reconciliation Action Plan 2026 – 2028 as shown in Attachment 1.

The motion was put and declared CARRIED (12/1).

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

Committee Recommendation

That Council ADOPTS the Innovate Reconciliation Action Plan 2026 – 2028 as shown in Attachment 1.

Officer's Recommendation

That Council ADOPTS the Innovate Reconciliation Action Plan 2026 – 2028 as shown in Attachment 1.

Purpose

To seek Council adoption of the Innovate Reconciliation Action Plan 2026 – 2028.

Details

Council has demonstrated a longstanding commitment to reconciliation with Aboriginal and Torres Strait Islander communities, particularly the local Wadjak Nyoongar people. The City has successfully developed and implemented three ‘Innovate’ Reconciliation Action Plans (RAPs), with the most recent Plan (2021 - 2023) concluding in June 2023. RAPs provide a framework to strengthen relationships with Aboriginal and Torres Strait Islander peoples, enhance understanding and respect for their histories and cultures, and create equal opportunities.
The City utilises Reconciliation Australia’s RAP Framework, which includes four stages: Reflect, Innovate, Stretch, and Elevate. An Innovate RAP focuses on developing and strengthening relationships, engaging staff and stakeholders in reconciliation, and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

The City's previous RAPs have positioned it as a local government leader in reconciliation, with achievements including:

- Annual NAIDOC and Reconciliation Week events.
- Localised Nyoongar designs and iconography in the City's Entry Statements.
- The Lake Gwelup Story Trail, incorporating Nyoongar history and culture.
- A formalised partnership agreement with Wadjak Northside Aboriginal Community Group.
- Cultural awareness training for staff and volunteers.
- Birdiya to Birdiya meetings between Aboriginal Elders, Elected Members, and the Executive Team.
- An Aboriginal Youth Job Expo showcasing career pathways in local government.
- Renamed meeting rooms throughout the City's Administration Building with meanings, pronunciation, and translations.
- Expanded Aboriginal art, library, and local history collections within the City.
- Coordination of the RAP Working Group and Ngalang Maya Wangkiny Knowledge Holders Group to inform decision-making.

While that last RAP concluded in June 2023, given the anxiety and debate associated with the 'Voice to Parliament' referendum held in October 2023, the City opted to pause before progressing a new RAP. During this time, the City observed sadness, frustration, and a sense of setback among Aboriginal Elders and broader Aboriginal community. The City also noted mixed sentiment across the wider community and political landscape. This has reaffirmed the important leadership role that Council and the City should play in strengthening relationships between Aboriginal and non-Aboriginal people across the Stirling community.

With that in mind, the new Innovate RAP 2026 – 2028 (refer Attachment 1) has been developed through extensive engagement with Aboriginal Elders, as well as the City's RAP Working Group and Ngalang Maya Wangkiny Knowledge Holders Group. A comprehensive community engagement process was also undertaken, with more than 500 unique perspectives gathered across 21 different engagement activities. A Supply Nation-certified business specialising in Aboriginal and Torres Strait Islander employment and recruitment conducted an organisational review to identify initiatives with the greatest potential for meaningful change. An Elected Members Workshop held in May 2025 also helped identify key focus areas and reflect on past achievements.

Compared to previous RAPs, the new Innovate RAP has been streamlined to focus on fewer, higher-impact actions that are meaningful, achievable, and aligned with the City's resource capacity and strategic priorities. It includes 51 mandatory deliverables from Reconciliation Australia across 15 key action areas, along with nine additional deliverables identified through community engagement. This refined approach allows greater focus on priority areas - particularly employment and recruitment - where the City has previously faced challenges in delivering mandatory actions.

Key focus areas of the new Innovate RAP include:

- Improved employment opportunities, including apprenticeships and traineeships.
- Enhanced procurement outcomes.
- Strengthened community connection and engagement.
- Cultural learning and storytelling.
- Celebration of Aboriginal artworks and stories.

Financial Assessment and Implications

Actions and deliverables within the new Innovate RAP 2026 – 2028 are incorporated into Council's annual integrated planning and budgeting process, at both Business Unit and Service levels.

Stakeholder Engagement

The commitment and contributions of Aboriginal Elders, along with the City's RAP Working Group and Ngalang Maya Wangkiny Knowledge Holders Group, have been invaluable in shaping the new Innovate RAP 2026 – 2028.

Between August and October 2024, the City undertook *Dandjoo Wangkiny* (which translates to "Together Talking" in Nyoongar language) community engagement to inform the development of the next RAP. The process began with a yarning session between an Aboriginal Elder and Elected Members on Country at Lake Gwelup. Over the eight-week period, the City gathered more than 500 unique perspectives across 21 engagement activities, including an Aboriginal Elders Yarning Circle, school workshops, community workshops, City employee workshops, and pop-up activities at the Mirrabooka NAIDOC event and other community events.

Key themes and priorities identified from this feedback include:

- A desire for opportunities to meet, connect, listen, and learn about Aboriginal culture.
- Strong community appreciation for Aboriginal artworks, stories, dance, and music.
- The importance of supporting employment and training opportunities for Aboriginal peoples.
- A need to increase and share knowledge of local history, including through truth telling.
- A call for broader cultural awareness across the City of Stirling community.
- The importance of trust, authenticity, respect, and two-way learning in building relationships.

Further detail is provided in the Community Engagement Outcomes Report (Attachment 2).

Recommended Action

It is recommended that Council adopts the new Innovate Reconciliation Action Plan 2026 – 2028.

The RAP has been informed by extensive community engagement and now serves as a valuable tool for strengthening relationships with Aboriginal and Torres Strait Islander peoples. This new RAP builds on Council's longstanding commitment to reconciliation and the strong foundations of previous Plans. It provides a strategic framework for the City to advance reconciliation and deliver meaningful outcomes - at a time when reflecting on our shared history and moving towards a better future has never been more important.

Following Council adoption, the new Innovate RAP will be submitted to Reconciliation Australia for formal endorsement.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995
Local Government Amendment Act 2023

Sustainable Stirling 2022-2032

Key Result Area: Our community

Objective: An inclusive and harmonious City

Priority: Build strong relationships with our multicultural and diverse community

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.

Relevant Documents and Information

Attachments

Attachment 1 - City of Stirling Innovate RAP 2026-2028 ⇩

Attachment 2 - RAP Community Engagement Outcomes Report ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Council Resolution

1125/033

Moved Councillor Creado, seconded Councillor Proud

That the balance of the Community and Resources Committee meeting 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 (13/0).

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

Reconciliation Action Plan

Janurary 2026 – January 2028

City of Stirling
City of Choice

RECONCILIATION
ACTION PLAN
INNOVATE

Acknowledgement

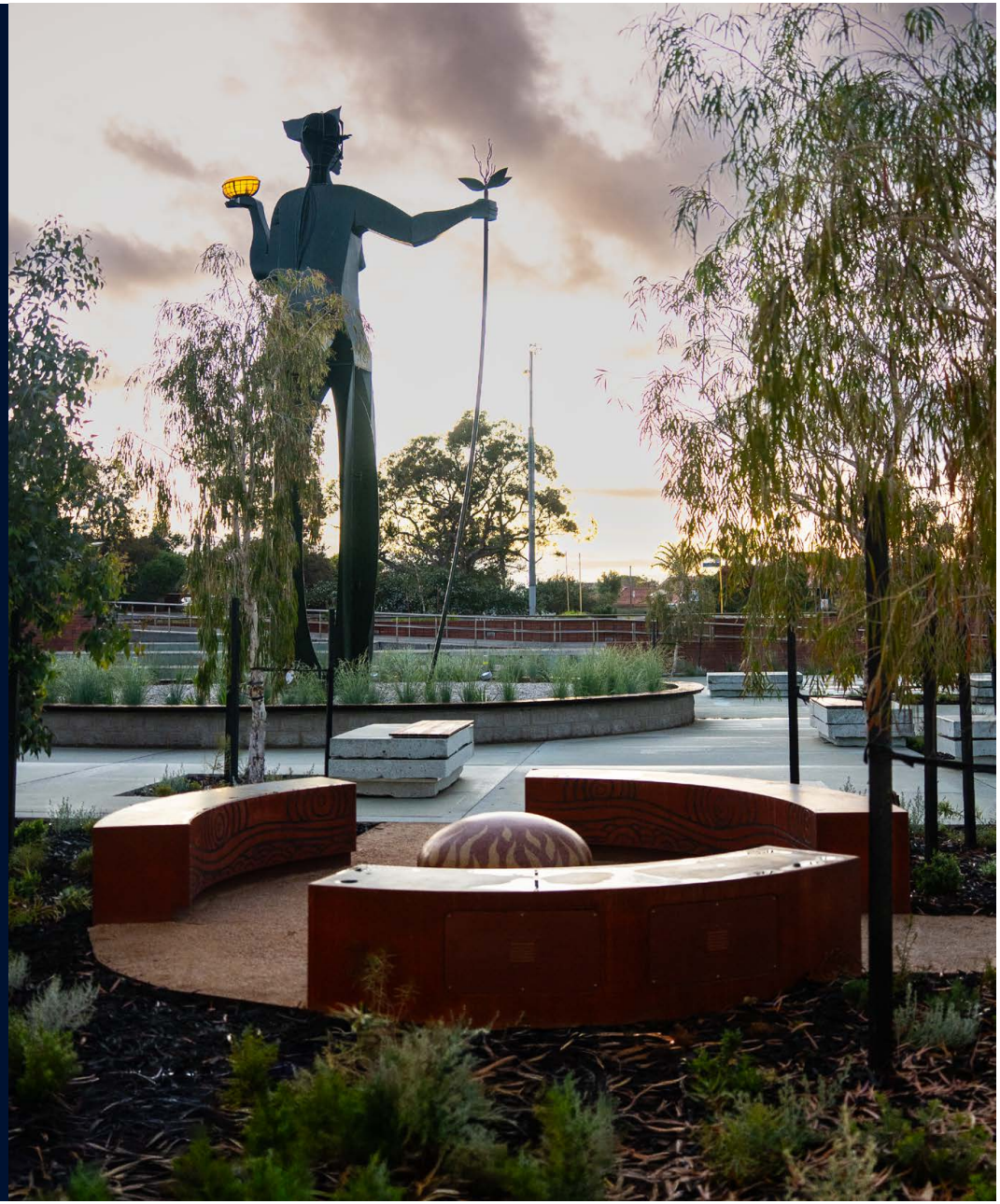
City of Stirling kaadatj Nyoongar moort Nyoongar boodja-k Wadjak boodja-k. Ngalak kaadatj Nyoongar nedingar wer birdiya koora koora wer yeyi. Baalabang koondarm, malayin wer nakolak baalap yang ngalany-al. Ngalak dandjoo barn wer kaaratj bandang boodja-k.

The City of Stirling acknowledges the Traditional Custodians of this land, the Wadjak people of the Nyoongar Nation, and pays respect to the Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

Artist credit: Koora, Yeyi, Boordawan Bidi (Past, Present, Future Path) by Meeyakba Shane Pickett (1957-2010), Peter Farmer Snr, Kylie Graham in collaboration with Jahne Rees of Scape-ism, 2025

Photo credit: Robyn Jean Photography

Disclaimer: Aboriginal and Torres Strait Islander people reading this Reconciliation Action Plan are advised that it may contain images, artworks and stories of people who have passed away.



Cover

Teresa Miller, Mooro Country:
Yaakan – Longneck Turtle, 2022

Yaakan – Longneck Turtle is an art story about the lakes and swamps that connected, just inland from the coast, up through Mooro country. The old people followed walking (bidi) trails around and through these waterways. The Yaakan (Longneck Turtle) was found there in those wetlands – places like Lake Gwelup, Carinyup Swamp, Star Swamp and today's Herdsman Lake.

The Yaakan provided a big feast of bush tucker. The traditional Nyoongar people would catch Yaakan and lay them on their backs in the hot coals of an open fire. My artwork includes traditional campsites (circle symbols), showing the places where the people would meet, hunt, sit and feast. Some Noongar people still do practice this traditional way of cooking and eating on Nyoongar boodjar (land) today.

Original artworks by Teresa Miller (artist name is Beelya Yorg – River Woman), then digitally vectorized and colourised by Norlap Creative. This design sits within a suite of three designs; Yaakan – Longneck Turtle, Wagyl – Creator Snake and Boodalang – Pelican, which celebrate the characteristics of Mooro Country through our wildlife, floral and fauna.

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Foreword from the Mayor

Mark Irwin
City of Stirling Mayor

I am proud to present the City of Stirling's Reconciliation Action Plan (RAP) 2026-2028 – a plan for meaningful change in our community. The City is committed to Reconciliation Australia's RAP process because it lays out a path to a reconciled future. To get there, we need strong leadership from Council and the community, authentic collaboration and tangible progress. This is our fourth Reconciliation Action Plan – and it is our most ambitious yet.

Our City is situated on Mooro Country, home to the Wadjak Nyoongar people for more than 40,000 years. In my eight years as Mayor, I have had the opportunity to work with local Elders and learn about the Nyoongar cultural heritage that is such an important part of our story. Every day, we have the opportunity to support Aboriginal and Torres Strait Islander peoples, celebrate their cultures and acknowledge truths about our shared history. The aim of this RAP is to establish a concrete plan for doing just that over the next two years, with defined actions, deliverables and timelines.

The City has made big strides since we adopted our most recent RAP in 2021. One significant initiative has been the establishment of the Ngalang Maya Wangkiny (Talking Our Place) group. Ngalang Maya Wangkiny is an engagement approach to wangkiny (talking) about the local stories of the koora (past), yeyi (present) and boordawan (future). This group, consisting of Nyoongar knowledge holders, was formed to preserve local cultural knowledge, provide cultural input on City projects, and strengthen relationships between Aboriginal and Torres Strait Islander peoples and the broader community.

Nyoongar culture is now embedded across the City's operations, from our digital communications to our capital works projects. Our Mirrabooka Town Square upgrade and Administration Centre forecourt refresh are two recent examples of projects that have involved Nyoongar artists and cultural elements. The City's Administration Centre now has a yarning circle by the entrance to welcome visitors as a prominent sign of our respect for Nyoongar culture and ongoing commitment to reconciliation.

A key focus of this RAP is improving economic outcomes by developing culturally informed strategies that support employment, career development and business growth. This includes targeted approaches to recruitment, retention and professional development, as well as a procurement strategy that actively engages Aboriginal owned businesses. We will also review our internal processes and strengthen partnerships to make sure our efforts are inclusive and impactful.

This plan is the product of an extensive community engagement process called Dandjoo Wangkiny (Together Talking). The key themes and priorities that were identified through Dandjoo Wangkiny helped guide the direction of our new RAP. I would like to thank everyone who took the time to contribute, particularly the members of our RAP Working Group. It is now up to us to turn this plan into action and make meaningful progress towards our shared vision of reconciliation for an inclusive community grounded in trust and respect.

Message from Reconciliation Australia

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends City of Stirling on the formal endorsement of its fourth Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. City of Stirling continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that City of Stirling will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the City of Stirling using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for City of Stirling to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, City of Stirling will ensure shared and cooperative success in the long term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of City of Stirling's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations City of Stirling on your fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Our Vision for Reconciliation

The City of Stirling's vision for reconciliation is that of an inclusive community grounded in trust and respect. We will demonstrate this shared commitment to reconciliation by building authentic relationships, providing community connections and fostering learning opportunities as the basis for clear actions that deliver meaningful change.

Our Business

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

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

The City is the largest local government by population in Western Australia, with more than 249,000 residents. The City of Stirling's population and households are increasingly diverse, with nearly one third of residents speaking a language other than English and about 37 per cent born overseas. Approximately 1.1 per cent of the City's population are Aboriginal or Torres Strait Islander people (City of Stirling, 2025).

The City is divided into four directorates: Community Development, Corporate Services, Infrastructure, and Planning and Development, each led by a director who reports to the Chief Executive Officer. As a large Local Government, the City provides more than 200 different services, projects and programs to the community. The organisation has multiple workplace locations including a main administration building, operations centre, community centres, libraries, museum and recreation facilities. Approximately 1,500 people are employed across the organisation, and 7 identify as Aboriginal and/or Torres Strait Islander people.

The City is guided by Sustainable Stirling 2022-2032, which incorporates feedback from the community and outlines our vision, mission and direction over 10 years. Five key result areas give direction to our commitment to achieve this vision. Our RAP sits in the 'Our Community' key result area, under the desired outcome of being "an inclusive and harmonious City."

With well-established business and retail centres, the City of Stirling is the second-largest employment district in Western Australia, after the Perth central business district. Approximately 24,905 businesses operate within the City, including key industries of construction; manufacturing; rental, hiring and real estate; health care and social assistance; and retail trade. The total value of goods and services generated by the City of Stirling economy in 2024 was $19.76 billion (City of Stirling Annual Report 2023/24).

Stirling has a number of strategic advantages. Its unique mix of location, cultures, major transport links, beaches, bushland, facilities and services, options for recreation and leisure, high-quality retail and commercial centres, restaurants, cinemas, tourist accommodation and available industrial land make it a natural hub for economic and tourist activity.

Our Reconciliation Action Plan

The City of Stirling recognises the rich culture of the Wadjak Nyoongar people who have lived in and nurtured Mooro country for over 40,000 years. The City acknowledges Wadjak Nyoongar traditions and beliefs and takes pride in the contributions they have made as one of the oldest living cultures in the world. The City understands the impacts of colonisation and the dispossession of Aboriginal and Torres Strait Islander peoples, and is committed to working with the community on a journey that recognises and acknowledges past wrongs and their impact as we work towards a future of understanding and respect.

In 2010, the City engaged with Aboriginal and Torres Strait Islander communities which resulted in the establishment of an Aboriginal Action Group. This group, comprising of local Elders, City employees and the Mayor developed the City's first Reconciliation Action Plan. Some founding members have witnessed the transformation in the City's attitude towards reconciliation and continue to contribute to the current RAP Working Group. The City is now implementing its fourth Innovate RAP which will be delivered from January 2026 to January 2028.

To ensure meaningful and sustained implementation, employees will play a central role in driving RAP actions across the organisation with the Social Impact and Policy Team responsible for monitoring and evaluation of the plan's progress and impact. The RAP is a core part of the City of Stirling's integrated planning process and a key element of the City's Strategic Community Plan (Sustainable Stirling 2022-2032) within the 'Our Community' key result area.

How we will implement our next RAP

This RAP will have a focus on consolidating and embedding some key priority areas that were identified through the City's Dandjoo Wangkiny (Together Talking) engagement process in 2024. Throughout this engagement, community members, local Aboriginal and/or Torres Strait Islander community members and Elders, City employees and Elected Members had the opportunity to share their input and priorities for this RAP. In addition to the community engagement process, the City also engaged an external consultant to undertake a cultural audit of the City's current approach to cultural safety including strategies supporting the inclusion of Aboriginal and/or Torres Strait Islander employees.

Based on the feedback collected and recommendations provided, this RAP will see the City focus on actions related to:

- Improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development at the City
- Increasing Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes
- Increasing and sharing knowledge of local Nyoongar history
- Providing opportunities for employees and community members to connect, listen and learn about Aboriginal and Torres Strait Islander cultures
- Promoting and celebrating Aboriginal and Torres Strait Islander cultures, including through artworks, stories, dance and music.

We will report regularly on our RAP through:

- Submitting an annual RAP Impact Survey to Reconciliation Australia
- Reporting our RAP progress to all staff and senior leaders quarterly
- Publicly reporting our RAP achievements, challenges and learnings, annually
- Submitting a traffic light report to Reconciliation Australia at the conclusion of this RAP.

The City's RAP Working Group will assist us to implement deliverables under this RAP. The RAP Working Group operates under a formal Terms of Reference, with membership determined through an expression of interest process. Members are appointed for the duration of the RAP development and implementation. The group is comprised of representatives from community, service providers and local government employees. The City maintains a minimum of 12 community members on its RAP Working Group:

- Eight people who identify as Aboriginal and/or Torres Strait Islander people
- Four non-Aboriginal or Torres Strait Islander community members
- Five City of Stirling staff members.

The City also established the Ngalang Maya Wangkiny (Our Place Talking) Group. This group consists of local Nyoongar Aboriginal Elders who share and preserve cultural knowledge with City officers. City officers who express an interest in talking to the group about a project submit proposed questions, and the group selects which questions they will respond to.

Artist credit: How We Treat Each Other by Lawry Halden and Rubeun Yorkshire, 2024

Photo credit: Soco Studios

Our Reconciliation Action Plan Working Group

The commitment and contributions from the City's RAP Working Group and Aboriginal Elders have been invaluable in shaping this plan. The Working Group members include:

Community representation

- **Dulcie Donaldson** – Aboriginal Elder
- **Karen Farrel** – Aboriginal Elder
- **Tricia Flynn-Scrutton** – Aboriginal Elder
- **Dawn Gilchrist** – Aboriginal Elder
- **Oriel Green** – Aboriginal Elder
- **Dot Henry** – Aboriginal Elder
- **Clynton Culbong** – Aboriginal community member
- **Preston Culbong** – Aboriginal community member
- **Denise Yarran** – Aboriginal community member
- **Emily Deleuil** – Community member
- **Joanne Henderson** – Community member
- **Zainab Hummed** – Community member
- **Kaye Liddlelow** – Community member
- **Jawaria Mahmood** – Community member
- **Dianne Pereira** – Community member.

City officers

- Director of Community Development (Chairperson and RAP Champion)
- Chief People Officer
- Manager Community Development
- Service Lead Community Planning & Projects
- Team Leader Social Impact & Policy
- Community Development Officer
- Senior Community Development Officer.

RAP Reflections

The City of Stirling is committed to recognising and celebrating the contributions of Aboriginal and Torres Strait Islander peoples towards our community.

We have now completed three Innovate level RAPs, each developed in consultation with Aboriginal and Torres Strait Islander Elders and community members, staff, organisations, and the broader community.

Some of the highlights from our journey so far include:

Relationships

- Developed an Aboriginal Action Group (which developed the City's first RAP) and later became the RAP Working Group
- Delivery of an annual NAIDOC event (one of the largest in WA)
- Partnered with an Aboriginal Community Controlled Organisation to deliver an annual community National Reconciliation Week event.

Respect

- Incorporated localised Nyoongar designs for the City's entry statements
- Expanded the City's Aboriginal art, library and history collections
- Delivered an Elders Portrait Exhibition
- Delivered a Lake Gwelup Story Trail – A story trail weaving together Nyoongar history and stories, colonial and settlement history and natural environment
- A range of Cultural Awareness training offered to City staff and volunteers.

Opportunities

- Continued to maintain a formalised partnership agreement with Wadjak Northside, providing financial and staffing support
- Supported Aboriginal owned businesses across the City
- Delivered Mooro Tours to community to provide cultural learning experiences and foster respect and appreciation of local Aboriginal cultures.

In developing our new RAP, we have drawn on key learnings and challenges from our previous RAPs. We recognise that a more streamlined RAP, with fewer but strategically chosen actions, enhances our ability to deliver high-impact results. This strategic shift allows us to dedicate more time, resources, and energy to initiatives that drive tangible outcomes, particularly in the areas of employment and procurement.

We are committed to strengthening employment outcomes for Aboriginal and Torres Strait Islander peoples in ways that are culturally safe and community-driven. By working collaboratively with Aboriginal stakeholders and organisations, we aim to ensure our employment strategies are inclusive, responsive, and impactful.

Additionally, we are committed to increasing the City's supplier diversity by supporting Aboriginal-owned businesses through more targeted and meaningful engagement. These reflections have shaped a more focused and outcomes-driven RAP, ensuring our actions are both sustainable and aligned with our broader reconciliation goals.

Our People Reflections

Michael Quirk, Community Development Director and RAP Champion

Michael Quirk serves as Director Community Development, and one of his key responsibilities is leading the City's Reconciliation Action Plan. As a champion for reconciliation, Michael is committed to raising awareness of Aboriginal culture, strengthening community understanding, and driving meaningful actions that support the City's reconciliation journey.

One of his proudest achievements was spearheading the formal memorandum of understanding between the City and Wadjak Northside Aboriginal Community Group – the first of its kind in Western Australia – establishing shared commitments in health, culture, education, and training. Through his leadership, the RAP has driven greater awareness, strengthened relationships with Elders, and embedded reconciliation into the City's workplace culture.

Although challenges persist, particularly following the Voice referendum, Michael is committed to maintaining the City's commitment to reconciliation. He envisions a future RAP that expands employment opportunities, strengthens cultural safety, and ultimately moves towards a deeply embedded, high-impact framework for lasting change.

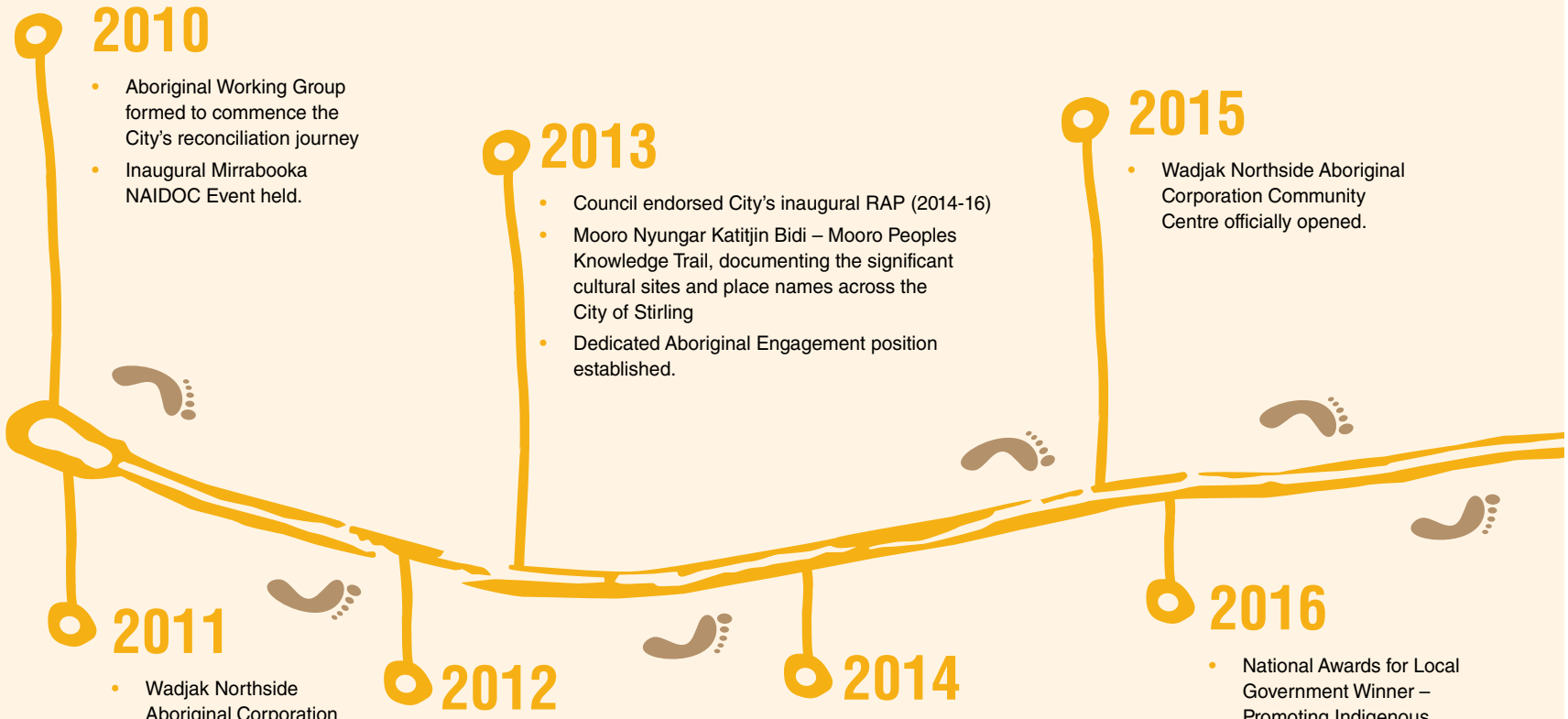
Anne Garlett, Community Development Officer

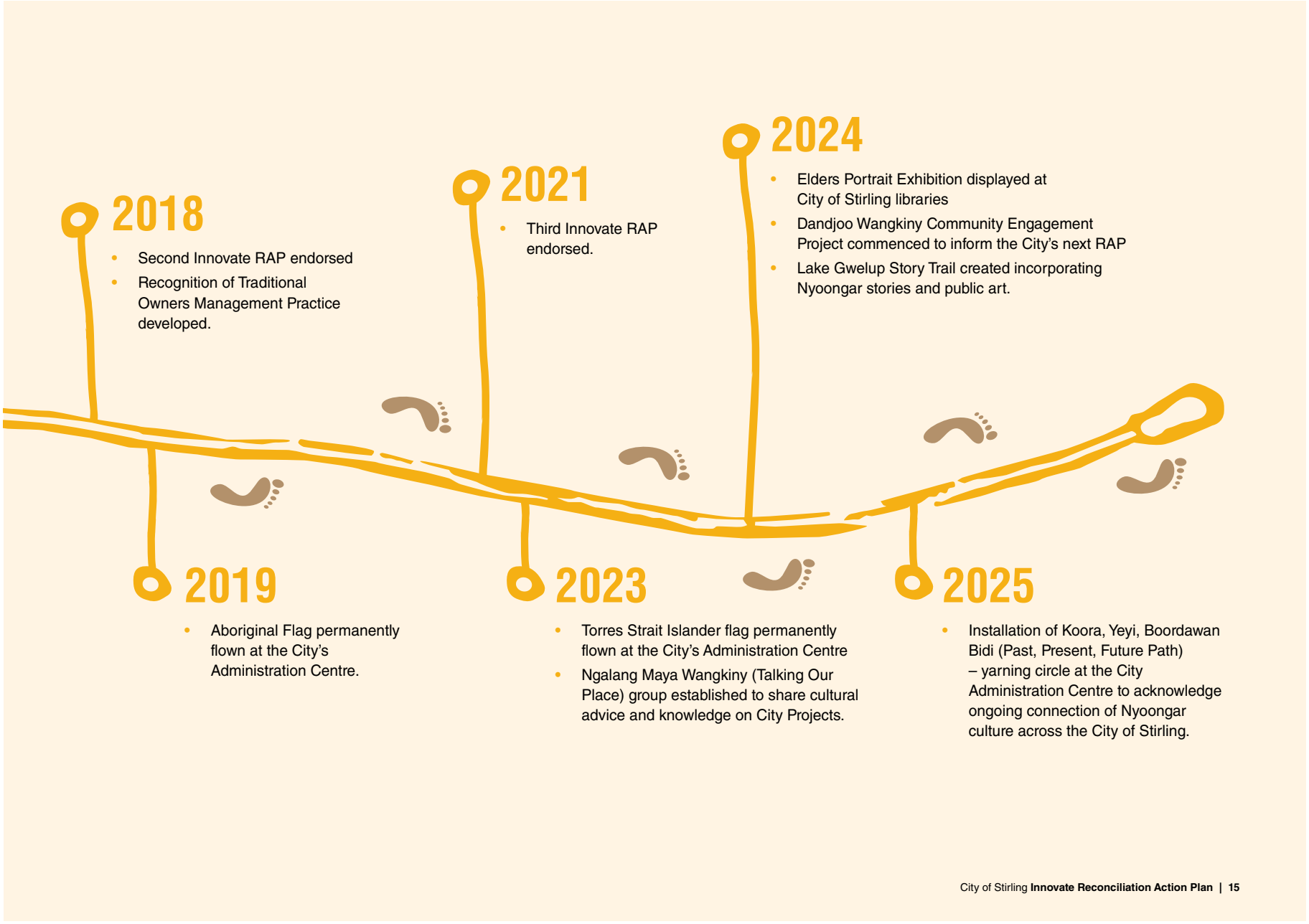
A proud Nyoongar woman connected to Yuad and Ballandong Country, Anne Garlett has spent over 11 years at the City, driving meaningful engagement and reconciliation. To Anne, reconciliation means truth-telling, healing, and ensuring that Aboriginal voices are heard and valued in all aspects of society.

Growing up in a country town where racism was a reality, she is determined to create better opportunities for future generations. Her work on the Reconciliation Action Plan has contributed towards shifting mindsets and building cultural awareness. She has helped lead impactful initiatives that embed reconciliation into workplace culture and support Aboriginal businesses. A significant milestone was the permanent flying of the Aboriginal flag – a proud moment for Anne, her Elders, her community and family.

Anne remains dedicated to driving change, knowing that even small shifts in understanding can lead to lasting impact. Changing perspectives takes time, but if even one person stops to rethink, then the journey is worth it.

The City of Stirling
acknowledges the traditional
custodians of this land, the
djak people of the Nyoongar
ion, and pays respect to the
ers past, present and future
they hold the memories, the
ditions, the culture and hopes
of Aboriginal Australia.
City of Stirling
City of Choice


2010
Aboriginal Working Group formed to commence the City's reconciliation journey
Inaugural Mirrabooka NAIDOC Event held.
2011
Wadjak Northside Aboriginal Corporation established.
2012
Nollamara Community Centre was established as a regular meeting place for the local Aboriginal community. Weekly meetings held between City of Stirling staff and local Elders.
2013
Council endorsed City's inaugural RAP (2014-16)
Mooro Nyungar Katitjin Bidi – Mooro Peoples Knowledge Trail, documenting the significant cultural sites and place names across the City of Stirling
Dedicated Aboriginal Engagement position established.
2014
Mooro Country Tours established at Lake Gwelup in partnership with Wadjak Northside
WA Premiers Awards Winners – Improving Aboriginal Outcomes category for Mooro Country cultural tours.
2015
Wadjak Northside Aboriginal Corporation Community Centre officially opened.
2016
National Awards for Local Government Winner – Promoting Indigenous Recognition Category.


2018
Second Innovate RAP endorsed
Recognition of Traditional Owners Management Practice developed.
2019
Aboriginal Flag permanently flown at the City's Administration Centre.
2021
Third Innovate RAP endorsed.
2023
Torres Strait Islander flag permanently flown at the City's Administration Centre
Ngalang Maya Wangkiny (Talking Our Place) group established to share cultural advice and knowledge on City Projects.
2024
Elders Portrait Exhibition displayed at City of Stirling libraries
Dandjoo Wangkiny Community Engagement Project commenced to inform the City's next RAP
Lake Gwelup Story Trail created incorporating Nyoongar stories and public art.
2025
Installation of Koora, Yeyi, Boordawan Bidi (Past, Present, Future Path) – yarning circle at the City Administration Centre to acknowledge ongoing connection of Nyoongar culture across the City of Stirling.

Relationships

Koort kwaba moort moorditj dandjoo yoodaniny. "City of Stirling" boola waam moort-al dandjoo koorl wer koota-djinang. Nyoongar, Aboriginal,Torres Strait wer kendjil moort-al moorditj dandjoo yoodaniny wer maladjiny.

Positive relationships are the foundation of cohesive communities. The City of Stirling places great importance on working with its diverse community to build strong relationships between Aboriginal and Torres Strait Islander peoples and the broader community.

KING STINGRAY

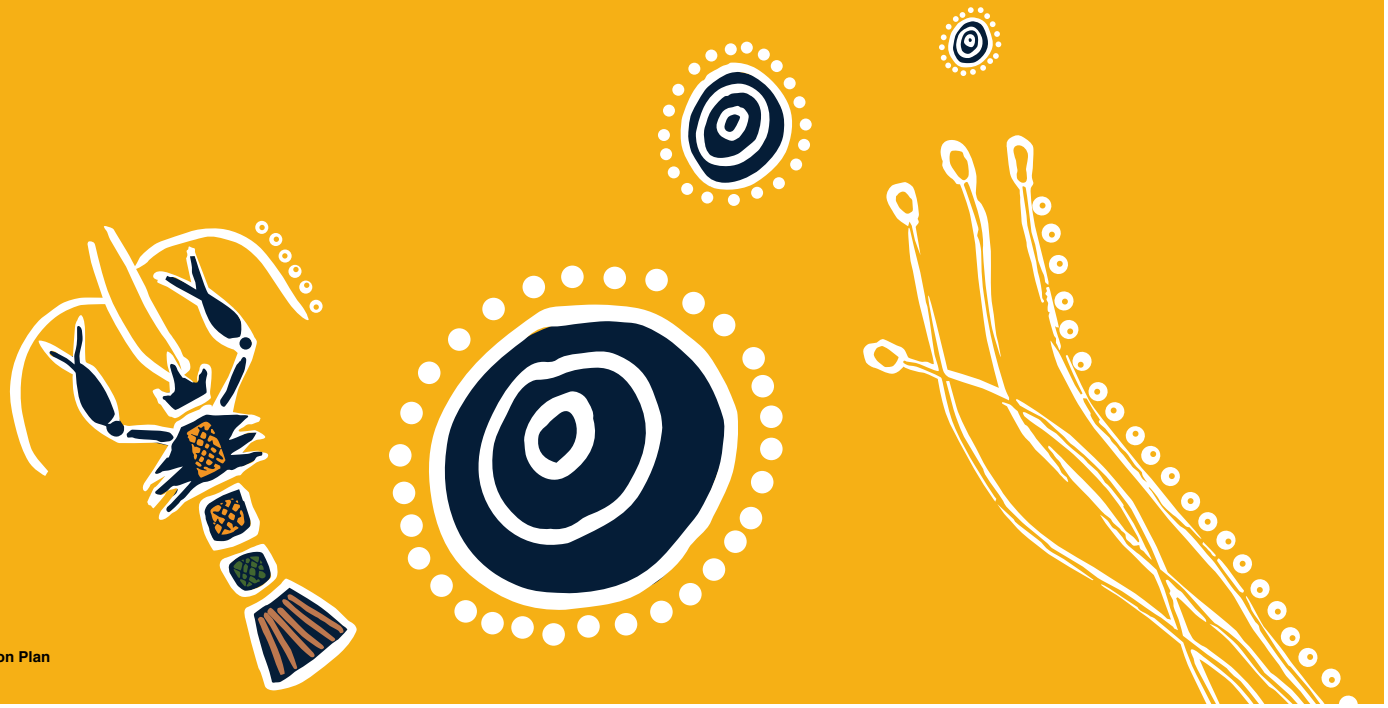
Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
1. **Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.**	**1.1** Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop and formalise engagement protocols to guide interactions and regular consultations with Aboriginal and Torres Strait Islander communities to strengthen collaborations and relationships.	July 2026	Service Lead, Community Planning and Projects
	1.2 Develop and implement the City's Community Engagement policy to ensure the City's planning and delivery of programs and services incorporates the perspectives of and meets the broader needs of Aboriginal and Torres Strait Islander peoples.	July 2027	Head of Community Engagement
2. **Build relationships through celebrating National Reconciliation Week (NRW).**	**2.1** Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees through regular email updates from RAP Champion, and on the City's internal employee website.	May 2026-27	Service Lead, Community Planning and Projects
	2.2 Encourage and support City employees including Business Unit Managers, Executive Team and Elected Members to participate in at least one external event to recognise and celebrate NRW by: • Supporting attendance at NRW events during work time and; • Promoting events taking place in the City of Stirling and Reconciliation WA's program of events including Walk for Reconciliation • Executive leaders actively promoting reconciliation within the workplace fostering City's values that reflect inclusivity and respect for Aboriginal and Torres Strait Islander peoples.	May 2026-27	Director Community Development
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026-27	Director Community Development
	2.4 Continue to deliver an internal NRW livestream breakfast and panel and supporting Wadjak Northside's community-led NRW event ensuring both events include and involve Elders.	May 2026-27	Service Lead, Community Partnerships
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2026-27	Service Lead, Community Partnerships

Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
3. **Promote reconciliation through our sphere of influence.**	**3.1** Develop and implement strategies to engage our employees and raise awareness of reconciliation across our workforce. Strategies include ongoing communication of the City's RAP progress and key activities via the City's internal employee website, all staff emails from the RAP Champion and six-monthly updates presented at leadership meetings.	May 2026-27	Service Lead, Community Planning and Projects
	3.2 Communicate our commitment to reconciliation publicly through the City's marketing and communication channels including social media, Mayoral statements, newsletters and the City's website	May 2026-27	Service Lead, Marketing and Communications
	3.3 Explore opportunities to positively influence external stakeholders including local schools, sporting clubs and community groups to advance reconciliation outcomes. This will be achieved through targeted initiatives, City grants and culturally inclusive events. Targeted initiative includes hosting a forum in collaboration with Reconciliation WA for local schools on how to develop and advance their own RAPs.	July 2027	Service Lead, Community Partnerships
	3.4 Collaborate with other like-minded RAP organisations including Reconciliation WA, surrounding local governments, local organisations (Mercycare, The Smith Family and Edmund Rice Centre WA) and Noongar Chamber of Commerce and Industry to establish partnerships and identify innovative approaches to advance reconciliation.	July 2027	Service Lead, Community Partnerships
4. **Promote positive race relations through anti-discrimination strategies.**	**4.1** Conduct a review of relevant HR policies and procedures to ensure anti-discrimination provisions are embedded and responsive to current and future needs.	July 2026	Chief People Officer
	4.2 Review, amend and communicate the City's Bullying, Harassment and Discrimination in the Workplace Management Practice including reporting mechanisms for complaints relating to racism and discrimination. Ensure all employees participate in online Bullying, Harassment and Discrimination training.	July 2027	Chief People Officer
	4.3 Engage with Aboriginal and Torres Strait Islander employees and/or advisors to consult on our anti-discrimination policy.	July 2026	People Capability Lead
	4.4 Educate all people leaders and Elected Members on the effects of racism through targeted training and promote awareness of relevant City polices and management practices to deepen understanding and accountability.	September 2027	People Capability Lead

Respect

"City of Stirling" djerabiny ngalang wardakadak kwedjang koota-djinanginy. Nyoongar, Aboriginal wer Torres Strait moort kalyakoorl nidja boodjar kaaradjiny, wer nidja boodjar-ak boola wardakadak Wadjak Nyoongar miya nyininy.

The City of Stirling places great value on its heritage; takes pride in the rich histories, cultures and contributions of Aboriginal and Torres Strait Islander peoples; and is home to several culturally significant sites.



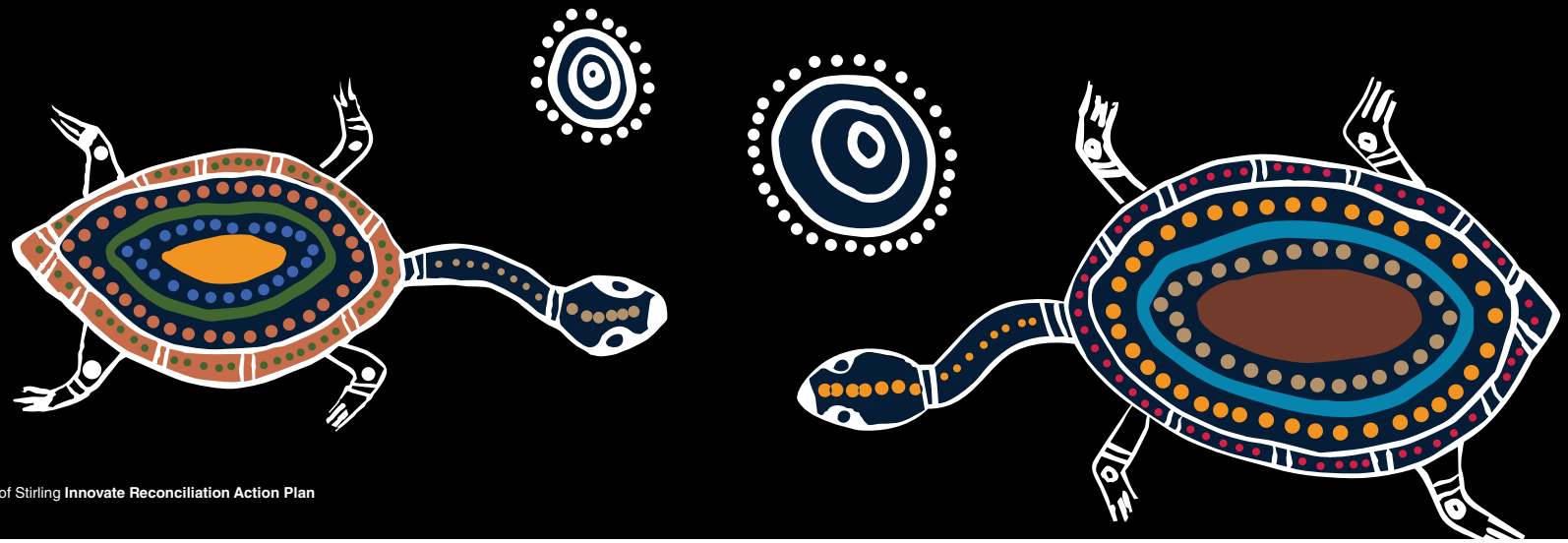
Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
5. **Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**	5.1 Conduct a review of cultural learning needs within our organisation.	December 2026	People Capability Lead
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning approach.	February 2027	People Capability Lead
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2027	People Capability Lead
	5.4 Provide opportunities for RAP Working Group members and all City of Stirling employees to participate in formal and structured cultural learning, that includes truth-telling about Aboriginal and Torres Strait Islander histories and experiences.	September 2027	People Capability Lead
	5.5 Further develop specialised library and history collections that reflect the City's Nyoongar history and deliver exhibitions to showcase them.	July 2027	Service Lead, Libraries, Arts and Community History
6. **Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**	6.1 Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by developing a clear guideline outlining when to use cultural protocols and providing training.	July 2026	Service Lead, Community Planning and Projects
	6.2 Revise and communicate the City's Recognition of Traditional Owners Management Practice that guides the City's approach to deliver Welcome to Country, Acknowledgment of Country and increases employee understanding of traditional Nyoongar cultural protocols.	July 2026	Service Lead, Community Planning and Projects
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year in accordance with the City's Recognition of Traditional Owners Management Practice and cultural protocols guideline.	July 2026-27	Service Lead, Community Planning and Projects
	6.4 Include an Acknowledgement of Country at the commencement of important meetings in accordance with the City's Recognition of Traditional Owners Management Practice.	July 2026	Service Lead, Community Planning and Projects

Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
7. **Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**	7.1 City officers on the RAP Working Group to participate in an external NAIDOC Week event.	July 2026-27	Director Community Development
	7.2 Annually review HR policies and procedures to continue to support and encourage employees to participate in NAIDOC Week.	July 2026-27	People Capability Lead
	7.3 Promote and encourage participation in external NAIDOC events to all employees.	July 2026-27	Director Community Development
8. **Develop and support a range of Aboriginal and Torres Strait Islander related art initiatives**	8.1 The City will direct a minimum of 25 per cent of the annual acquisitions budget to acquire or commission Australian Aboriginal and Torres Strait Islander art within its art collection.	July 2026-27	Arts Coordinator
	8.2 Continue to implement a Public Art Master Plan that aligns to the City's commitment to embrace Aboriginal and Torres Strait Islander histories and cultures through curatorial themes.	July 2026-27	Arts Coordinator
	8.3 The City will continue to support local artists and art organisations to develop and implement community art projects that are inclusive of and celebrate Aboriginal and Torres Strait Islander cultures. Support includes mentoring emerging Nyoongar and local Aboriginal and Torres Strait Islander artists.	July 2026-27	Arts Coordinator
9. **Provide opportunities for cultural connection and public educational opportunities by delivering initiatives that promote learning about local Nyoongar history and culture.**	9.1 Deliver six educational activities per year through the City's libraries and museum to share information and truth-telling about local Nyoongar cultures and histories with the broader community. Activities will include author talks, curated exhibitions and school holiday programming.	July 2026-27	Service Lead, Libraries, Arts and Community History
	9.2 Deliver a minimum of six interactive cultural learning activities per year to provide opportunities for the broader community to connect with Aboriginal and Torres Strait Islander peoples and cultures. Activities will include guided cultural walks, truth-telling, bush crafts and bush medicine, and cultural awareness sessions.	July 2026-27	Service Lead, Community Partnerships
	9.3 Engage with Ngalang Maya Wangkiny (Talking Our Place) to explore dual-naming opportunities and incorporate Nyoongar language and cultural information within future City projects (e.g. interpretive signage at City sites).	March 2026-27 September 2026-27	Service Lead, Community Partnerships

Opportunities

“City of Stirling” wer Nyoongar, Aboriginal wer Torres Strait moort-al yeyinyang mila malitj wardiny. Ngalak dandjoo moorditj, boola waam moort nakal maladjiny wer dandjoo koorliny.

By identifying opportunities for growth and development, the City of Stirling and Aboriginal and Torres Strait Islanders will achieve greater success and create a harmonious and inclusive community.



Stories of
Wadjak Country
The City of Stirling consulted with local Nyoongar Elders to respectfully record and share these stories with the wider community. We hope you enjoy listening to them.
1. Welcome to Country
2. Waterways
3. Reconciliation Poem
4. Butterfly Garden
5. Maajit Bidi
6. Wardong Kulbardi
7. Moodja Tree
8. Rainbow Serpent
How to listen:
1 Turn the number dial to choose the story
2

Strategic Community Plan alignment: Vibrant economy: A great place to work, invest and do business			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
10. **Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development**	**10.1** Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities including current leader's competency around diversity and inclusion.	July 2026	Chief People Officer
	10.2 Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	May 2027	Chief People Officer
	10.3 Advertise job vacancies through targeted channels to effectively reach Aboriginal and Torres Strait Islander stakeholders, e.g. community radio stations, job boards, newspapers.	January 2027	Service Lead, People Business Partnering
	10.4 Develop and implement a targeted approach to recruit, retain and support the professional development of Aboriginal and Torres Strait Islander employees, including pathways such as traineeships and apprenticeships.	July 2027	Chief People Officer
	10.5 Continue reviewing relevant HR recruitment policies and procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, with a focus on screening, interviewing, mentoring, career pathways and culturally safe practices.	July 2027	Chief People Officer
	10.6 Partner with Aboriginal and Torres Strait Islander organisations to develop employment pathways and specific roles to connect Aboriginal and Torres Strait Islander people to employment at the City.	July 2027	Director Community Development
	10.7 Partner with Aboriginal and Torres Strait Islander businesses to provide employment opportunities within the City's Community Development Directorate.	July 2027	Director Community Development

Strategic Community Plan alignment: Vibrant economy: A great place to work, invest and do business			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
11. **Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes**	**11.1** Implement strategies to improve procurement opportunities for Aboriginal and Torres Strait Islander businesses.	July 2027	Coordinator, Strategic Sourcing and Contracts
	11.2 Continue to promote Supply Nation, Aboriginal Business Directory, Noongar Chamber of Commerce and Industry and WA Local Government Association preferred Aboriginal suppliers throughout our organisation.	July 2026	Coordinator, Strategic Sourcing and Contracts
	11.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees utilising internal communication channels and promoting Supply Nation September to facilitate learning opportunities.	July 2027	Coordinator, Strategic Sourcing and Contracts
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2027	Coordinator, Strategic Sourcing and Contracts
	11.5 Support Aboriginal and/or Torres Strait Islander businesses through the City's tender processes and explore subcontracting opportunities on community infrastructure projects.	July 2027	Manager, Facilities, Projects & Assets

Governance

Kaata-waangkinyiny-ak "RAP working group" mara-yanginy Aboriginal wer Torres Strait Moort moorditj maay-al waangkiny, wer mila waangkinyiny-al mara yanginy.

The RAP Working Group provide Aboriginal and Torres Strait Islander peoples a voice within Council and increase opportunities for civic participation.

Strategic Community Plan alignment: Governance and leadership: Good governance			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
12. **Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.**	**12.1** Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	July 2026-27	Service Lead, Community Planning and Projects
	12.2 Review and maintain a Terms of Reference for the RAPWG as per the City's Advisory and Working Groups Framework.	July 2026	Service Lead, Community Planning and Projects
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	March 2026-27 June 2026-27 October 2026-27 December 2026-27	Service Lead, Community Planning and Projects
13. **Provide appropriate support for effective implementation of RAP commitments.**	**13.1** Define resource needs for RAP implementation through the City's integrated planning and budgeting process.	February 2026-27	Service Lead, Community Planning and Projects
	13.2 Engage Business Unit Managers, Service Leads and other employees in the delivery of RAP commitments.	March 2026-27	Service Lead, Community Planning and Projects
	13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2027	Service Lead, Community Planning and Projects
	13.4 Appoint and maintain an internal RAP Champion from the Executive Team.	October 2025	Director Community Development

Strategic Community Plan alignment: Governance and leadership: Good governance			
Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
14. Maintain RAP sub-groups to drive the implementation of RAP actions	**14.1** Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July 2026-27	Service Lead, Community Planning and Projects
	14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026-27	Service Lead, Community Planning and Projects
	14.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026-27	Service Lead, Community Planning and Projects
	14.4 Report RAP progress to the City's Leadership Team and communicate to all staff via internal communication channels quarterly.	March 2026-27 June 2026-27 October 2026-27 December 2026-27	Service Lead, Community Planning and Projects
	14.5 Publicly report our RAP achievements, challenges and learnings, through the City's Annual Report.	July 2026-27	Service Lead, Community Planning and Projects
	14.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Service Lead, Community Planning and Projects
	14.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2028	Service Lead, Community Planning and Projects
15. Provide appropriate support for effective implementation of RAP commitments	**15.1** Register via Reconciliation Australia's website to begin developing our next RAP.	June 2028	Service Lead, Community Planning and Projects

Contact details:

Social Impact & Policy Team
Phone: (08) 9205 8553
Email: socialimpact@stirling.wa.gov.au

Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555 I **Enquiries** www.stirling.wa.gov.au/enquiries I **Web** www.stirling.wa.gov.au I /citystirlingwa
This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555.

Dandjoo Wangkiny (Together Talking) about Reconciliation

Community Engagement Outcomes Report

1 February 2025

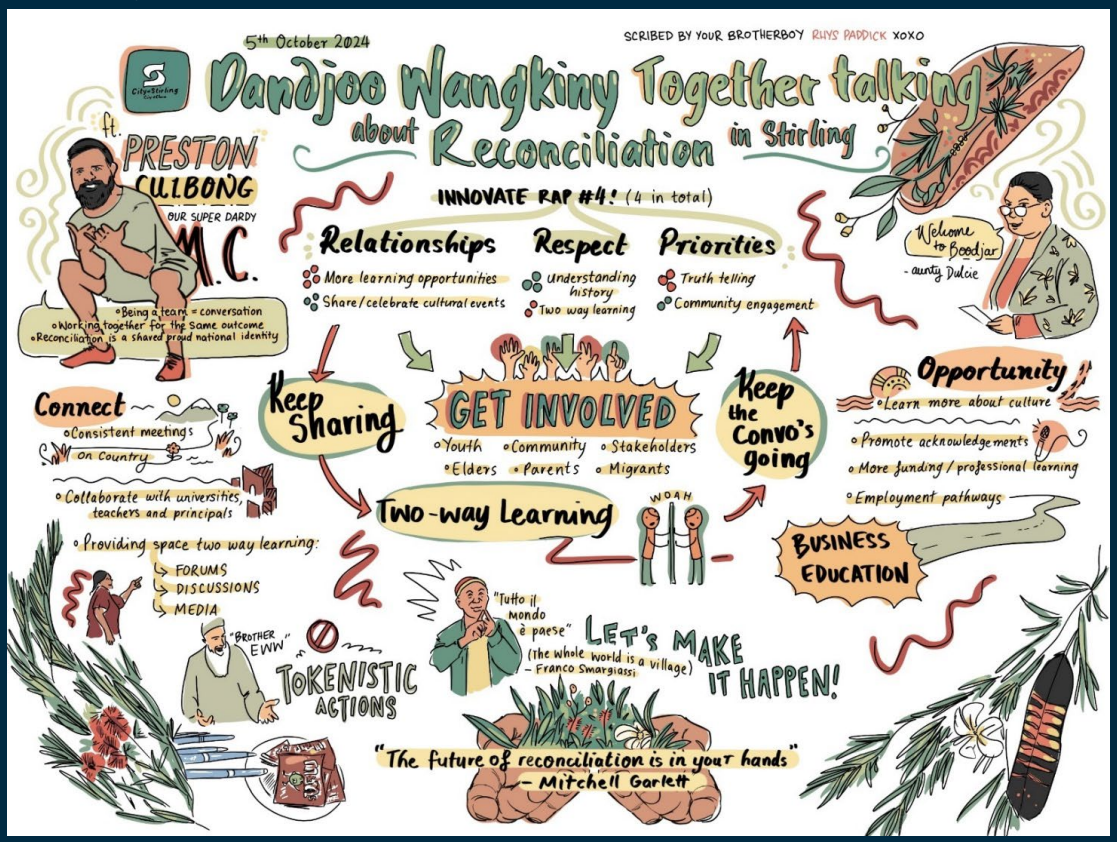


Image: Graphic Artwork by Rhys Paddick, illustrating discussions at the City's community workshop.

Acknowledgements

City of Stirling kaadatj Nyoongar moort Nyoongar boodja-k Wadjak boodja-k. Ngalak kaadatj Nyoongar nedingar wer birdiya koora koora wer yeyi. Baalabang koondarm, malayin wer nakolak baalap yang ngalany-al. Ngalak dandjoo barn wer kaaratj bandang boodja-k.

The City of Stirling acknowledges the traditional custodians of this land, the Wadjak people of the Nyoongar Nation, and pays respect to the Elders both past and present for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

Image: Wooden coasters depicting Elder and staff priorities at Elders Yarning Circle workshop.

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Executive Summary

Our approach

The City of Stirling sits on land known as Mooro Country, home to the Wadjak Nyoongar people for more than 40,000 years. The City has a long and proud history of supporting reconciliation, which is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

A Reconciliation Action Plan (RAP) provides organisations with a framework to contribute to the reconciliation movement. The City of Stirling has completed three Successful RAPs, and our most recent concluded at the end of June 2023.

Between August and October 2024, the City invited community members to participate in the Dandjoo Wangkiny ("Together Talking" in Nyoongar language) community engagement process to help us develop our next Reconciliation Action Plan (RAP). The City hosted a range of initiatives designed to provide opportunities for community members to share the reconciliation ideas they would most like to see implemented. This report provides a summary of what we heard through this engagement process.

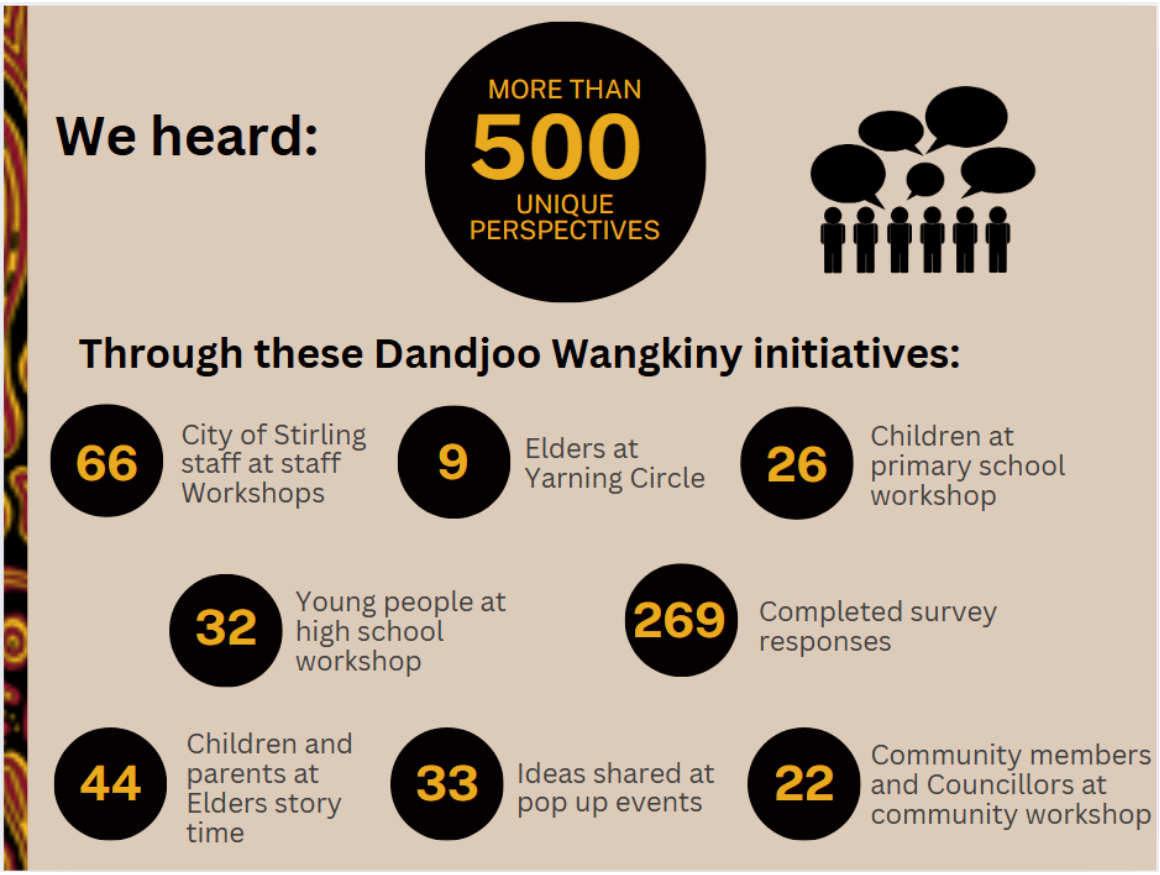
Engagement methods

Over an 8-week formal engagement period between August and October 2024[1], the City's Community Development team hosted or attended 21 different engagement activities across the City and online, as demonstrated below.

[1]NB: This also includes a pop-up stall on 11 July 2024 during NAIDOC week.

Who we heard from

During the engagement, we heard approximately 500 unique perspectives across different parts of the City.



What we heard: Key themes

Across the engagement, the following key themes were identified as most important by participants:

- People want opportunities to meet, connect, listen and learn about Aboriginal and Torres Strait Islander cultures
- Increasing and sharing knowledge of local history is important, including through truth telling
- Aboriginal and Torres Strait Islander artworks, stories, dance and music are valued and appreciated across the community
- Supporting employment and training opportunities for Aboriginal and Torres Strait Islander peoples is important
- There is a need for further cultural awareness across the broader City of Stirling community
- Trust, authenticity and respect is vital to build relationships, and two-way learning is important.

> **"…First Nations voices need to be truly heard and understood and if there is a lack of understanding then clarification must be sought until there is!"**
> *Survey response*

Engagement Summary

Purpose and objectives

The purpose of the community engagement was to hear from key stakeholders about their thoughts on reconciliation in the City of Stirling. We wanted to hear what was important to people to guide the development of our next Innovate RAP. The RAP program is governed by Reconciliation Australia, who outline four stages in the RAP process – Reflect, Innovate, Stretch and Elevate.

The objectives of the engagement were that Aboriginal and Torres Strait Islander community members, City staff and the broader Stirling community had the opportunity to share their thoughts on the City's reconciliation journey to date and their aspirations for future reconciliation outcomes.

Engagement Methods

To meet the purpose and objectives of the engagement, the following engagement methods occurred:

- **Survey:** An online survey was hosted on the City's website through SurveyMonkey, and hardcopies were also made available. In total, 269 surveys were completed. See the appendix for detailed responses. The survey focus was what about reconciliation was important to participants, and what actions should be prioritised under our next RAP.
- **Elders Yarning Circle:** Nine Aboriginal Elders attended a workshop facilitated by Nyoongar Yamatji man and cultural literacy consultant Preston Culbong, together with City staff. The focus was to hear Elder's priorities for reconciliation in the City.
- **Community Workshop:** 22 community members and Councillors attended a community workshop facilitated by Nyoongar Yamatji man and cultural literacy consultant Preston Culbong, together with City staff. Graphic artworks capturing the conversation were created by Budimia Yamatji Nyoongar artist Rhys Paddick. The workshop focus was to hear what is important about reconciliation in the City of Stirling and what actions should be prioritised under our next RAP.
- **Employee Workshops**: 66 City staff attended two workshops facilitated by Wadjak Nyoongar leader Danny Ford OAM from Kambarang Services. The workshops focus was for staff to identify priority actions under the City's next RAP.
- **Art Workshop at Westminster Primary School**: 26 children from year 4 and 5 classes attended a workshop facilitated by local Nyoongar artist and designer Kylie Graham and City staff. The children from Westminster Primary School carved foam pieces to create designs, which they painted and pressed onto a canvas, offering their interpretations of reconciliation.
- **Art Workshop at Dianella Secondary College**: 32 students from years 7 to 10 attended an art workshop facilitated by local Nyoongar, Yamatji and Wangktha artist Rubeun Yorkshire and City Staff. As part of creating a stretched canvas artwork, students shared their perspectives on reconciliation and contributed ideas for building a more inclusive community.
- **Elder story time at Inglewood Library**: Local Elder and member of the City's RAP Working Group Tricia Flynn-Scrutton read stories to children aged approximately 1 to 4 years old. 28 children and 16 adults attended, and City staff promoted the survey and asked parents what was important to them about reconciliation.
- **Pop up stalls at community markets, libraries and local walks**: City staff attended twelve different pop up events during the engagement period to promote the project and the survey, as well as a pop up stall at the City's Mirrabooka NAIDOC event which fell outside the formal engagement period.

Ensuring cultural appropriateness during the engagement was vital to create a safe space for community members to share their opinions. Where possible, local Aboriginal consultants facilitated the sessions.

Image: Various Dandjoo Wangkiny (Together Talking) engagement activities

Communication and Promotion techniques

To promote the Dandjoo Wangkiny (Together Talking) initiatives and hear from as many interested stakeholders as possible, the City employed a variety of communication and marketing techniques throughout the engagement period. A summary of these techniques is included below:

- **Shaping Our City dedicated webpage: www.stirling.wa.gov.au/togethertalking.** Webpage created as central source of information for project updates, survey, upcoming events, FAQs and contact information.
- **Social Media posts:** Throughout the engagement period, weekly social media posts were shared on the City's Facebook to promote the project and encourage community members to get involved.
- **City Website:** Project was promoted through a dedicated article on the City's News page.
- **Email promotion:** Targeted emails were sent to existing networks including the RAP Working Group, school and agency networks. The emails promoted the webpage and encouraged involvement in the project.

- **Community Newsletters:** Project was promoted through dedicated articles in the City's Stirling Scene and Community Yarns community newsletters.
- **Postcards**: Approximately 1,500 postcards were distributed across City venues including libraries, community centres and recreation and leisure centres. Postcards encouraged people to share their thoughts on reconciliation by visiting the webpage, linking a QR code, or contacting kaya@stirling.wa.gov.au.
- **City's Events Page:** All community workshops and pop-up events were promoted through the City's Events page.
- **Attendance at pop up events:** Community Development staff attended and hosted stalls to promote the project and hear from community members at the following events:
    - Mirrabooka NAIDOC Event: Pop up stall 11 July 2024*[2]
    - Scarborough Sunset Markets: Pop up stall 31 August 2024
    - Herdsman Lake Walking Together Local Convo: 13 September 2024
    - Inglewood Library Elder Storytime: 13 September 2024
    - Trigg Coastal Walking Together Local Convo: 26 September 2024
    - Dianella Library: Pop up stall 1 October 2024
    - Osborne Library: Pop up stall 1 October 2024
    - Westminster Child and Parents Centre community event: Pop Up stall 2 October
    - Karrinyup Library: Pop up stall 2 October 2024
    - Scarborough Library: Pop up stall 2 October 2024
    - Mirrabooka Library: Pop up Stall 3 October 2024
    - Inglewood Library: Pop up stall 3 October 2024
    - Scarborough Groundswell Festival: Pop up stall 5 October 2024
- **Humanitix:** Community workshop promoted publicly through Humanitix.
- **Internal staff promotion:** Project and staff events promoted internally on staff CoSi page and through email.

Image: Elders Yarning Circle

[2] NB: This event was held outside the formal engagement period.

Outcomes Summary

Key themes

During the consultation period, several consistent themes emerged. A summary of each is included below, and further context is provided in the Appendix of this report.

People want opportunities to meet, connect, listen and learn about Aboriginal and Torres Strait Islander cultures
A consistent message we heard was that the broader community want opportunities to connect with Aboriginal and Torres Strait Islander peoples and learn about their cultures.

Some of the suggestions included:

- It is important that the City support events and activities that promote face to face connections and learning opportunities between Aboriginal and Torres Strait Islander community members and the broader community.
- Events and activities need to be hosted in all parts of the City, not just focussed around one or two suburbs.
- The annual NAIDOC celebrations and event in Mirrabooka has strong support and was mentioned as a great example of reconciliation multiple times.
- People want opportunities to foster cross cultural and two-way learning between cultures.

"More events throughout the year and in different locations that brings together First Nations and non-First Nations people to learn about First Nations history, culture and opportunities."
Survey response

Increasing and sharing knowledge of local history is important, including through truth telling
A consistent priority to emerge was that people want to learn more about local Aboriginal history and the broader history of the local area.

Some of the key suggestions included:

- Fostering opportunities for the broader community to learn about local Aboriginal history.
- Opportunities for people to learn on Country, and to learn about cultural protocols, customs and language.
- It is important that local Elders lead the knowledge and sharing of their histories.
- The City can play an active role in supporting community education through providing accurate information on City buildings, libraries, artworks and signs and working in partnership with local Aboriginal organisations.
- The City should advance truth-telling pathways and its truth-telling journey.[3]

"Education for all is important to stop seeing differences and start looking for opportunities to collaborate with each other".
Survey response

Aboriginal and Torres Strait Islander artworks, stories, dance and music are valued and appreciated across the community

[3] NB: Reconciliation Australia defines Truth-telling as enabling "a fuller and more accurate account of Australia's history to recognise the strength and contribution of Aboriginal and Torres Strait Islander peoples. It acknowledges the historical silencing of injustices and ongoing impacts of colonisation on First Nations people." See: https://www.reconciliation.org.au/our-work/truth-telling.

One of the key themes identified across all cohorts involved in the engagement was that Aboriginal and Torres Strait Islander art is appreciated and the City should continue to support and promote this.

Some of the key suggestions included:

- In the online survey, 58 people highlighted artworks as great examples of reconciliation they have seen elsewhere, and 106 respondents identified reflecting Aboriginal and Torres Strait Islander culture designs in City places and spaces as the most important way the City can demonstrate respect and awareness.
- In addition to visual aspects, artworks should also incorporate local stories, history, culture and language wherever possible.
- Art workshops facilitated by Aboriginal and Torres Strait Islander artists are a great way to foster a sense of community and increase cultural understanding.

"Language + Culture go hand in hand. Use of language deepens connection and understanding of the place or thing."
Community Workshop response

Supporting employment and training opportunities for Aboriginal and Torres Strait Islander peoples is important
Increased employment emerged as a key theme, with 189 respondents in the Survey identifying this as the most important reconciliation opportunity for the City to support. There were many different suggestions for what the City of Stirling can do to support this.

Some of the key suggestions included:

- Developing pathways and partnerships with Universities and TAFEs, to increase opportunities for apprenticeships, internships, traineeships and jobs.
- Increasing identified roles for Aboriginal and Torres Strait Islander peoples at the City.
- Exploring the possibility of an Aboriginal ranger program (possibly with surrounding LGAs), including targeted roles in environmental management to help manage City parks and natural resources.
- Increasing flexibility in recruitment processes, making processes more accessible.

"Employee reference groups to capture voices and experiences of Aboriginal and Torres Islander employees. More opportunities to learn from Aboriginal staff."
Staff Workshop response

There is a need for further cultural awareness across the broader City of Stirling community
While some of the engagement participants identified that they had learnt from and enjoyed previous cultural awareness activities, increasing opportunities for cultural awareness also emerged as a key theme to help strengthen community connection and knowledge.

Some of the key ideas included:

- Increasing opportunities to attend formalised cultural awareness sessions facilitated by Aboriginal and Torres Strait Islander consultants both for City staff and the broader community.
- Informal opportunities to promote Aboriginal and Torres Strait Islander cultures through activities such as language classes and storytelling. This should include opportunities for the broader community to learn about the local cultural traditions and history.
- Recognising, increasing awareness of, and maintaining culturally significant sites across the City.
- Promoting cultural pride, including through supporting events such as NAIDOC week in Mirrabooka.
- Increasing awareness of cultural protocols and establishing consistency across the City.

"Incorporating Aboriginal and Torres Strait Islander languages in emails and other corporate communications can promote cultural pride and awareness."
Staff Workshop response

Trust, authenticity and respect is vital to build relationships, and two-way learning is important
Underpinning many of the responses received was the importance of being authentic and respectful to build trust and relationships.

Some of the key suggestions were:

- The City needs to be open and transparent in its communication with Aboriginal and Torres Strait Islander community members.
- The City needs to be mindful of and respect diversity, including within the Aboriginal and Torres Strait Islander community.
- Taking the time to listen and understand different perspectives and embracing two-way learning.
- Being open to reflect on your own knowledge, background and history.

"Wadjelas[4] need to understand their own identity. How can you acknowledge others if you don't know yourself?"
Elders Yarning Circle response

Key themes by cohort

In addition to the overall top themes to emerge, several themes were also prominent among the different engagement cohorts we spoke with.

Aboriginal and Torres Strait Islander perspectives
In addition to the overarching engagement themes identified above, Aboriginal and Torres Strait Islander participants also identified several unique priorities and themes. These included:

- The importance of cultural guardianship and respecting customs and protocols.
- Truth telling and the importance of the broader community understanding and learning history.
- Support for Aboriginal and Torres Strait Islander business and employment.
- Inclusion for Aboriginal and Torres Strait Islander young people.
- Respecting the diversity that exists within Aboriginal and Torres Strait Islander communities.
- Taking the time to listen and understand.

"Know history – Don't judge 'our state of mind' - learn."
Elders Yarning Circle response

[4] Wadjela is Nyoongar slang for white person

Broader community perspectives

The broader community also identified some unique priorities. These included:

- Community members would like more opportunities to learn from and connect with Aboriginal and Torres Strait Islander peoples in their local areas.
- There is a strong appreciation for Aboriginal and Torres Strait Islander artworks and designs across the City.
- There should be increased opportunities for the broader community to build on their cultural awareness and understanding.
- People want to learn more about the history and stories of their local areas.

"Opportunities for community members to connect with, experience, learn from and be proud of the rich Noongar culture and heritage that contributes so greatly to our community and nation."

Community member's survey response

Image: Community members and Councillors at the community workshop

City of Stirling Staff perspectives

The unique priorities and themes identified by City of Stirling staff included:

- Providing more opportunities to employ Aboriginal and Torres Strait Islander peoples at the City, including exploring unique and different options for jobs and recruitment.
- Increase staff cultural awareness and knowledge of history including through truth telling.
- Importance of senior leadership and Councillor involvement in RAP actions.

"The City has such a great opportunity to speak up, drive and show support for Aboriginal and Torres Strait Islander peoples."

Staff survey response

Image: City staff attend reconciliation workshops

Children and young people's perspectives

The key themes identified by children and young people through the engagement included:

- Children and young people already have broad awareness of what reconciliation means through existing school and sports club activities.
- Children and young people expressed their appreciation for opportunities to learn about Aboriginal and Torres Strait Islander cultures through art, music, dance, language and stories.
- Many participants mentioned they would like to learn more about Aboriginal and Torres Strait culture through interactive experiences such as events, painting classes, and murals that include stories etc.
- It would be great to have more visual and interactive representations of Aboriginal and Torres Strait Islander artworks and stories that are designed for children and young people in the City.

"Keep being visible and encouraging youth to participate"

Young person's survey response

Image: Children and young people attend art workshops and Elder story time event

Appendix: Survey and Workshop data

Overview

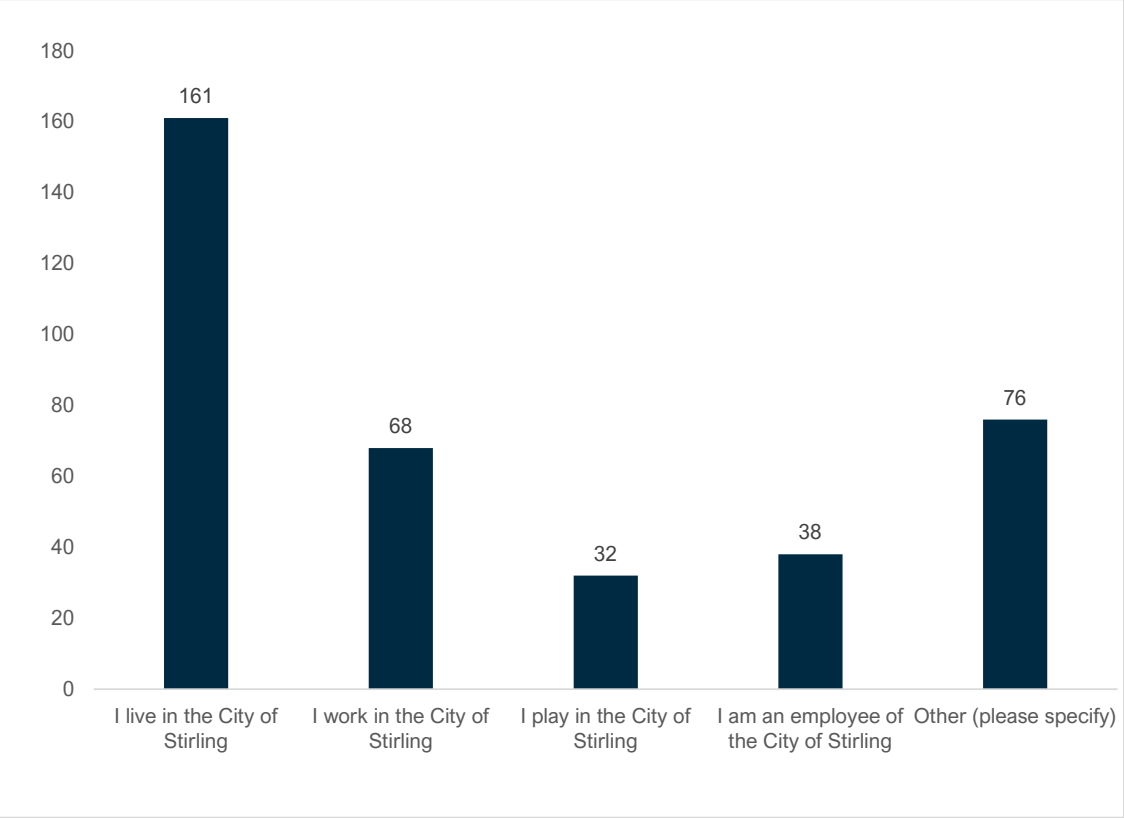
The below sections provide a summary of the data collected through the community survey and various workshops held during the Engagement.

1. Survey Responses: data summary

316 total responses were received, of which 269 were completed.

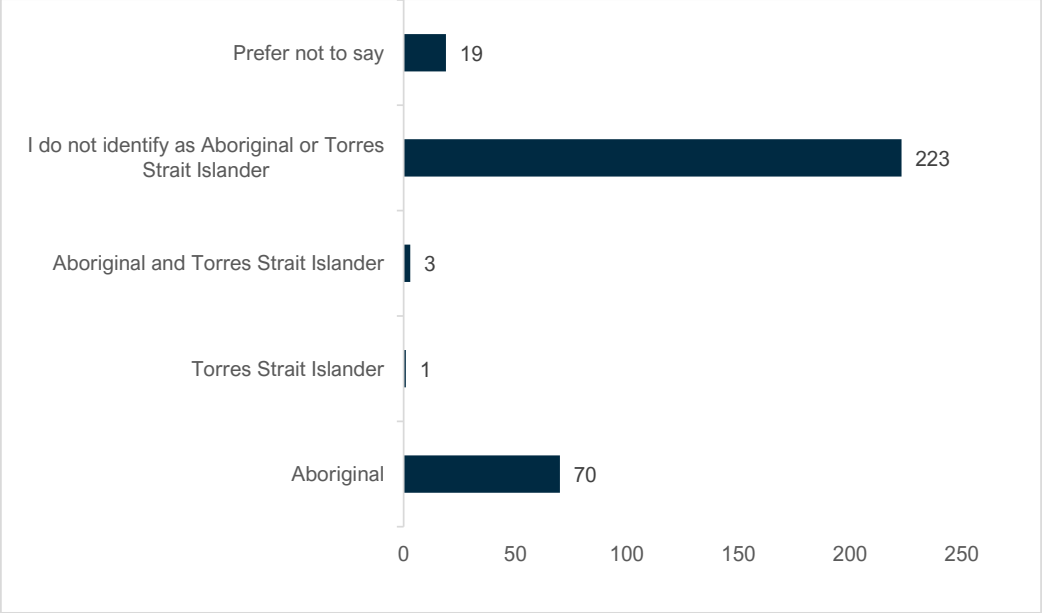
Question: What is your connection to the City of Stirling?

316 responses. NB: More than one answer allowed per response[5].

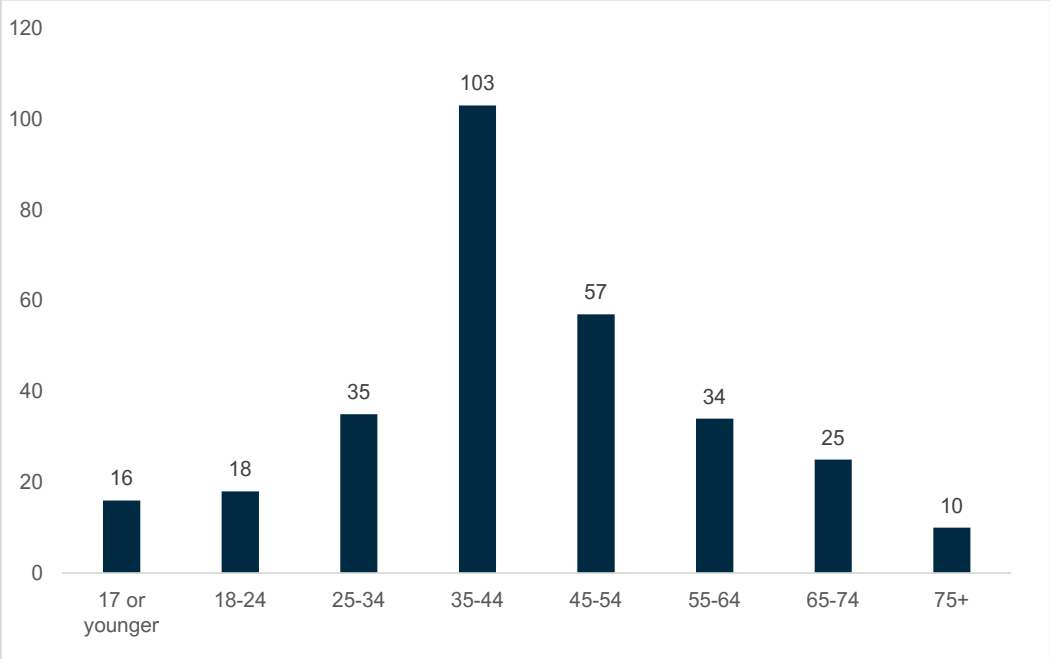


[5] "Other" responses primarily related to visiting family, attending the City as part of work commitments, attending events in the City or having a connection to the City through previously living there.

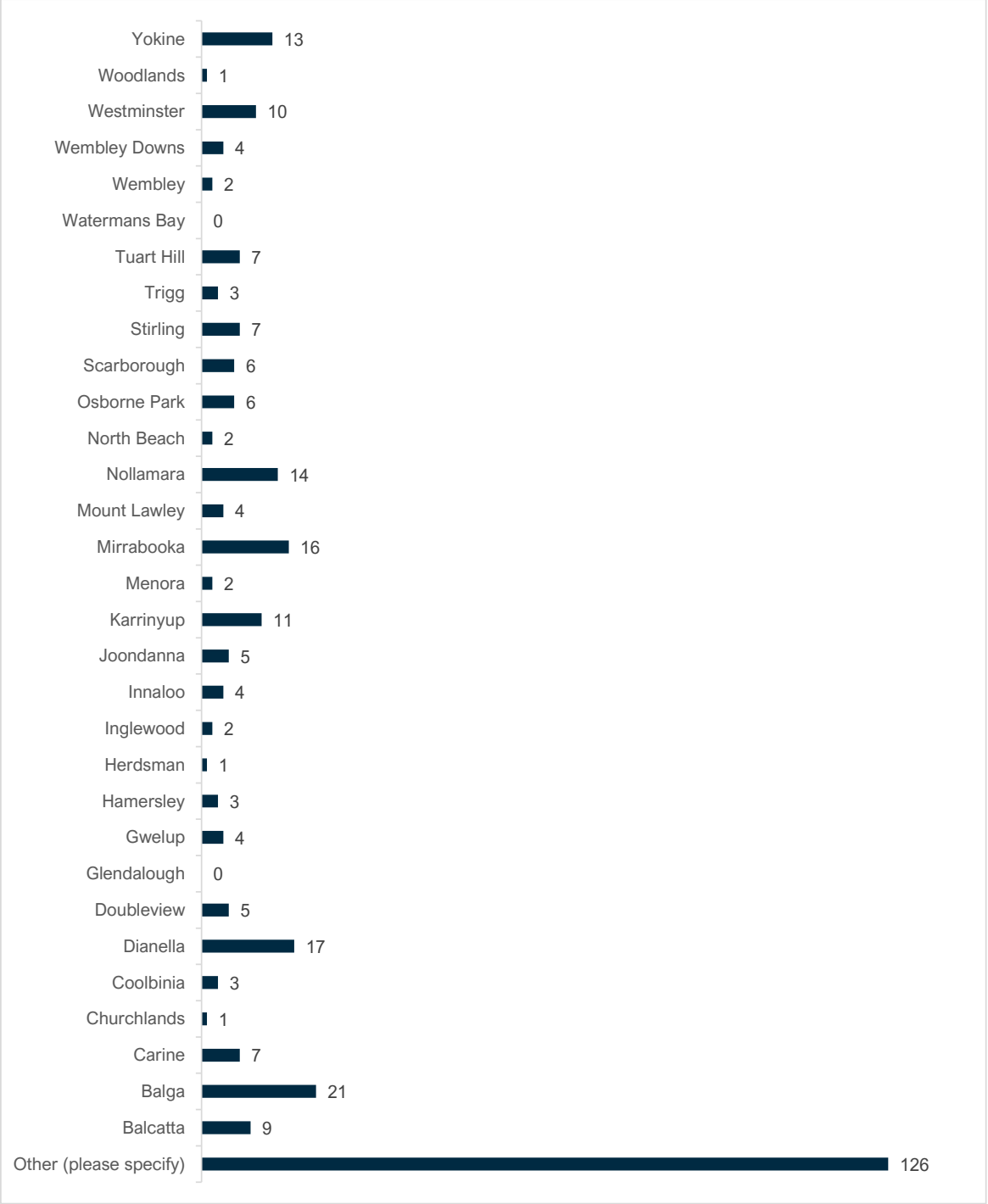
Question: Do you identify as Aboriginal or Torres Strait Islander?
316 responses.



Question: What is your age?
298 responses.



Question: Which suburb do you live in?
316 responses[6].



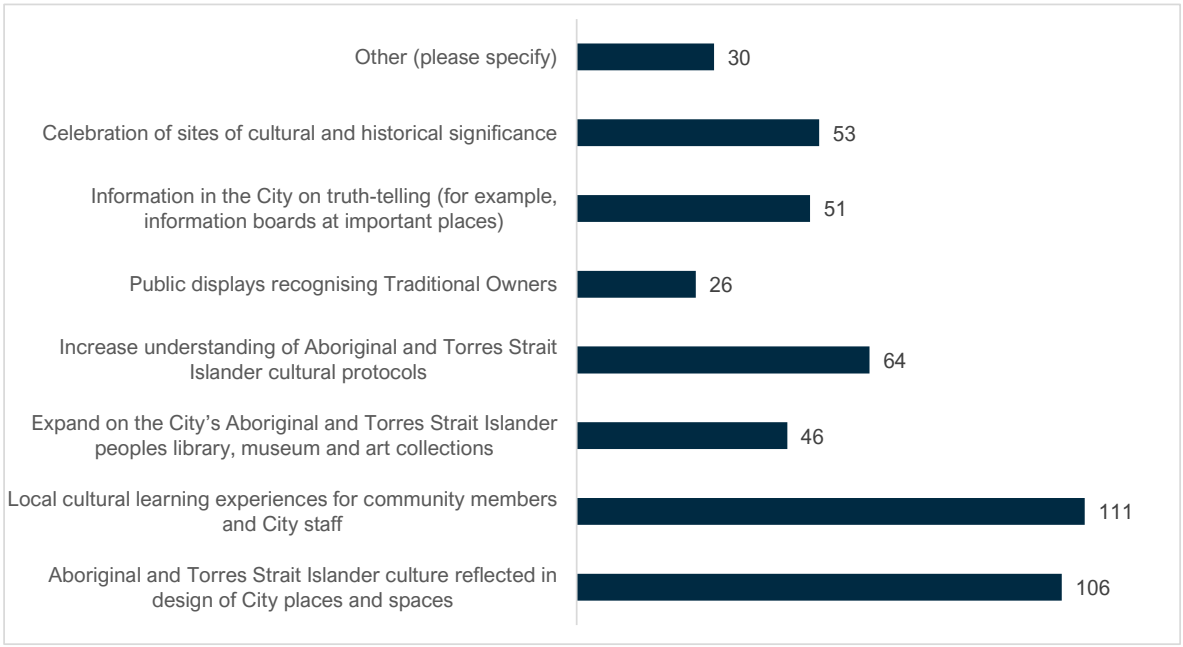
[6] NB: "Other" responses primarily from nearby suburbs (EG Ellenbrook (7 responses), Girrawheen (6), Banksia Grove (5), Koondoola (5), Beechboro (4), Ballajura (4), Joondalup and Maddington (3 each).

Question: What is a great example of something you have seen, heard or experienced that represents reconciliation?

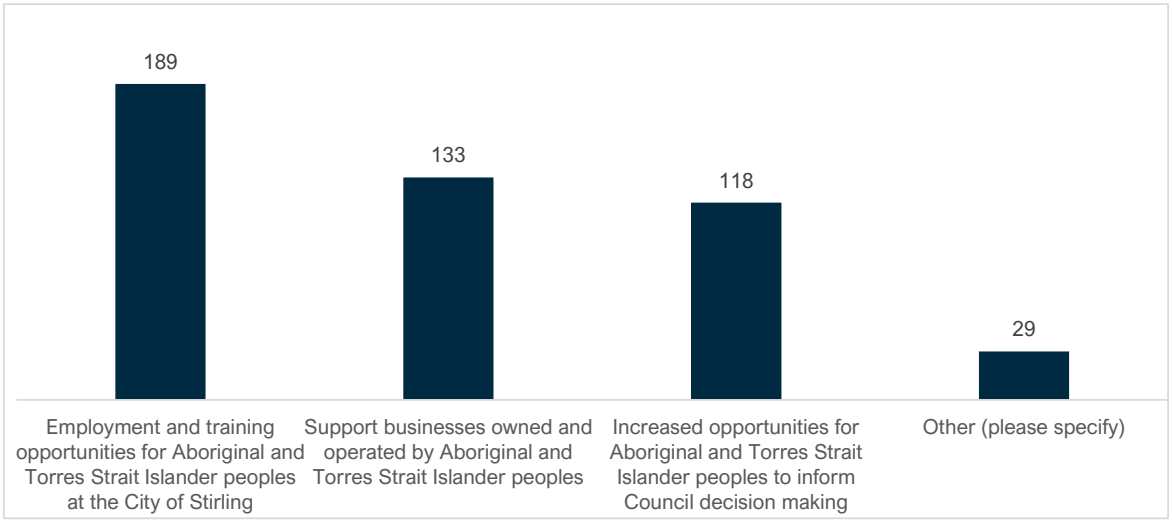
For example, this could be a landmark, an artwork, an event you've attended, or an idea.
269 responses.

Image: Word Cloud: Top responses by key word.

Question: What are the most important things the City can do to strengthen respect for, and promote awareness of, Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights? (Select up to two)
269 responses.



Question: What are the most important opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities that the City can implement to build on our reconciliation journey? (Select up to two)
269 responses.



Question: What do you feel is the number one priority for the City of Stirling to advance reconciliation?
269 responses.

Image: Word Cloud: Top responses by key word.

Question: What is your suggestion to encourage Dandjoo Wangkiny (Together Talking) about reconciliation?

Image: Word Cloud: Top responses by key word.

2. Elders Yarning Circle: Summary and priorities

At the Elders Yarning Circle, 9 Elders and City staff helped to identify key priorities for the City under its next RAP. These actions were under the overarching themes of Respect, Relationships, Opportunities and Conversations. At the end of the workshop, Elders and staff members were asked to list their number one priority in one word on wooden coasters.

The following priorities were identified:

- Love
- Listen
- Connection
- Learning
- Belonging
- Self-determination
- Inspirational
- Commitment
- Truth
- Journeys
- Yeyi (the present)
- Authentic
- Knowledge
- Family
- Moort (family)
- Community

Image: Wooden coasters depicting Elder and staff priorities.

3. Community Workshop: Summary and priorities

At the Community Workshop, community members and Councillors helped to identify potential priority actions for the City under its next RAP. These actions were under the overarching themes of Respect, Relationships, Opportunities and Conversations.

Participants then voted for their favourite action under each of these four themes. The top actions identified were:

Theme	Top actions as identified by community members (number of votes)
What are the actions the City can take to promote Respect?	1. Understanding / history (4) 2. Spending time together (1), Collaborate with stakeholders like Murdoch University and Edith Cowan University for two-way learning opportunities (1), Engage school staff in City of Stirling in Aboriginal Education professional learning (1), Determine purpose of RAP as a point of reference to guide work (1), Truth telling (culturally safe) (1), Forum – New migrants on Aboriginal history and whole community (1), Change in council – positive and genuine performance – Not a business (1), Two-way authentic learning – All community involved (1), Language + Culture "go hand in hand" (1), Elders in Residence (1)
What are the actions the City can take to improve relationships?	1. More cultural learning opportunities (child education workshops, cultural tours each season, Noongar language workshops) (7) 2. Share / Celebrate cultural events (3)
What are the actions the City can take to promote Conversations?	1. Mandatory training for Councillors on cultural awareness training (3) 2. Stirling's Role to bring more people together to talk (2)
What are the top opportunities for the City to promote Reconciliation?	1. Community classes to learn more about Language, Arts and Culture, Pride (need to know more), Online course, Learning on Country (food / flowers, nature, stories, truth, history) (3) 2. School RAP network (1 staff member from each school – Not Aboriginal staff, 1 workshop per term.) (2) 3. Video or project EOI for employment – not always written (2) 4. History of First Nations People - Should be introduced to more places in the City, Need to engage with Elders to capture stories – Local stories in the library – Elders stories have been captured. Put it in parts, Do: Place mapping: - Language, culture and stories (Food, Music, Art) – Use it as an Education tool, Events for the "6 Seasons" – 1 per season (2)

Workshop Summary: graphic artwork

During the workshop, graphic artworks capturing the conversation were created by Budimia Yamatji Noongar artist Rhys Paddick.

Image: Graphic Artwork representing community workshop. Artwork by Rhys Paddick.

4. Staff Workshops: Summary and priorities

At the two City of Stirling staff workshops, 66 staff members helped to identify potential priority actions for the City under its next RAP. These actions were placed under the overarching themes of Respect, Relationships, Opportunities and Examples of Reconciliation. At the end of the workshops, each staff member voted for their favourite action.

The top 5 actions identified by staff per theme were:

Theme	Top 5 Actions identified by staff (number of votes)
What is a great example of reconciliation?	1. Immersion tour to Pinjarra (5) 2. = Employment and traineeship programs (4), Sharing stories – personal, real, understanding, honest (4), Embedding voice of people with lived experience (4) 3. = First Nations led co-design (3), Leadership – Elders and Councillors – regular meetings (3)
What are the actions the City can take to improve relationships?	1. Senior leaders and elected members engage directly in Elders and RAPWG (7) 2. =Diversity Champions/Allyship (6), Embed RAP in the City's 'values' (6) 3. Cultural ambassador (5) 4. Truth telling (yarning) (4)
What are the actions the City can take to promote Respect?	1. Truth telling histories / good and bad / accurate (11) 2. = QR codes for plaques and paintings to tell stories behind the art (5), Increase opportunities to learn with community, spread through year (5) 3. Cultural awareness training – mandatory (4) 4. Cultural awareness training publicly available (3)
What are the top opportunities for the City to promote Reconciliation?	1. Consulting Elders on best ways to increase employment of Aboriginal and Torres Strait Islander people (9) 2. Proactive approach to host Aboriginal students for practical work placements (8) 3. Aboriginal ranger program to look after conservation areas. Potentially with Wanneroo/Joondalup (6) 4. Acknowledge history, past mistakes, be open to truth telling EG Captain Stirling's story – good and bad) (5) 5. Employment – looking regional as well as local and promoting City opportunities (4)

5. High School Workshop: Artwork and conversation

Students attended an art workshop at Dianella Secondary school facilitated by local Nyoongar, Yamatji and Wangktha artist Rubeun Yorkshire and City Staff. As part of the workshop, City staff asked the young people for their perspectives and ideas on reconciliation. The student's responses are included below.

Question	Answers
What does reconciliation mean to you?	— People coming together after problems. — Understanding each other's history. — Fixing things that were wrong. — Apologising and making peace. — Giving everyone a fair chance. — Building friendship between cultures. — Working together for a better future. — Bringing people closer. — Forgiving past mistakes. — Learning from each other. — Peace. — Having friend and family. — Connecting with people and bringing them together. — Friendships
What are some great examples of reconciliation you have seen? What would you like to see more of?	— Celebrating NAIDOC Week at school. — Aboriginal artwork in the community. — Learning about Aboriginal history in class. — More Aboriginal flags in schools and parks. — Respecting Aboriginal culture during assemblies. — People talking about their cultures. — Schools having special days to learn about other cultures. — More Aboriginal stories in books. — More events with Aboriginal dance and music. — See more art (painting, drawing, dance) around the City. — Celebrating Aboriginal culture more than at NAIDOC day/week — Statues of Aboriginal art around the City. — More Aboriginal names used for places. — Primary school doing events and assemblies celebrating Aboriginal and Torres Strait Islander cultures. — Celebrating and showcasing culture. — Connecting people. — Teaching and sharing other cultures.
How do we build friendships with Aboriginal and Torres Strait Islander peoples and the wider community?	— Talking and sharing stories. — Start connecting people and bringing them together. — Connecting Elders and community members. — Communication. — Talking about daily life. — Sharing what you love and like to do. — Play together; games, sports, music, art.
What is something you have learnt about	— Language. — Meaning of different symbols.

Aboriginal and Torres Strait Islander cultures?	— How important and old Aboriginal and Torres Strait Islander cultures are. — Diversity in food. — Dreamtime Stories. — Animals and how important they are. — How to look after the land and plants.
What does respect mean or look like to you?	— Listening when someone is speaking. — Treating everyone the same, no matter where they're from. — Not making fun of other cultures. — Helping others when they need it. — Saying thank you and please. — Letting people share their opinions. — Being polite to teachers and students. — Standing up for others when they are treated badly. — Sharing and being fair. — Taking care of the environment and community.
What does the land/area we lie on mean to you? What do you see when you look at the land around you?	— A place we need to protect. — It's where we all live together. — A home for everyone, including animals. — Beautiful parks and trees to enjoy. — A place that has history for Aboriginal people. — A place for all cultures to feel welcome. — Green spaces where we play and relax. — A land full of nature that helps us live. — It's where people work, study and have fun. — I see homes, schools, and places we care for.

Students helped to create a stretched canvas artwork, sharing their perspectives on reconciliation and contributed ideas for building a more inclusive community as demonstrated in the completed artwork below.

Image: Students from Dianella Secondary College and artist Rubeun Yorkshire showcase their Reconciliation artwork with Aboriginal Education Coordinator Karalee Blake

6. Primary School Workshop: Artwork and conversation

During the primary school workshop, City staff asked Westminster Primary school children some questions about what reconciliation meant to them, what is something they had seen or learnt about Aboriginal and Torres Strait Islander Cultures, and what was something they would like to see more of or learn about Aboriginal and Torres Strait Islander cultures. The children provided the following responses:

Question	Answers
What does reconciliation mean to you?	— Being nice — Celebrating our culture
What is something you have seen or learnt about Aboriginal and Torres Strait Islander cultures?	— School morning bell is the Wandjoo song — Edmund Rice and Clontarf visit the school and teach Aboriginal students about their culture — We have learnt a few Nyoongar words at school — Saw a didgeridoo and Aboriginal people playing it — NAIDOC celebration – week at school where we learnt about traditional Nyoongar culture, food preparation, hunting etc. — Traditional dancing classes outside of school — School assembly — Events
What is something you would like to see more of or learn about Aboriginal and Torres Strait Islander cultures?	— More signage with Nyoongar signs and symbols and their meanings — Learn more about traditional music, including opportunities to see performances — Learn more about dot painting and other Aboriginal and Torres Strait Islander painting styles — Demonstrate a story about local places as a mural/artwork on a wall — Learn more about traditional foods — More artworks and opportunities to learn art — Local museum — Learn more local language — More celebrations like NAIDOC — More art — Learn more about traditional dancing

The workshop was facilitated by local Nyoongar artist and designer Kylie Graham and City staff. The children from Westminster Primary School carved foam pieces to create designs, which they painted and pressed onto a canvas (see below), offering their interpretations of reconciliation.

Image: Children from Westminster Primary School and artist Kylie Graham showcase their Reconciliation artwork with City of Stirling Councillor Andrea Creado.

Telephone (08) 9205 8555 I **Enquiries** www.stirling.wa.gov.au/enquiries I **Web** www.stirling.wa.gov.au I /citystirlingwa

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

12.2/A1 INFORMATION AND COMMUNICATION TECHNOLOGY ACCEPTABLE USE POLICY REVIEW

Business Unit:	Corporate Information Services	Service: Technology Services
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Legislative - *Making local laws, policies and planning instruments.*

Council Resolution

1125/034

Moved Councillor Creado, seconded Councillor Proud

That Council DEFERS the Information and Communication Technology Acceptable Use Policy back to the Administration to allow further refinement of the policy around technology use.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That Council DEFERS the Information and Communication Technology Acceptable Use Policy back to the Administration to allow further refinement of the policy around technology use.

Officer's Recommendation

That Council ADOPTS the amended Information and Communication Technology Acceptable Use Policy as shown in Attachment 2.

Purpose

To seek Council's adoption of the amended Information and Communication Technology Acceptable Use Policy.

Details

In March 2010, the City of Stirling introduced a new Information and Technology Acceptable Use Policy (Council Resolution Number 0522/011). This policy was created to help employees use the City's digital tools and systems responsibly. It was last updated in 2022.

The Corporate Information Services team has now reviewed and updated the policy. The title of the policy has been renamed to reflect the inclusion of communication devices; it is now named Information and Communication Technology Acceptable Use Policy. The changes reflect current expectations around how employees use digital assets, including their responsibilities, the processes they follow, and how the City manages and protects its digital assets.

These updates help ensure the City continues to provide a safe, efficient, and modern digital environment. By keeping the policy in line with today's technology, the City shows its ongoing commitment to good service, strong security, and smart use of resources.

Financial Assessment and Implications

Nil.

Stakeholder Engagement

This policy was circulated to Elected Members and all Business Units for comment and feedback. Minor feedback was received and where relevant, incorporated into the Policy.

Recommended Action

That Council resolve to adopt the amended Information and Communication Technology Acceptable Use Policy.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995
State Records Act 2000
Freedom of Information Act 1992

Meeting Date	Council Resolution Number	Council Resolution
10 May 2022	0522/011	That Council ADOPTS the amended 'Information and Technology Acceptable Use' Policy as shown in Attachment 1.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Comply with legislation, standards and obligations

Priority: 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 - City of Stirling Information and Communication Technology Acceptable Use Policy (Tracked Changes) ⇩

Attachment 2 - City of Stirling Information and Communication Technology Acceptable Use Policy ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Information and Communication Technology Acceptable Use Policy

Responsible Directorate	**Corporate Services**
Responsible Business Unit/s	**Corporate Information Systems**
Responsible Officer	**Chief Technology Officer**
Affected Business Unit/s	**All Business Units**

Objective

This Policy sets out the acceptable behaviour required by our people~~staff~~, contractors and third-party providers, across the City when using the City's digital assets. The purpose of this policy is to:

- Outline the general obligations and responsibilities of our people~~staff~~ in relation to the acceptable use of City's systems, ICT resources and equipment and data.
- Prevent their misuse and minimise risk associated with unethical behaviour; and
- Inform of the consequences of breaching this policy.

The inappropriate use of City's digital assets exposes the City to risks including cybersecurity attacks, compromise of our network, compromise the delivery of services and legal issues.

Scope

This policy applies to all the City's technology users, including executives, elected members, employees, ~~casual staff~~, contractors, and other external parties at any location including both City issued, and non-City issued computing devices that connect to the City's ~~All~~ digital assets, including computer equipment, software, and network infrastructure

~~. It applies to the use of information, data, systems, electronic and computing devices, and network resources used to conduct business.~~All the City's digital assets, including computer, phones, mobile devices ~~equipment~~, software, and network infrastructure together with access to the internet and email are provided solely for business purposes. The use of these ~~facilities~~assets should therefore be consistent with that purpose.

Policy

Overview

The ~~c~~City is committed to protecting its people~~employees~~, partners and the organisation from illegal activity or damaging actions by individuals, either knowingly or unknowingly. As such everyone needs to be~~is~~ aware that they are bound by the City's Code of Conduct which has provisions for the proper use of official information, equipment and facilities. This extends to ensuring that digital assets are used in a responsible and accountable manner.

~~This policy is not meant to impose restrictions that are contrary to the City's established culture of openness, trust and integrity.~~ Acceptable use requires sensible, ethical, efficient and legal utilisation of the City's digital assets

All digital assets, including computer equipment, software, and network infrastructure, are City property. These digital assets are to be used solely for business purposes in serving the interests of the organisation and of our customers. ~~during normal business operations.~~

Effective information security is a team effort involving the participation and support of every City technology ~~U~~users who deals with data and/or information systems. It is the responsibility of every User to know these guidelines and how to conduct their activities accordingly.

The following overarching principles are to be adhered to by all Users with access to the City's systems, ICT resources, equipment or data.

Digital assets are provided strictly for business purposes and should be used solely to perform job responsibilities.

Protect our interests: Digital assets should not be used in a way that could cause the organisation embarrassment or loss, or to promote interests other than those of the City.

Approved components: Only authori~~sz~~ed equipment, software, applications (apps), and services may be introduced and ~~utilized~~utilised within the City's environment. These must be requested and subsequently approved through the service desk

Lawful Use: Digital assets can only be used for lawful activities and cannot be used for any activities which would contravene any laws or regulations with which the City is obliged to comply.

~~**Report Issues:** If you see something that doesn't appear to be right, let us know. Security is everyone's responsibility.~~ **Report Issues:** If you notice any abnormal system behaviour or suspicious email content, report it immediately to the City's Service Desk on (08)9205 8888. Security is everyone's responsibility.

General User Responsibilities

Access and Communication: ~~Authorised Users~~City's technology users may access and communicate information and utilise digital assets for legitimate business and administrative purposes that align with the City's mission and objectives.

Collaboration and Sharing: ~~Authorised Users~~City's technology users may engage in collaboration and sharing through City's supported tools and platforms, provided the content adheres to the City's policies and guidelines.

Personal Development: ~~Authorised Users~~City's technology users may access digital assets for personal development, such as skill-building, professional networking, or educational resources that are approved by the City.~~, within reasonable limits and without interfering with daily operations.~~

Research and Innovation: ~~Authorised Users~~City's technology users may use digital assets to conduct research, develop new projects, or engage in innovative activities, provided such activities comply with applicable laws, guidelines, and City policies.

Remote Access: ~~Authorised Users~~City's technology users may access digital assets remotely, provided security protocols are adhered to. Remote access must be established through secure connections~~, such as an approved Virtual Private Network (VPN)~~ using the City's approved remote access application. The remote access application must be~~, and must utilise multi-factor authentication and secure passphrases to protect and must have secure and~~ up-to-date when using personal devices ~~software~~ to mitigate security risks and vulnerabilities.

Usage of Personal Devices: When connecting to the City's internet-accessible systems using personal devices, users are responsible for ~~complying with the terms and conditions of the service and~~ ensuring their devices are secure and using the City's approved applications.

Generative AI: ~~Authorised Users~~City's technology users may use official generative AI (Copilot) for daily operation ensuring such usage is in accordance with the City's Generative Artificial Intelligence (AI) Policy.~~policies and management practices.~~

~~Unacceptable Use of Digital Assets~~ Acceptable Use Principles

Internet Usage

The City has provided internet and network services for internal communication, communicating between the third parties, browsing activity relevant to the job function and accessing internal services. ~~(Services hosted in CoSi)~~
The City has provided internet and network services for internal communication, third-party communication, job-related browsing activity, and accessing internal services hosted in CoSi.

The users may not use the Digital Assets ~~City's system~~for following activities:

Description
~~Accessing social network sites and gaming sites (Facebook, Twitter, Tinder, TikTok, Games)~~ Using the internet for activities such as social networking, online gaming, dating and gambling.
~~-~~Downloading software, music, movies etc.~~, without authorisation~~
Accessing pornographic or sexually explicit web sites.
Not use any digital systems or devices in ways that pose a risk to child safety or conflict with the City's commitment to a child-safe environment.
Using the internet for commercial activities not directly related to the city
Disclosing non-public information through websites, blogs, discussion forums etc.
~~Downloading or d~~Distributing copyrighted materials without permission, such as development code,~~software~~, ~~or~~ music or video content. ~~etc.~~
Hacking into systems or accessing confidential information. ~~without proper authorisation~~
Using the internet to bully, harass, or discriminate against colleagues. This can include sending threatening emails or spreading false information

Generative Artificial Intelligence (AI) Usage

The City has approved Microsoft AI platform 'Copilot' for generative AI usage and has also approved Artificial Intelligence policy that can be found on ~~the~~ CoSi to promote the usage of AI within the City.

The users may not use the City's system for following activities:

Description
Using other Generative AI platforms for work besides ~~Copilot~~the City's authorised AI tools/platforms.
Generating or distributing content through A~~.~~I that promotes violence, hate speech, discrimination, or any form of harm to individuals or groups.
Using AI to generate harmful content that invades personal privacy, such as unauthorised sharing of personal data, confidential information, or sensitive details.
Using AI to create deceptive content for fraudulent purposes, including phishing, scamming, or impersonating individuals or organisations.
Generating realistic but fake images, videos, or audio recordings of individuals without their consent, which can be used for malicious purposes.
Using AI to create bots that engage in spamming, trolling, or other disruptive activities online.
Creating content that is sexually explicit, obscene, or otherwise inappropriate for the intended audience.

Email Services Usage

The City has provided email addresses to all of its workforce~~to most of its staff members~~. Below are the unacceptable uses of the
City's email address:

Description
Sending unauthorised marketing content or unsolicited email messages, includes "junk email" or "spam"
Harassment through messages, including inappropriate language or tone, is unacceptable.
Distributing or sharing confidential or sensitive material via e-mail to third parties
Redirecting, forwarding, copying, or moving email containing City business information to personal email addresses
Inappropriately transmitting information which may violate the rights of others, including unauthorised text, images or programs, trade secrets or confidential property, trademarks, or service marks
Signing up using City of Stirling Email address for non-business related such as e-commerce or illegal, unreliable or disreputable services or websSites.
Sharing or disclosure of personal user identities, passwords, or security codes. Passwords must not be written down or left in a place where an unauthorised person might see them

Microsoft 365 Collaboration and Storage Services

The City has allocated Microsoft M365 licenses to all of its workforce**~~its staff member~~ to collaborate and share** information with each other and outside the City.
Below are the unacceptable uses of the City's Microsoft 365 collaboration and storage services:
~~**Microsoft 365 Collaboration and Storage Services:**~~
~~A heading is missing here ie not acceptable usage~~

Description
Recording a meeting session without obtaining consent from participants.
Store highly sensitive or personal identified information (PII) without proper authorisation and access controls.
Sharing data externally through M365 services without approval from the manager/data owner
Failing to revoke access for external users when they no longer need to access data repositories.
~~Use OneDrive~~Utilising the City's cloud storage resources for personal needs.
Share personal or confidential information inappropriately or without due care~~Be mindful of personal or confidential information and do not share it inappropriately~~

~~Telecommunications~~Network & telephony Infrastructure

Below are the unacceptable uses of the City's Network & telephony Infrastructure: ~~**Heading missing here too**~~

Description
Making calls that are offensive, obscene, threatening, abusive or defamatory
Use of telephones and corporate mobiles for commercial activities not directly related to the ~~c~~City
~~Use of telecommunications equipment outside of Australia to access the City's resources without prior approval.~~
Creating, introducing or distributing computer viruses or other malicious software onto the City's network device or system
Unauthorised hacking or probing for security vulnerabilities in networks and systems
Monitoring, intercepting or accessing network traffic, emails, files etc. intended for another person
Using commercial VPN services to access the City's technology services from inside or outside the City's network.

Software and Application Usage

Below are the unacceptable uses of the City's software and applications ~~Heading missing here~~

Description
~~Using software, applications or software as a service (SaaS) that are not approved by CIS~~the City.All types of software, applications, or subscription-based services must undergo a cyber risk assessment process prior to approval and use.~~Insrt something about the technical governance in place for new apps/software~~
~~-~~Software procured by or licensed to, the City should not be copied, or distributed to the ~~un~~authorised ~~users~~City's technology users. ~~-~~It should also not be re-used to un-licensed users in a way that violates the software license policy. This ~~-~~includes computer software and cloud services
Tampering with or disablinge any installed security software (e.g. anti-virus software) from any City owned asset without prior authorisation. Installed security software must be kept always running

Physical Security

Description
Don't share devices issued by the City with friends, family or non-approved staff members.
Ensure that devices issued by the City are not left unattended in vehicles or public areas.
All City owned computers, laptops, mobiles and tablets must be screen locked when left unattended
Hardware or software must not be taken offsite without prior authorisation
Materials containing non-public information must not be left unattended.

Exceptions

Any exception to the policy must be approved by the Chief Technology Officer (CTO) in advance.

Monitoring and Compliance

The City has deployed multiple controls forto monitoring usage, reviewing logs, accessing usage history, and engaging internal and external audits. Users acknowledge that their usage may be monitored. Any user found to have violated these guidelines and related policies may be subject to provisions set out in the Employee Discipline Management Practise

Definitions

The following definition(s) are relevant to this policy.

Term	Definition
CIS	The Corporate Information Services business unit.
Authorised UsersCity's technology users	Are employees, work experience personnel, volunteers, contractors, consultants, temporary and other category personnel who use the city information and technology resources (including Elected Members).
Digital Assets	Digital assets include, but are not limited to digital documents, audio content, images, and other relevant digital data currently in circulation or storage, digital appliances, such as desktops, laptops, servers, tablets, data storage devices, and telecommunication devicesphone, mobile devices are also categorised as Digital assets
Information and Technology Resources	Means the City's technology, information, email, internet, information systems and communication networks
Multi Factor Authentication (MFA)	Refers to Multi-Factor Authentication methods required for additional cyber security, such as the Microsoft Authenticator App.
Generative Artificial Intelligence (A.I)	Refers to Copilot platform, a type of Artificial Intelligence that can create new content, such as text, images, music, or code, by learning patterns from existing data. It uses algorithms to generate outputs that mimic human creativity and can be used in various applications like content creation, design, and problem-solving.
Virtual Private Network (VPN)	Virtual private network that can provide a secure communications mechanism transmitted between networks.
Microsoft 365 (M365)	Cloud powered productivity platform (Office, Teams, SharePoint, and OneDrive)
Personal Identified Information (PII)	Refers to any data that can be used to identify a specific individual which includes, Name, Date of birth, Physical address, Passport number, Email, Phone number etc.

Other relevant management practices/documents

The following information is not mandatory but informs and/or support the implementation of this policy:

Information Technology Usage Guidelines
Generative Artificial *Intelligence* (AI) Policy
Information Security Policy
Information Security Management Practice
Mobile Computing Device Management Practice
Data Custodian Management Practice
City of Stirling Code of Conduct
Social Media Management Practice
Generative Artificial Intelligence (AI) Policy
Employee Discipline Management Practice
Misconduct Control Management Practice
Misconduct Investigations Management Practice

Legislation/local law requirements

State Records Act 2000
Local Government Act 1995
Freedom of Information Act 1992

Office use only				
Relevant delegations	Not applicable			
Initial Council adoption	**Date**	2 March 2010	**Resolution #**	0310/013
Last reviewed	**Date**	10 May 2022	**Resolution #**	0522/011
Next review due	**Date**	2026~~4~~		

Information and Communication Technology Acceptable Use Policy

Aligned City Value/s	**Approachable**	**Responsive**	**Transparent**	**Innovative**
Responsible Directorate	**Corporate Services**			
Responsible Business Unit/s	**Corporate Information Systems**			
Responsible Officer	**Chief Technology Officer**			
Affected Business Unit/s	**All Business Units**			

Objective

This Policy sets out the acceptable behaviour required by our people, contractors and third-party providers, across the City when using the City's digital assets. The purpose of this policy is to:

- Outline the general obligations and responsibilities of our people in relation to the acceptable use of City's systems, ICT resources and equipment and data.
- Prevent their misuse and minimise risk associated with unethical behaviour; and
- Inform of the consequences of breaching this policy.

The inappropriate use of City's digital assets exposes the City to risks including cybersecurity attacks, compromise of our network, compromise the delivery of services and legal issues.

Scope

This policy applies to all the City's technology users, including executives, elected members, employees, , contractors, and other external parties at any location including both City issued, and non-City issued computing devices that connect to the City's digital assets, including computer equipment, software, and network infrastructure

All the City's digital assets, including computer, phones, mobile devices, software, and network infrastructure together with access to the internet and email are provided solely for business purposes. The use of these assets should therefore be consistent with that purpose.

Policy

Overview

The City is committed to protecting its people, partners and the organisation from illegal activity or damaging actions by individuals, either knowingly or unknowingly. As such everyone needs to be aware that they are bound by the City's Code of Conduct which has provisions for the proper use of official information, equipment and facilities. This extends to ensuring that digital assets are used in a responsible and accountable manner.

Acceptable use requires sensible, ethical, efficient and legal utilisation of the City's digital assets

All digital assets, including computer equipment, software, and network infrastructure, are City property. These digital assets are to be used solely for business purposes in serving the interests of the organisation and of our customers. Effective information security is a team effort involving the participation and support of every City technology users who deals with data and/or information systems. It is the responsibility of every User to know these guidelines and how to conduct their activities accordingly. The following overarching principles are to be adhered to by all Users with access to the City's systems, ICT resources, equipment or data.

Digital assets are provided strictly for business purposes and should be used solely to perform job responsibilities.

Protect our interests: Digital assets should not be used in a way that could cause the organisation embarrassment or loss, or to promote interests other than those of the City.

Approved components: Only authorised equipment, software, applications (apps), and services may be introduced and utilised within the City's environment. These must be requested and subsequently approved through the service desk

Lawful Use: Digital assets can only be used for lawful activities and cannot be used for any activities which would contravene any laws or regulations with which the City is obliged to comply.

Report Issues: If you notice any abnormal system behaviour or suspicious email content, report it immediately to the City's Service Desk on (08)9205 8888. Security is everyone's responsibility.

General User Responsibilities:

Access and Communication: City's technology users may access and communicate information and utilise digital assets for legitimate business and administrative purposes that align with the City's mission and objectives.

Collaboration and Sharing: City's technology users may engage in collaboration and sharing through City's supported tools and platforms, provided the content adheres to the City's policies and guidelines.

Personal Development: City's technology users may access digital assets for personal development, such as skill-building, professional networking, or educational resources that are approved by the City.

Research and Innovation: City's technology users may use digital assets to conduct research, develop new projects, or engage in innovative activities, provided such activities comply with applicable laws, guidelines, and City policies.

Remote Access: City's technology users may access digital assets remotely, provided security protocols are adhered to. Remote access must be established through secure connections using the City's approved remote access application. The remote access application must be up-to-date when using personal devices to mitigate security risks and vulnerabilities.

Usage of Personal Devices: When connecting to the City's internet-accessible systems using personal devices, users are responsible for ensuring their devices are secure and using the City's approved applications.

Generative AI: City's technology users may use official generative AI (Copilot) for daily operation ensuring such usage is in accordance with the City's Generative Artificial Intelligence (AI) Policy.

Acceptable Use Principles

Internet Usage

The City has provided internet and network services for internal communication, communicating between the third parties, browsing activity relevant to the job function and accessing internal services.

The City has provided internet and network services for internal communication, third-party communication, job-related browsing activity, and accessing internal services hosted in CoSi.

The users may not use the Digital Assets for following activities:

Description
Using the internet for activities such as social networking, online gaming, dating and gambling.
Downloading software, music, movies etc.
Accessing pornographic or sexually explicit web sites.
Not use any digital systems or devices in ways that pose a risk to child safety or conflict with the City's commitment to a child-safe environment.
Using the internet for commercial activities not directly related to the city
Disclosing non-public information through websites, blogs, discussion forums etc.
Distributing copyrighted materials without permission, such as development code, music or video content.
Hacking into systems or accessing confidential information.
Using the internet to bully, harass, or discriminate against colleagues. This can include sending threatening emails or spreading false information

Generative Artificial Intelligence (AI) Usage

The City has approved Microsoft AI platform 'Copilot' for generative AI usage and has also approved Artificial Intelligence policy that can be found on CoSi to promote the usage of AI within the City.

The users may not use the City's system for following activities:

Description
Using other Generative AI platforms for work besides the City's authorised AI tools/platforms.
Generating or distributing content through AI that promotes violence, hate speech, discrimination, or any form of harm to individuals or groups.
Using AI to generate harmful content that invades personal privacy, such as unauthorised sharing of personal data, confidential information, or sensitive details.
Using AI to create deceptive content for fraudulent purposes, including phishing, scamming, or impersonating individuals or organisations.
Generating realistic but fake images, videos, or audio recordings of individuals without their consent, which can be used for malicious purposes.
Using AI to create bots that engage in spamming, trolling, or other disruptive activities online.
Creating content that is sexually explicit, obscene, or otherwise inappropriate for the intended audience.

Email Services Usage

The City has provided email addresses to all of its workforce. Below are the unacceptable uses of the City's email address:

Description
Sending unauthorised marketing content or unsolicited email messages, includes "junk email" or "spam"
Harassment through messages, including inappropriate language or tone, is unacceptable.
Distributing or sharing confidential or sensitive material via e-mail to third parties
Redirecting, forwarding, copying, or moving email containing City business information to personal email addresses
Inappropriately transmitting information which may violate the rights of others, including unauthorised text, images or programs, trade secrets or confidential property, trademarks, or service marks
Signing up using City of Stirling Email address for non-business related such as e-commerce or illegal, unreliable or disreputable services or websites.
Sharing or disclosure of personal user identities, passwords, or security codes. Passwords must not be written down or left in a place where an unauthorised person might see them

Microsoft 365 Collaboration and Storage Services

The City has allocated Microsoft M365 licenses to all of its workforce to collaborate and share information with each other and outside the City. Below are the unacceptable uses of the City's Microsoft 365 collaboration and storage services:

Description
Recording a meeting session without obtaining consent from participants.
Store highly sensitive or personal identified information (PII) without proper authorisation and access controls.
Sharing data externally through M365 services without approval from the manager/data owner
Failing to revoke access for external users when they no longer need to access data repositories.
Utilising the City's cloud storage resources for personal needs.
Share personal or confidential information inappropriately or without due care

Network & telephony Infrastructure

Below are the unacceptable uses of the City's Network & telephony Infrastructure:

Description
Making calls that are offensive, obscene, threatening, abusive or defamatory
Use of telephones and corporate mobiles for commercial activities not directly related to the City
Creating, introducing or distributing computer viruses or other malicious software onto the City's network device or system
Unauthorised hacking or probing for security vulnerabilities in networks and systems
Monitoring, intercepting or accessing network traffic, emails, files etc. intended for another person
Using commercial VPN services to access the City's technology services from inside or outside the City's network.

Software and Application Usage

Below are the unacceptable uses of the City's software and applications

Description
All types of software, applications, or subscription-based services must undergo a cyber risk assessment process prior to approval and use.
Software procured by or licensed to, the City should not be copied or distributed to the City's technology users. It should also not be re-used to un-licensed users in a way that violates the software license policy. This includes computer software and cloud services
Tampering with or disabling any installed security software (e.g. anti-virus software) from any City owned asset without prior authorisation. Installed security software must be kept always running

Physical Security

Description
Don't share devices issued by the City with friends, family or non-approved staff members.
Ensure that devices issued by the City are not left unattended in vehicles or public areas.
All City owned computers, laptops, mobiles and tablets must be screen locked when left unattended
Hardware or software must not be taken offsite without prior authorisation
Materials containing non-public information must not be left unattended.

Exceptions

Any exception to the policy must be approved by the Chief Technology Officer (CTO) in advance.

Monitoring and Compliance

The City has deployed multiple controls for monitoring usage, reviewing logs, accessing usage history, and engaging internal and external audits. Users acknowledge that their usage may be monitored. Any user found to have violated these guidelines and related policies may be subject to provisions set out in the Employee Discipline Management Practise

Definitions

The following definition(s) are relevant to this policy.

Term	Definition
CIS	The Corporate Information Services business unit.
Digital Assets	Digital assets include, but are not limited to digital documents, audio content, images, and other relevant digital data currently in circulation

	or storage, digital appliances, such as desktops, laptops, servers, tablets, data storage devices, and phone, mobile devices are also categorised as Digital assets
Information and Technology Resources	Means the City's technology, information, email, internet, information systems and communication networks
Multi Factor Authentication (MFA)	Refers to Multi-Factor Authentication methods required for additional cyber security, such as the Microsoft Authenticator App.
Generative Artificial Intelligence (A.I)	Refers to Copilot platform, a type of Artificial Intelligence that can create new content, such as text, images, music, or code, by learning patterns from existing data. It uses algorithms to generate outputs that mimic human creativity and can be used in various applications like content creation, design, and problem-solving.
Virtual Private Network (VPN)	Virtual private network that can provide a secure communications mechanism transmitted between networks.
Microsoft 365 (M365)	Cloud powered productivity platform (Office, Teams, SharePoint, and OneDrive)
Personal Identified Information (PII)	Refers to any data that can be used to identify a specific individual which includes, Name, Date of birth, Physical address, Passport number, Email, Phone number etc.

Relevant management practices/documents

The following information is not mandatory but informs and/or support the implementation of this policy:

- Information Technology Usage Guidelines
- Generative Artificial Intelligence (AI) Policy
- Information Security Policy
- Information Security Management Practice
- Mobile Computing Device Management Practice
- Data Custodian Management Practice
- City of Stirling Code of Conduct
- Social Media Management Practice
- Employee Discipline Management Practice
- Misconduct Control Management Practice
- Misconduct Investigations Management Practice

Legislation/local law requirements

State Records Act 2000
Local Government Act 1995
Freedom of Information Act 1992

Office use only				
Relevant delegations	Not Applicable			
Initial Council adoption	**Date**	2 March 2010	**Resolution #**	0310/013
Last reviewed	**Date**	10 May 2022	**Resolution #**	0522/011
Next review due	**Date**	2026		

12.2/A2 GENERATIVE ARTIFICIAL INTELLIGENCE (AI) POLICY REVIEW

Business Unit:	Corporate Information Services	Service: Technology Services
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

Legislative - *Making local laws, policies and planning instruments.*

Council Resolution

1125/035

Moved Councillor Creado, seconded Councillor Proud

That Council ADOPTS the amended Generative Artificial Intelligence (AI) Policy as shown in Attachment 1 to this Report, subject to the inclusion of reference to deep fake software.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That Council ADOPTS the amended Generative Artificial Intelligence (AI) Policy as shown in Attachment 1 to this Report, subject to the inclusion of reference to deep fake software.

Officer's Recommendation

That Council ADOPTS the amended Generative Artificial Intelligence (AI) Policy as shown in Attachment 1 to this Report.

Purpose

To seek Council's adoption of the amended Generative Artificial Intelligence (AI) Policy.

Details

In November 2023, the City of Stirling introduced a new Generative Artificial Intelligence (AI) Policy (Council Resolution Number 1123/023). The policy was created to help employees use the rapidly emerging generative AI tools and systems responsibly.

The City has now reviewed and updated the policy. The changes reflect the rapid nature of advancement and expectations around how employees use this technology, and how the City manages and protects its digital assets.

These updates help ensure the City continues to provide a safe, efficient, and modern digital environment. By keeping the policy in line with today's legislation and opportunities, the City shows its ongoing commitment to good service, strong security, and smart use of resources.

Key Changes

1. Principles and Values: added commitment to human-centred, fair, and transparent use of AI technologies.
2. Scope Expansion: expanded to cover all AI technologies under the City's control, including those developed in-house (agents), purchased from vendors or embedded within larger software platforms including cloud-based systems.
3. Verification and Critical Thinking: made it more explicit by adding the requirement for human verification of AI-generated outputs and use of critical thinking before applying AI-generated insights or decisions.
4. Strategic Alignment: to the newest June 2025 update of the WA Generative AI Policy (first published in 2024) and now explicitly supports the City's Digital Strategy, ensuring AI adoption complements broader digital transformation goals.
5. Security and Risk Assessment: all software and tools with embedded AI functionality must undergo both AI-specific and security assessments prior to deployment.
6. Roles and Responsibilities: Introduced a dedicated AI Accountable Officer role (Chief Technology Officer (CTO)) to oversee governance and compliance, amended Executive Directors to ensure organisational alignment and strategic oversight and introduced People Capability to support CIS with organisational change regarding AI technologies.
7. Incident Reporting: Incident reporting procedures now include AI-related data breaches/leaks and are to be reported through to the Executive Team by the CTO.

Financial Assessment and Implications

Nil.

Stakeholder Engagement

This policy was circulated to Elected Members and all Business Units for comment. Minor feedback was received and where relevant, incorporated into the Policy.

Recommended Action

That Council resolve to adopt the updated Generative AI Policy.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995
Freedom of Information Act 1992
State Records Act 2000
WA Artificial Intelligence Policy and Artificial Intelligence Self-Assessment Framework 2025

Meeting Date	Council Resolution Number	Council Resolution
21 November 2023	1123/023	That Council ADOPTS the City of Stirling Generative Artificial Intelligence Policy, with "the Mayor" being replaced with "the Chief Executive Officer" to guide Elected Members use of alternative Artificial Intelligence platforms, and that a Workshop be CONDUCTED early in 2024 to refine the policy.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Conscious and effective management of risk

Priority: Comply with legislation, standards and obligations

Relevant Documents and Information

Attachments

Attachment 1 - City of Stirling Generative Artificial Intelligence (AI) Policy ⇩

Attachment 2 - City of Stirling Generative Artificial Intelligence (AI) Policy v2.0 - Tracked changes ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Generative Artificial Intelligence (AI) Policy

Aligned City Value/s	**Approachable**	**Responsive**	**Transparent**	**Innovative**
Responsible Directorate	**Corporate Services**			
Responsible Business Unit/s	**Corporate Information Services**			
Responsible Officer	**Chief Technology Officer**			
Affected Business Unit/s	**All**			

Objective

To enable appropriate usage of AI by the City of Stirling ("City").
To establish a framework for the City's use of Artificial Intelligence (AI) to ensure human-centered values in its implementation, that its use is ethical, fair and transparent, and that privacy and security are managed appropriately whilst leveraging the benefits of AI for the City and its community.

Scope

This policy applies to all users including Elected Members.

This policy applies to all AI used, whether in internet search assistants, virtual assistants (i.e. Copilot, agents), Software as a Service (SaaS), Model as a Service (MaaS) or native cloud.

Policy

The City will adopt and use AI technologies in a planned manner to ensure:

- The benefits of AI for the City and its community are realised.
- Data and privacy protections are in place to restrict unauthorised disclosure.
- Security protections are in place to alleviate risks to the City's systems and data.
- Copyright and intellectual property considerations have been assessed and approved.
- Ethical risks are identified and managed in accordance with the City's codes of conduct.
- Information prepared by AI is verified by humans with applied critical thinking before final use.
- Users develop skills and understanding related to the use, risks and implementation of AI.
- The City integrates its approach to AI so there is alignment with the Digital Strategy 2025-2028 and with Technology and Data Governance efforts.

General Usage

- The use of AI tools on City owned devices is restricted to work related purposes and for limited personal use that does not interfere with work or compromise the organisation.
- Outputs of AI tools must be explainable and transparent in use.

- Users must appropriately disclose the use of AI in generating information, assisting with decision making or producing communications.
- Results of all AI tools must be verified by a person before use or communication.

Licensed AI Applications

- The City may approve the use of commercial (generative) AI tools operating within the City's environment to ensure that the AI application meets the business outcome.
- All commercial AI applications, tools or software must undergo a security assessment and AI assessment by the Corporate Information Services (CIS) Information Security team before adoption by the City.
- CIS will maintain and publish a catalogue of all commercial AI applications that are security assessed to help users select the pre-assessed application for any new use case.
- No vendors or tools that enforce "third-party data sharing" may be selected for commercial use.
- The City may, at its discretion, decide to make licensed AI applications available to users.

Publicly available (free) AI Applications

- Users must obtain prior approval from their manager (for Elected Members, the Chief Executive Officer to provide guidance on the use of alternative AI platforms) and the Chief Technology Officer ('CTO') for any business use case that requires the use of publicly available (free) AI applications. The use case must be documented and contain details of the data type used, expected output from the AI application and process of reviewing results.
- Users must not distribute or click on any links provided or generated by public AI platforms or bots. These links could lead to phishing sites or malware downloads. Users must only click on links from trusted sources.
- Publicly available generative AI tools must not be used where services will be delivered, or decisions will be made.
- *Users must not input confidential, personal, or sensitive data (e.g., PII, financial, health) into public AI tools, including internet search assistants*

Roles and Responsibilities

The table below details the roles and responsibilities:

Roles	Responsibilities
Chief Executive Officer (CEO)	• Approve the overall vision and strategy for AI adoption and governance within the City. • Approve any exception to this Policy. • Guide Elected Members on the use of alternative AI platforms.

Chief Technology Officer (CTO)	• Act as the City's AI Accountable Officer, responsible for approving all AI Assurance Framework self-assessments. • Ensure alignment of AI use with WA Government AI principles. • Approve the use of publicly available generative AI platforms for the City's use. • Ensure the City's technical infrastructure is aligned with the City's overall AI approach. • Oversee the security of the City's business systems and data. • Approve management practices standards and decision making on key data governance issues, including oversight of incident reports related to data breaches/leaks.
Executive Directors	• Drive positive organisational change with regards to AI alignment to the City's purposes. • Approve management practices standards and decision making on key AI governance, including oversight of incident reports related to data leaks.
Corporate Information Services (CIS)	• Manage the security of the City's business systems and databases, including initial security assessments, AI assessments, and incident management. • Maintain and publish a catalogue of all commercial AI applications that are security assessed and allowed to be used in the City for business purposes.
People Capability	• Along with CIS, drive positive organisational change with regards to AI. • Support the capability uplift of AI literacy
Users	• Obtain Business Unit Manager (for Elected Members, the CEO will guide the use of alternative AI platforms) and CTO approval for any business use case that requires the use of publicly available (free) AI application. • Ensure acceptable use of AI, in accordance with this Policy.
Business Unit Managers	• Review and approve user requests for the use of any public AI platforms or bots for completion of their official duties prior to approval from the CTO. • Ensure acceptable use of AI, in accordance with this Policy.
Supervisors	• Ensure acceptable use of AI within their respective team, in accordance with this Policy.

Incident Reporting

Any incident related to a data breach/leak through the use of AI tools must be reported immediately to the Service Desk.

The incident must be handled through the City's Incident Management Process and reported periodically to the Executive Team by the Chief Technology Officer.

Policy Compliance

In the event of an alleged breach of this policy, or any investigation of misconduct or inappropriate use, the City reserves the right to verify compliance with this policy through various methods. This may include, but is not limited to, monitoring usage, reviewing logs, accessing cookie history, and engaging internal and external audits.

Exceptions

Any exception to this policy must be approved by the CEO in advance.

Definitions

Artificial Intelligence: computer systems able to perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages.

AI Accountable Officer: An executive responsible for overseeing how AI is used within the organisation and approving AI Assurance Framework self-assessments.

AI Assurance Framework: A structured self-assessment tool mandated by the WA Government to evaluate AI projects across key risk domains.

Bot: is a software program that operates on the Internet and performs repetitive tasks.

Contestability: The ability for decisions made by AI systems to be challenged or reviewed.

Explainability: The degree to which the internal mechanics of an AI system can be understood and communicated.

Generative Artificial Intelligence (AI): a subset of AI techniques that involve the use of algorithms to generate new, original data. Unlike traditional AI, which is designed to solve specific tasks based on pre-existing data, generative AI algorithms can produce new data that has never been seen before.

Model as a Service (MaaS): pre-built algorithms that allow users to build, train, and deploy machine learning models without the need for extensive hardware or software investments.

Publicly Available platforms/bots/generative AI: These are third-party AI platforms, tools or software that have not been security risk assessed nor entered a commercial contract with the organisation.

"**Public" Data Classification:** This type of data is freely accessible to the public (i.e., all employees/citizens). It can be freely used, reused, and redistributed without repercussions.

Software as a Service (SaaS): Software applications accessed through a web browser, paid for on a subscription basis.

Users: Employees, work experience personnel, volunteers, contractors, consultants, temporary staff and other categories of personnel who use the City information and technology resources (including Elected Members).

Virtual Assistant Agent (bot): Digital assistant powered by AI designed to save time, reduce manual work, and make it easier to access the right information. It can answer questions, guide you through processes, and help with tasks like finding documents, submitting forms, or checking policies.

Relevant management practices/documents

City of Stirling Code of Conduct for Council Members, Committee Members and Candidates City of Stirling Employees Code of Conduct
City of Stirling Digital Strategy 2025-2028
City of Stirling Recordkeeping Plan
City of Stirling Privacy Statement
Information Management Policy
Information and Technology Acceptable Use Policy

Legislation/local law requirements

Freedom of Information Act
1992 Local Government Act
1995 State Records Act 2000
WA Artificial Intelligence Policy and Artificial Intelligence Self-Assessment Framework 2025

Office use only				
Relevant delegations	Not Applicable			
Initial Council adoption	**Date**	21 November 2023	**Resolution #**	1123/023
Last reviewed	**Date**	18 November 2025	**Resolution #**	
Next review due	**Date**	2026		

Generative Artificial Intelligence (AI) Policy

Responsible Directorate	~~Office of the CEO~~Corporate Services
Responsible Business Unit/s	Corporate Information Services~~Governance~~
Responsible Officer	~~Manager Governance~~Chief Technology Officer
Affected Business Unit/s	**All**

Objective

To enable appropriate usage of AI by the City of Stirling ("City").
To establish a framework for the City's ~~of Stirling ('City')~~ use of Artificial Intelligence (AI) to ensure ~~-~~ human-centered values in its implementation, that its ~~-~~ use is ethical, fair and transparent, and that ~~-~~privacy and security ~~implications~~ are managed appropriately whilst leveraging the benefits of AI for the City and its community.

Scope

This policy applies to all users including Elected Members.

This policy applies to all AI used, whether in internet search assistants, virtual assistants (i.e. Copilot, agents), Software as a Service (SaaS), Model as a Service (MaaS) or native cloud.

~~The policy enables appropriate usage of AI within the organisation, whilst protecting data from unauthorised exposure.~~

Policy

The City will adopt and use AI technologies in a planned manner to ensure:

- The benefits of AI for the City and its community are realised~~.~~.
- Data and privacy protections are in place to restrict unauthorised disclosure.
- Security protections are in place to alleviate risks to the City's systems and data.
- Copyright and intellectual property considerations have been assessed and approved.
- Ethical risks are identified and managed in accordance with the City's codes of conduct.
- Information prepared by AI is verified by humans with applied critical thinking before final use.
- Users develop skills and understanding related to the use, risks and implementation of AI.
- The City integrates its approach to AI so there is alignment with the Digital Strategy 2025-2028 and with~~in~~ Technology and Data Governance efforts.

General Usage

- The use of ~~generative~~ AI tools on ~~the~~ City owned devices is restricted to work related purposes and for limited personal use that does not interfere with ~~their~~ work or compromise the organisation.
- ~~Results~~ Outputs of ~~all generative~~ AI tools must be explainable and transparent in use.
- Users must appropriately disclose the use of ~~generative~~ AI in generating information, assisting with decision making or producing communications.
- Results of all ~~generative~~ AI tools must be verified by a person before use or communication.

Licensed ~~Generative~~ AI Applications

- The City may approve the use of commercial (generative) AI tools operating within the City's environment to ensure that the AI application meets the business outcome.
- All commercial AI applications, tools or software must undergo a ~~n initial~~ security assessment and AI assessment by the Corporate Information Services (CIS) Information Security team before adoption by the City.
- CIS will maintain and publish a catalogue of all commercial AI applications that are security assessed to help users select the pre-assessed application for any new use case.
- No vendors or tools that enforce "third-party data sharing" may be selected for commercial use.
- The City may, at its discretion, decide to make licensed AI applications available to users.

Publicly available (free) AI Applications

- Users must obtain prior approval from their manager (for Elected Members, the Chief Executive Officer to provide guidance on the use of alternative AI platforms) and the Chief Technology Officer ('CTO') for any business use case that ~~require~~requires the use of publicly available (free) AI applications. The use case must be documented and contain details of the data type used, expected output from the AI application and process of reviewing results.
- Users must not distribute or click on any links provided or generated by public AI platforms or bots. These links could lead to phishing sites or malware downloads. Users must ~~O~~only click on links from trusted sources.
- Publicly available generative AI tools must not be used where services will be delivered, or decisions will be made.
- *Users must not input confidential, personal, or sensitive data (e.g., PII, financial, health) into public AI tools, including internet search assistants*

Roles and Responsibilities

The table below details the roles and responsibilities:

Roles	Responsibilities
Chief Executive Officer (CEO)	• Approve~~s~~ ~~Set~~ the overall vision and strategy for AI adoption and governance within the City. • Approve any exception to this Policy. • ~~To g~~Guide Elected Members on the use of alternative AI platforms.
Chief Technology Officer (CTO)	• Act as the City's AI Accountable Officer, responsible for approving all AI Assurance Framework self-assessments. • Ensure alignment of AI use with WA Government AI principles. • Approve the use of publicly available generative AI platforms for ~~user's~~the City's use. • Ensure the City's technical infrastructure is aligned with the City's overall AI approach. • Oversee~~s~~ the security of the City's business systems and data~~bases~~. • Approve management practices ~~,nd~~standards and decision making on key data governance issues, including oversight of incident reports related to data breaches/leaks.

~~Corporate Data Governance Group (CDGG)~~ Executive Directors	• Drive~~s~~ positive organisational change with regards to AI alignment to the City's purposes~~.~~. • Approve management practices~~policies,~~ ~~and~~ standards and decision making on key ~~data~~ AI governance ~~issues~~, including oversight of incident reports related to data leaks.
Corporate Information Services (CIS)	• Manage~~s~~ the security of the City's business systems and databases, including initial ~~AI~~ security assessments, AI assessments, and incident management. • Maintain and publish a catalogue of all commercial AI applications that are security assessed and allowed to be used in the City for business purposes.~~,~~
People Capability	• ~~•~~ Along with CIS, drive~~s~~ positive organisational change with regards to AI. • Support the capability uplift of AI literacy
Users	• Obtain Business Unit Manager~~'s~~ (for Elected Members, the CEO will guide the use of alternative AI platforms) and CTO approval for any business use case that require~~s~~ the use of publicly available (free) AI application. • Ensure acceptable use of AI, in accordance with this Policy.
Business Unit Managers	• Review and approve~~'~~ user request~~s~~ for the use of any public AI platforms or bots for completion of their official duties prior to approval from the CTO. • Ensure acceptable use of AI, in accordance with this Policy.
Supervisors	• Ensure acceptable use of AI within their respective team, in accordance with this Policy.

Incident~~s~~ Reporting

Any incident related to a data ~~leak~~ breach/leak through the use of AI tools must be reported immediately to the Service Desk.
The incident must be handled through the City's Incident Management Process and reported periodically to the ~~Corporate Data Governance Group~~Executive Team by the Chief Technology Officer.

Policy Compliance

In the event of an alleged breach of this policy, or any investigation of misconduct or inappropriate use, the City reserves the right to verify compliance with this policy through various methods. This may include, but is not ~~be~~ limited to, monitoring usage, reviewing logs, accessing cookie history, and engaging internal and external audits.

Exceptions

Any exception to this policy must be approved by the CEO in advance.

Definitions

Artificial Intelligence: computer systems able to perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages.

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AI Assurance Framework: A structured self-assessment tool mandated by the WA Government to evaluate AI projects across key risk domains.

Bot: is a software program that operates on the Internet and performs repetitive tasks.

Contestability: The ability for decisions made by AI systems to be challenged or reviewed.

Explainability: The degree to which the internal mechanics of an AI system can be understood and communicated.

~~**Bot:** is a software program that operates on the Internet and performs repetitive tasks.~~

Generative Artificial Intelligence (AI): a subset of AI techniques that involve the use of algorithms to generate new, original data. Unlike traditional AI, which is designed to solve specific tasks based on pre-existing data, generative AI algorithms can produce new data that has never been seen before.

Model as a Service (MaaS): pre-built algorithms that allow users to build, train, and deploy machine learning models without the need for extensive hardware or software investments.

Publicly Available platforms/bots/generative AI: These are third-party AI platforms, tools or software that have not been security risk assessed nor entered a commercial contract with the organisation.

"**Public" Data Classification:** This type of data is freely accessible to the public (i.e., all employees/citizens). It can be freely used, reused, and redistributed without repercussions.

Software as a Service (SaaS): ~~s~~Software applications accessed through a web browser, pa~~ying~~id for ~~it~~ on a subscription basis.

Users: ~~are e~~Employees, work experience personnel, volunteers, contractors, consultants, ~~temporary~~temporary staff and other categor~~y~~ies of personnel who use the City information and technology resources (including Elected Members).

Virtual Assistant Agent (bot): ~~d~~Digital assistant powered by AI designed to save time, reduce manual work, and make it easier to access the right information. It can answer questions, guide you through processes, and help with tasks like finding documents, submitting forms, or checking policies.

Relevant management practices/documents

City of Stirling Code of Conduct for Council Members, Committee Members and Candidates
City of Stirling Employees Code of Conduct
City of Stirling Digital~~Data~~ Strategy 2025-2028
City of Stirling Recordkeeping Plan
City of Stirling Privacy Statement
Information Management Policy
Information and Technology Acceptable Use Policy

Legislation/local law requirements

Freedom of Information Act

1992 Local Government Act

1995 State Records Act 2000

WA Artificial Intelligence Policy and Artificial Intelligence Self-Assessment Framework 2025

Office use only				
Relevant delegations	Not Applicable			
Initial Council adoption	**Date**	21 November 2023	**Resolution #**	1123/023
Last reviewed	**Date**	**1 November 2025**	**Resolution #**	
Next review due	**Date**	2026		

12.2/ES2 VISIBILITY ENHANCEMENT OF UNSIGNALISED PEDESTRIAN CROSSINGS – USE OF RED COLOUR TREATMENTS

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.*

Council Resolution

1125/036

Moved Councillor Creado, seconded Councillor Proud

That the City CONSIDERS the use of contrasting red-paint treatments for future installations of zebra or wombat crossings

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That the City CONSIDERS the use of contrasting red-paint treatments for future installations of zebra or wombat crossings.

Officer's Recommendation

That the City CONSIDERS the use of contrasting red-paint treatments for future installations of zebra or wombat crossings.

Purpose

At its meeting held 26 August 2025, in response to a Notice of Motion from Cr Re, Council requested a report on the number of crossings, suburb, locations and the cost of painting either side of the white crosswalk / pedestrian road crossings red in colour to make it more visible to both pedestrians and all road users and potentially reduce road accidents (Council Resolution Number 0325/025).

Details

Unsignalised pedestrian crossings that provide priority for pedestrians over vehicles are generally categorised as:

- Zebra Crossing - an unsignalized pedestrian crossing marked by white stripes across the road surface. These are typically installed at-grade (i.e. level with the adjacent road surface) and rely on driver awareness and pedestrian priority.
- Wombat Crossings - these are similar to zebra crossings; except they are applied on a raised platform to further encourage lower vehicles speeds and increased driver compliance.

Location of Unsignalised Pedestrian Crossings

Zebra and Wombat crossings are typically applied along a midblock section of road to ensure safe passage for pedestrians. There are four pedestrian crossings in the City of Stirling, which are listed in Table 1 below.

Road	Location	Suburb	Type	Installed
Stancliffe Street	North of Woodsome Street (near ECU)	Mt Lawley	Zebra	2003
West Coast Drive	North of Bennion Street (near former Yelo Café site)	Trigg	Wombat	2024
West Coast Drive	North of Sholl Avenue (near North Beach Deli)	North Beach	Wombat	2024
West Coast Drive	South of Elsie Street (near Little Bay Café)	Watermans Bay	Wombat	2024

Table 1 – Location and Type of Unsignalised Pedestrian Priority Crossings

More recently, zebra crossings have also been installed at unsignalised left turn slip lanes at traffic signals to improve pedestrian visibility and safety. There are more than 30 locations spread across 20 different signalised intersections within the City of Stirling that have such crossings. However, given that these types of crossings are managed by Main Roads WA as part of the overall traffic signal configuration, only the four pedestrian crossings listed in Table 1 are being considered as part of this report.

Adherence to Guidelines

The use of red-coloured treatments is not commonly applied to pedestrian crossings. However, Main Roads WA has advised that their use at zebra and wombat crossings is acceptable. Main Roads WA's standard drawing for pedestrian zebra crossings includes the following note:

"The road surface shall be constructed from a material contrasting colour to the white pavement markings."

Two pedestrian crossings that have been modified to include red-coloured treatments in the City of Perth include:

- Railway Street, West Perth (near West Leederville Railway Station) – Installed April 2018
- Harvest Terrace, West Perth (near Parliament House) – Installed May 2025

These installations serve as examples of urban applications aimed at improving pedestrian safety.

Advantages and Disadvantages

The main advantages of red-coloured treatments at unsignalised pedestrian crossings include:

- Enhances visibility of pedestrian crossings.
- Reinforces pedestrian priority.
- May reduce vehicle speeds and improve safety perception.

The potential disadvantages of red-coloured treatments at unsignalized pedestrian crossings include:

- Additional installation and maintenance costs.
- Potential fading over time requiring reapplication.
- Limited effectiveness if installed on red asphalt platforms.

Crossing History and Effectiveness

The zebra crossing along Stancliffe Street has been in place since 2003 with no reported crashes in the last decade. The three wombat crossings along West Coast Drive were installed in late 2024 and are currently the subject of further analysis. These wombat crossings have been installed on red asphalt raised platforms, so additional red paint would not significantly alter their visibility or enhance safety. Given this information, there would not appear to be any requirement for additional enhancements at the four crossings at this stage.

While the benefits of applying red paint to existing crossings may be limited, the City can consider the use of contrasting red-paint treatments for future installations of zebra or wombat crossings, particularly where visibility enhancement is warranted.

Financial Assessment and Implications

The estimated cost to apply red paint to a zebra or wombat crossing is approximately $3,000 to $5,000 per crossing, depending on surface preparation, materials, and traffic management requirements.

Stakeholder Engagement

The City has engaged with Main Roads Western Australia (MRWA) to understand the requirements for the installation of contrasting red paint at designated pedestrian crossings.

Options Summary

The following options were considered.

OPTIONS	
1.	The City CONSIDERS the use of contrasting red-paint treatments for future installations of zebra or wombat crossings.
2.	The City DOES NOT CONSIDER the use of contrasting red-paint treatments for future installations of zebra or wombat crossings.

Recommended Action

The City has a relatively small number of unsignalised pedestrian crossings, and the benefits of applying red paint to these existing crossings may be limited at this stage. However, the City can consider the use of contrasting red-paint treatments for future installations of zebra or wombat crossings, particularly where visibility enhancement is warranted.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
26 August 2025	0825/050	That a report be PRESENTED to the 18 November 2025 Community and Resources Committee meeting on the number of crossings, suburb, locations and the cost of painting either side of the white crosswalk / pedestrian road crossings red in colour to make it more visible to both pedestrians and all road users and potentially reduce road accidents.

Sustainable Stirling 2022-2032

Key Result Area: Our built environment

Objective: An accessible and connected City

Priority: Provide a safe network of cycleways and pathways to link people and places

Priority: Provide and maintain safe and accessible roads and parking

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Main Roads WA – Standard Drawing 200331-0164 Pedestrian Zebra Crossing

12.2/ES3 ROAD SAFETY REVIEW - INTERSECTION OF MAIN STREET AND CAPE STREET, OSBORNE PARK

Business Unit:	Engineering Services	Service: Transport Services
Ward:	Osborne	Location: Intersection of Main Street and Cape Street, Osborne Park
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/037

Moved Councillor Creado, seconded Councillor Proud

1. **That Council NOTES the information in this report on the review of road safety and crash statistics for the intersection of Main Street and Cape Street, Osborne Park.**
2. **That the City continues to MONITOR traffic volumes and crash data for the intersection over the next 12 months and provides a further report to Council should any significant changes occur.**

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

1. That Council NOTES the information in this report on the review of road safety and crash statistics for the intersection of Main Street and Cape Street, Osborne Park.

2. That the City continues to MONITOR traffic volumes and crash data for the intersection over the next 12 months and provides a further report to Council should any significant changes occur.

The motion was put and declared CARRIED (8/0).

For: Councillors Creado, Ferrante, Giudici, Hatton, Olow, Perkov, Proud and Mayor Irwin.
Against: Nil.

Officer's Recommendation

That Council NOTES the information in this Report on the review of road safety and crash statistics for the intersection of Main Street and Cape Street, Osborne Park.

Purpose

To respond to a resolution from Council regarding a further review of safety and crash statistics at the intersection of Main Street and Cape Street, Osborne Park.

Details

Background

At the Council Meeting held 4 February 2025, Council considered a report detailing a road safety review of safety and crash statistics at the intersection of Main Street and Cape Street in Osborne Park (Council Resolution Number 0225/013). In considering the report, Council noted the review, but requested a further report be presented to provide a review of updated traffic and crash statistics following the opening of Main Roads WA's Smart Freeways project.

Intersection Configuration

The intersection of Main Street and Cape Street is a 4-way signalised intersection surrounded by commercial properties on all four corners. Main Street is a four-lane District Distributor (A) road that carries approximately 17,000 vehicles per day in the vicinity of Cape Street. Cape Street is a two-lane Local Distributor road that carries between 4,500 and 6,300 vehicles per day on the approaches to Main Street.

The intersection incorporates two approach lanes and two exit lanes on all four legs. For each approach, the kerbside lane accommodates left turns and through movements, and the median lane accommodates through movements and right turns. The intersection phasing includes separate phases and right-turn arrows on the two Main Street (north and south) approaches. However, right turns on the two Cape Street approaches are made by vehicles filtering through vehicles travelling in the opposite direction.

Review of Crash Statistics

The previous review of crash statistics in February 2025 considered the five-year crash data from 2019 to 2023. Since that time, updated crash data has been obtained for the five-year period from 2020 to 2024.

The crash frequency at the intersection has reduced from 14 reported crashes (for the period 2019 to 2023) to 13 reported crashes (for the period 2020 to 2024). The intersection ranking has reduced from 141st to 153rd of all intersections across the City in terms of crash frequency. A summary of crash statistics for this intersection, including crash types, crash severity and other crash factors, is shown in Table 1 and Figure 1 of Attachment 1.

The number of reported crashes at this intersection was previously as high as 71 reported crashes (for the five-year period 2004 to 2008). However, traffic signal modifications introduced in 2010 resulted in a significant improvement to road safety, with an 82% reduction in crash frequency, and a 100% reduction in the number of right turn/through crashes on the Main Street approaches.

Review of Crash Patterns

A detailed review of the current crash patterns has been undertaken to identify any trends that require further investigation.

The crash diagram in Attachment 1 shows that five of the 13 crashes were right-angle crashes between vehicles on adjacent approaches. These types of crashes can only occur if one of the two vehicles has driven through a red light, as there is no phase where both movements are permitted simultaneously. These types of crashes are difficult to address with engineering modifications, as they are related entirely to driver inattentiveness.

Of the remaining crashes, the most common crash type is rear-end crashes. There were three rear-end crashes on Main Street south and two on Main Street north. When the number of rear-end crashes is significantly higher, a potential solution is the installation of overhead mast arms. However, the number of rear-end crashes at this intersection would not justify the expenditure for such a treatment.

The introduction of right turn arrows on the two Cape Street approaches has previously been requested. However, these are typically installed in response to a high number of right turn/through type crashes. The most recent crash data shows there were none of these crashes on the two Cape Street approaches, and the installation of right turn arrows on Cape Street would not likely be approved by Main Roads WA.

Impact of Smart Freeways Project

The Smart Freeways project, for the section of the Mitchell Freeway southbound on/off-ramps in Osborne Park, was officially opened on Sunday 22 December 2024. As part of these works, the following modifications were introduced to intersections along the Freeway southbound on-ramp:

- Hector Street – cul-de-sac closure to remove all vehicle access between Hector Street and the on-ramp.
- McDonald Street – partial closure to remove exit movements from McDonald Street to the Freeway and only allow entry into McDonald Street from the on-ramp.

The impact of these two closures has forced more vehicles to use Cape Street to access the southbound freeway on-ramp. These impacts were considered by Main Roads WA during their planning phase, and they implemented several changes to the road configuration of Cape Street to better accommodate the increase in traffic volumes.

Recent traffic surveys on Cape Street were undertaken and a comparison with the surveys undertaken prior to the opening of the Smart Freeways project are shown in the table below.

Section of Cape Street	Average Weekday Traffic Volume [vehicles per day]			Operating (85th Percentile) Speed [km/h]		
	Before (Nov 2022)	After (Oct 2025)	Change	Before (Nov 2022)	After (Oct 2025)	Change
West of Josip Place	3,471	6,447	+2,976	54.0	52.9	-1.1
East of Albert Street	4,579	6,584	+2,005	54.9	52.4	-2.5

The data shows that the changes made by Main Roads WA under their Smart Freeways project has resulted in a significant increase in traffic on Cape Street, which was expected. However, the current volumes remain within the desirable range for a Local Distributor road, and the latest crash statistics demonstrate that the increased volume has not had any adverse impact on intersection safety at this stage. The City will continue to monitor these impacts; however no further modifications are considered to be required at this stage.

Financial Assessment and Implications

Nil.

Stakeholder Engagement

Nil.

Options Summary

The following options were considered.

OPTIONS	
1.	That Council NOTES the review of road safety and crash statistics for the intersection of Main Street and Cape Street, Osborne Park.

Recommended Action

The intersection of Main Street and Cape Street is operating safely and within acceptable parameters. As such, no further modifications are required at this stage.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
3 December 2024	1224/021	That a report be PRESENTED to the next Community and Resources Committee Meeting regarding a review of safety and crash statistics at the intersection of Main Street and Cape Street in Osborne Park.
4 February 2025	0225/013	1. That Council NOTES the review of road safety and crash statistics for the intersection of Main Street and Cape Street, Osborne Park. 2. That a further report be PRESENTED to Council within 12 months to provide a review of updated traffic and crash statistics following the opening of Main Roads WA's Smart Freeways project.

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

Strategic Risk

Strategic Risk	Risk Appetite
Funding	The City will take sufficient financial risk to enable it to achieve its strategic objectives, providing it does not significantly impact on the long term financial sustainability of the City.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.

Relevant Documents and Information

Attachments

Attachment 1 - Summary of Crash Statistics 2020-2024 ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil

Crash Type			Crash Severity			Road Conditions		
Rear End	5	(38%)	Fatal	0	(0%)	Dry	13	(100%)
Right Angle	5	(38%)	Hospital	0	(0%)	Wet	0	(0%)
Hit Object	1	(8%)	Medical	2	(15%)	**Total**	**13**	
Other	2	(15%)	Property Damage Major	6	(46%)			
Total	**13**		Property Damage Minor	5	(39%)			
			Total	**13**				
Light Conditions			**Time of Day**			**Day of Week**		
Daylight	7	(54%)	Morning (6am-9am)	2	(15%)	Monday	3	(23%)
Dark – Street Lights On	5	(38%)	Middle of Day (9am-3pm)	5	(38%)	Tuesday	2	(15%)
Dawn / Dusk	1	(8%)	Afternoon (3pm-6pm)	0	(0%)	Wednesday	6	(46%)
Total	**13**		Evening (6pm-9pm)	5	(38%)	Thursday	0	(0%)
			Overnight (9pm-6am)	1	(8%)	Friday	1	(8%)
			Total	**13**		Saturday	1	(8%)
						Sunday	0	(0%)
						Total	**13**	

Table 1 – Summary of Crash Statistics for Main Street and Cape Street for Crashes between 2020 and 2024

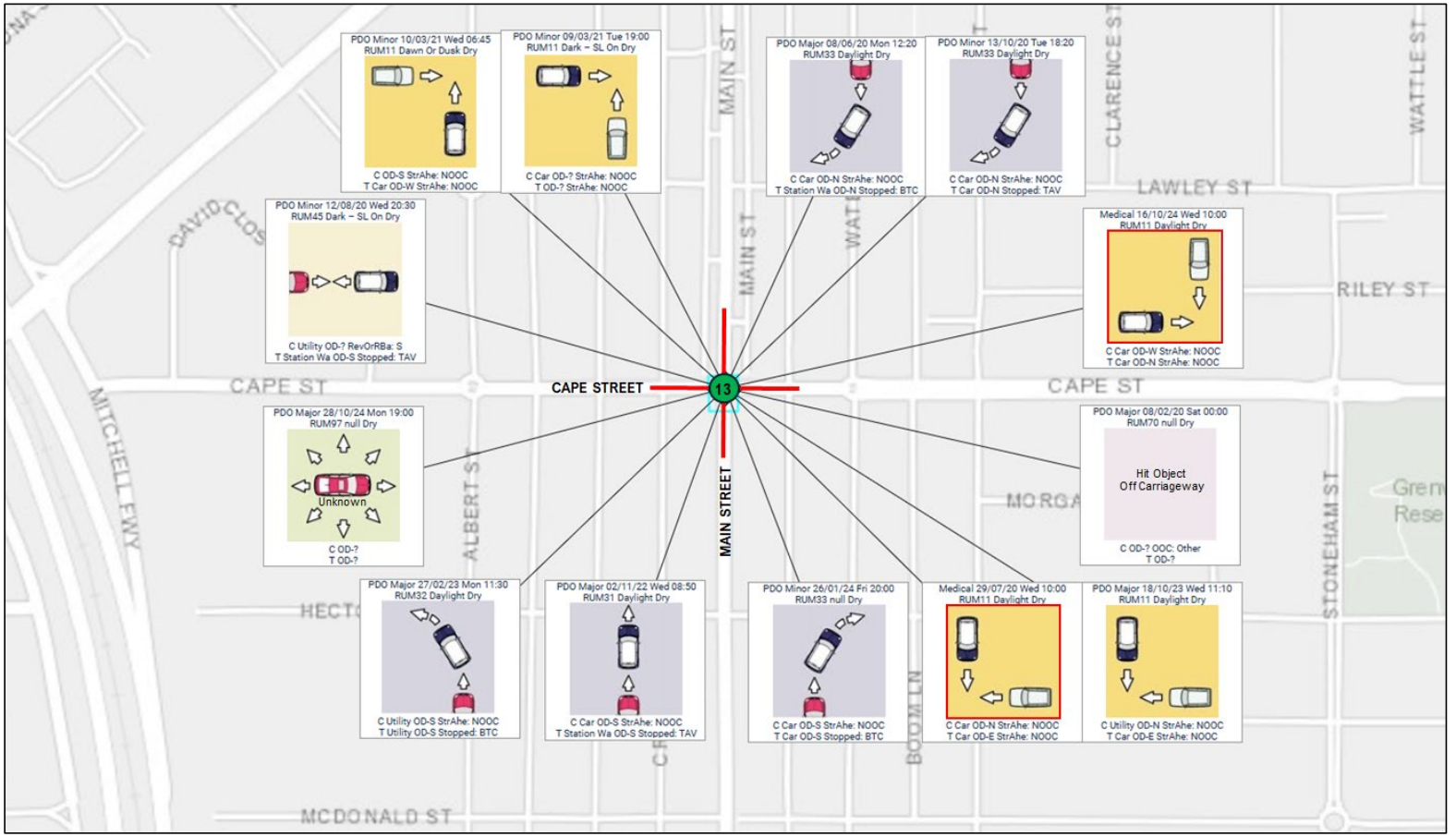


Figure 1 – Crash diagram for Main Street and Cape Street for crashes between 2020 and 2024

Councillor Joe Ferrante disclosed an Impartial Interest in Item 12.2/ES4 as he went to school at St Kieran's and Servite College.

Councillor Teresa Olow disclosed an Impartial Interest in Item 12.2/ES4 as she has met with the Principal of St Kieran's.

Councillor Stephanie Proud JP disclosed an Impartial Interest in Item 12.2/ES4 as she has family members living in the vicinity.

12.2/ES4 PROPOSED TRIAL INTERSECTION CLOSURE - TYLER STREET AND CAPE STREET, TUART HILL

Business Unit:	Engineering Services	Service: Transport Services
Ward:	Osborne	Location: Intersection of Cape Street and Tyler Street, Tuart Hill
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/038

Moved Councillor Creado, seconded Councillor Proud

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**

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

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.

Officer's Recommendation

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.

Purpose

To advise Council of the results of the community consultation regarding a proposal to close the left turn lane from Tyler Street into Cape Street and enable Council to endorse the trial closure.

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.
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.

Masterplan – Servite College and St Keiran Catholic Primary School

At the Council Meeting held 28 May 2024, Council considered a report on the proposal for a trial closure of Tyler Street and Cape Street. At that time, officers recommended against proceeding due to the potential adverse impacts on traffic patterns in the surrounding road network. Council resolved (Council Resolution Number 0524/028) instead to engage with St Kieran Catholic Primary School and Servite College to discuss a future Masterplan and to report back within six months. Delays in finalising the Masterplan for both campuses, along with the completion of a traffic impact study, resulted in a delay in reporting back to Council with an options analysis.

At the Council Meeting held 12 August 2025, Council noted (Council Resolution Number 0825/006) the 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. The ability of the road network to accommodate future development on the campuses is a key factor in the development on the Masterplan. For this reason, it is unlikely that the Masterplan can be finalised until a decision on the future of the Tyler Street and Cape Street intersection is known.

Community Consultation

At the Council Meeting on 12 August 2025, Council resolved (Council Resolution Number 0825/006) to proceed with a trial closure, subject to the outcome of community consultation. The City subsequently undertook community consultation, as detailed in the *Stakeholder Engagement* section of this report. A plan showing the proposed trial closure is shown in Attachment 1.

A total of 193 formal responses were received, with 81% of respondents supporting the proposed trial closure of the left-turn lane from Tyler Street into Cape Street. It is therefore recommended to proceed with the trial closure, which will allow the City to monitor and evaluate the redistribution of traffic on adjacent roads. The findings will provide valuable data to inform future decisions regarding permanent changes or additional safety improvements in the area.

The trial closure is expected to be implemented prior to the start of the 2026 school year, subject to availability of funding and completion of the notice period required under the Local Government Act.

Financial Assessment and Implications

The cost for the installation of temporary traffic management, monitoring and advertising over three months is estimated to be in the order of $30,000. There are no specific funds allocated for this trial within the current Annual Budget. As such, the cost will need to be funded from the *Minor Traffic Safety Improvements* account (Project Code CP000164).

Stakeholder Engagement

The consultation for the proposed trial closure of the left turn lane from Tyler Street into Cape Street was open from 16 September 2025 to 7 October 2025. Letters detailing the proposed trial closure were sent to approximately 570 households within a 200-metre radius. Two community notice signs were displayed at the site, and direct correspondence was also sent to the Principals of St Kieran Catholic Primary School and Servite College.

During the consultation period, the consultation was promoted on the City's *Roads, Traffic and Civil Works* projects page, which received 434 page views. A news article linked to the project page received 53 page views. A total of 193 formal responses were received, and a summary of the responses is provided in Table 1 below.

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	Percentage
Support	23	6	120	8	157	**81%**
Object	0	7	27	2	36	**19%**
Total	**23**	**13**	**147**	**10**	**193**	**100%**

Table 1 - Submissions Received by Relative Location

A summary of the comments received in the consultation feedback in support and objection to the proposal are provided in Table 2 below.

Theme	No of Responses	Description
Supportive		
Improved safety	128	Respondents express strong support the proposal, emphasising that it will improve safety for the school and broader community. Some respondents felt that the need for improved safety outweighed the inconvenience of the change.
Easier and safer to cross Cape Street	54	Support the proposal as it will be safer and easier to cross Cape Street, particularly for students with a disability.
Reduced vehicle speed	31	Proposal is supported as these respondents feel drivers do not adhere to the school zone speed limit of 40km/h.
Will reduce dangerous driving	13	Respondents often see vehicles speeding through and/or ignoring the STOP signal and often do not look left (toward the crosswalk). Several respondents said they had witnessed drivers turning right into Cape Street from Tyler Street.
Objections		
Inconvenience and reduced access for local residents	15	Respondents stress that the closure will significantly limit their access to major roads including Main Street and the Mitchell Freeway.
Increase traffic on surrounding streets/reduced traffic flow	14	The closure will create more traffic congestion on Tyler Street, forcing traffic to seek alternate routes within the neighbourhood – moving the problem elsewhere. Several mentioned that Waterloo Street is already dangerous due to vehicles parked on the street.
School traffic is the cause of the problem	6	Comments state that the traffic issues in the area are caused by the school-related traffic, not from residents. The closure will unfairly penalise residents.
Opposed to the cost/unnecessary	3	Opposed the cost of the closure with two commentators stating they were concerned about emergency vehicle access.
Increased traffic on other streets will decrease neighbourhood safety	3	The closure will increase traffic in local streets where children and families walk and play making it unsafe. Some respondents felt that the closure would move the issues to another street.

Table 2 - Summary of Comments Regarding Proposal

Options Summary

The following options were considered.

OPTIONS	
1.	That Council ENDORSES the trial closure of Tyler Street, south of Cape Street, for a period of no less than 3 months.
2.	That Council DOES NOT ENDORSE the trial closure of Tyler Street, south of Cape Street.

Recommended Action

Based on the results of the community consultation, it is recommended to proceed with a trial closure of Tyler Street, south of Cape Street, for a period of no less than three months. During the trial closure, the City will monitor and evaluate the redistribution of traffic on adjacent roads and, after the trial closure, residents will be invited to provide feedback. The findings will then be reported back to Council to inform future decisions regarding permanent changes or other safety improvements in the area.

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.

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

Priority: Provide a safe network of cycleways and pathways to link people and places

Strategic Risk

Strategic Risk	Risk Appetite
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.

Relevant Documents and Information

Attachments

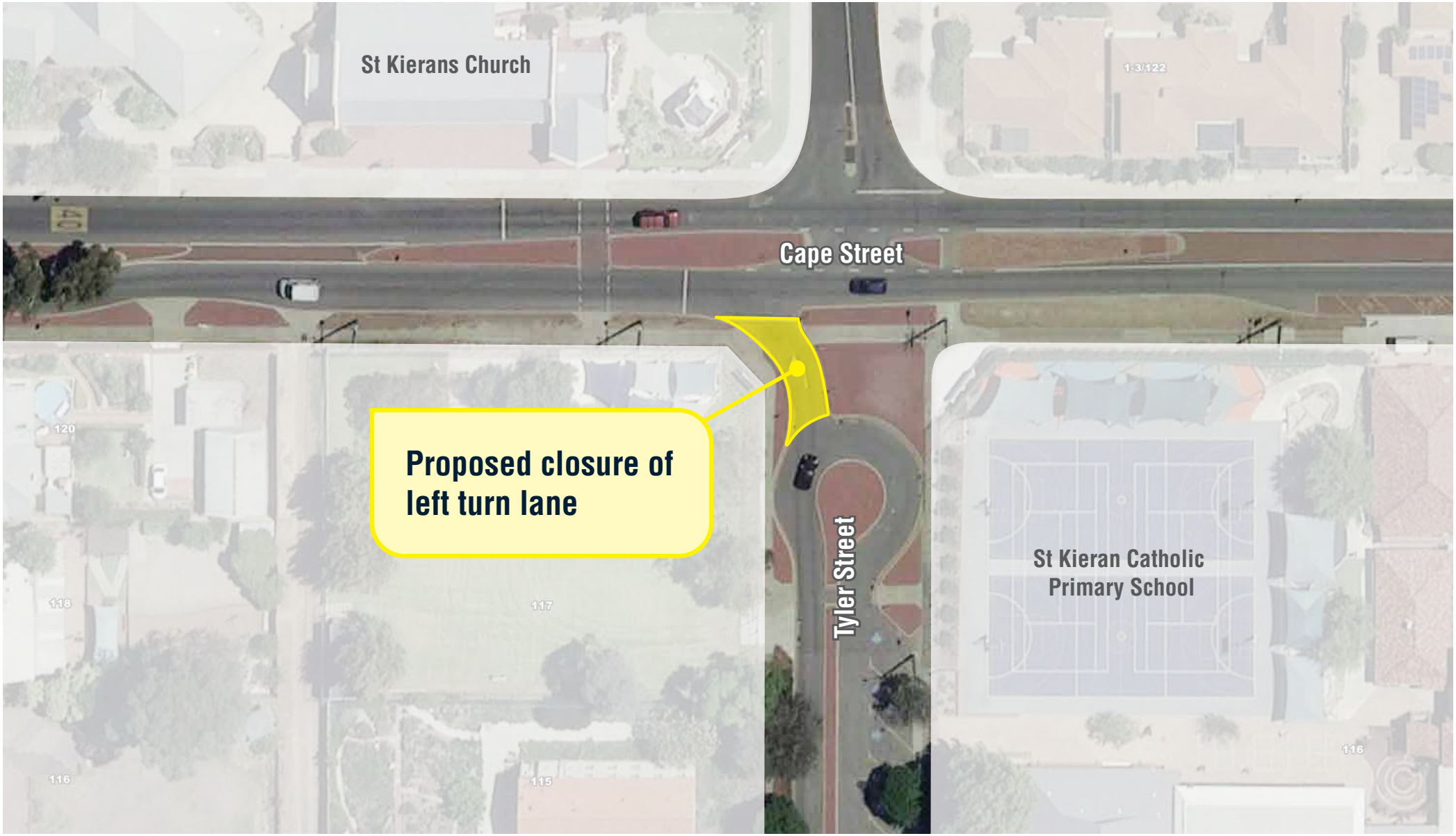
Attachment 1 - Plan of Proposed Trial Closure of Left Turn Lane ⇩

Available for viewing at meeting

Nil

Linked Documents

Minutes of Ordinary Meeting of Council 12 August 2025 (Item 12.2/CF1, page 52)


St Kierans Church
Cape Street
Proposed closure of left turn lane
Tyler Street
St Kieran Catholic Primary School

12.2/RL1 HAMERSLEY PUBLIC GOLF COURSE - CAR PARKING EXTENSION

Business Unit:	Recreation and Leisure Services	Service: Recreation Facilities
Ward:	Hamersley	Location: Hamersley Public Golf Course Facility 102 Marmion Avenue KARRINYUP WA 6018
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/039

Moved Councillor Creado, seconded Councillor Proud

1. **That Council AUTHORISES the expenditure of $350,000 to enable the delivery of a car parking extension at Hamersley Public Golf Course**

2. **That Council ENDORSES the car park extension be funded from the Corporate Project Fund Reserve, with the cost of the car park being repaid to the Reserve from the Hamersley Public Golf Course operating surplus**

3. **That Council NOTES that parking measures will commence immediately, and the parking solution will be completed by no later than June 2026.**

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

1. That Council AUTHORISES the expenditure of $350,000 to enable the delivery of a car parking extension at Hamersley Public Golf Course

2. That Council ENDORSES the car park extension be funded from the Corporate Project Fund Reserve, with the cost of the car park being repaid to the Reserve from the Hamersley Public Golf Course operating surplus

3. That Council NOTES that parking measures will commence immediately, and the parking solution will be completed by no later than June 2026.

Officer's Recommendation

1. That Council AUTHORISE the expenditure of $350,000 to enable the delivery of a car parking extension at Hamersley Public Golf Course

2. That Council ENDORSES the car park extension be funded from the Corporate Project Fund Reserve, with the cost of the car park being repaid to the Reserve from the Hamersley Public Golf Course operating surplus

3. That Council NOTES that parking measures will commence immediately, and the parking solution will be completed by no later than June 2026.

Purpose

To seek Council endorsement for a $350,000 allocation from the Corporate Project Fund to enable the delivery of a car parking solution at Hamersley Public Golf Course, in response to sustained community demand for additional public car parking bays.

Details

Hamersley Public Golf Course is one of Western Australia's oldest public 18-hole courses, originally opened in 1968. In April 2023, Council approved (Council Resolution 0423/010) a multi-million-dollar redevelopment, including a dual-level automated driving range, modern pavilion, food and beverage venue, and improved parking. Since reopening in December 2024, the facility has exceeded expectations, with projected revenue for the current financial year in excess of $6 million and visitation levels significantly above business-case forecasts. This success has reinforced the role of the golf course as a vital community asset for the City.
The redevelopment has led to sustained parking demand which exceeds the current capacity. Despite the addition of 71 new parking bays, the site continues to experience regular overflow - particularly on weekends - resulting in illegal and unsafe parking along Marmion Avenue and College Court, Hamersley.

The current parking undersupply:

- Limits accessibility and visitor satisfaction.
- Constrains commercial potential of the course, driving range, and hospitality facility.
- Increases safety risks and reputational concerns for the City.

An occupancy survey conducted between 29 March 2025 and 11 April 2025 recorded 104 instances of illegal parking, with peak demand consistently exceeding available bays. Despite several mitigation measures, including signage, shifting peak event periods, and off-site parking agreements, the issue persists and is expected to worsen over the spring and summer periods when demand is at a peak.

The City has undertaken a comprehensive review of potential parking options, including the nearby Charles Riley Reserve, College Court, Marmion Avenue Road Reserve, Perth Bible College, and Nursery site. Upon review, the only feasible solution identified is to repurpose part of the 10th fairway to accommodate approximately 50 overflow parking bays with the proposed location and design shown in Attachment 1.

The proposed scope of works includes:

- Hard stand from existing car park to access the overflow location (reduction in 4 bays).
- Pedestrian path extension to connect to the existing path network and fencing for safety.
- Vegetation screening to buffer adjacent event space.
- Use of compacted road base (or similar) to provide a surface that can withstand vehicle traffic.
- Relocation of the 10th tee south of the existing tee.
- Modification of the 18th hole to lengthen and maintain the same course rating.

- Path connection from 9th green to 10th tee.
- Removal of three trees, subject to arborist assessment and regulatory approval, noting that all existing tuart trees are being retained and will be protected at all times.
- The final design may change slightly in response to arboriculture advice to ensure protection of existing tuart trees.

Officers are acutely aware of the need to protect all vegetation on site and already have an established and agreed Vegetation Management Plan that guides all works relating to tree pruning, maintenance and management of vegetation on site. This includes implementing a monitoring program to assess current conditions, identifying, and preserving native ecosystems and a restoration program onsite in key identified areas. Long-term strategies focus on rehabilitation, habitat creation, and ongoing environmental assessments to ensure sustainable land use and biodiversity protection.

It is considered that the creation of approximately 50 bays, in conjunction with other mitigation measures already put in place, will address the current overflow parking issue and maximise site capacity without impacting course functionality. Given the anticipated car parking demand to occur prior to the commencement of Summer, works will be prioritised to accommodate a solution as quickly as practicable. The parking solution is expected to be in place by June 2026.

There is a risk that if no additional capacity is created prior to the onset of summer, overflow parking will be utilised in informal areas along the verge of Marmion Avenue and College Court. This creates a dangerous situation and would leave the City very limited options, potentially requiring enforcement action. This is not a preferred course of action, so some preparatory works to accommodate immediate overflow prior to this summer period are a priority.

Financial Assessment and Implications

As part of the broader Hamersley Public Golf Course redevelopment, the construction of the car park was proposed to support both the upgraded golf course and the newly developed driving range. While the car park serves patrons of both facilities, the current parking undersupply is directly attributable to the driving range and hospitality components of the project.

In the initial business case, the redevelopment was structured to reflect two distinct elements:

- The new pavilion, representing the renewal of an existing asset at the end of its useful life; and
- The driving range, identified as a strategic investment opportunity.

Both components were funded through the Corporate Project Fund Reserve. However, only the driving range investment is scheduled for repayment to the reserve via future operating surpluses, as the pavilion is considered asset renewal.

Given the car park's functional alignment with the driving range, it is recommended that the $350,000 carpark works also be funded from the Corporate Project Fund Reserve, with repayment structured in the same manner as the driving range investment. This approach ensures consistency in funding strategy and aligns with the investment rationale outlined in the original business case.

Stakeholder Engagement

The City has engaged with the food and beverage tenant operating Sunny Social, Tuart Estate, and Caddy's, who has consistently raised concerns regarding car parking. The tenant is supportive of any initiatives that improve parking capacity and enhance the customer experience at Hamersley Public Golf Course.

All customers and user groups will be advised of the temporary parking arrangements prior to implementation. This will include detailed communications to golfers regarding the relocation of the 10th tee - creating a Par 3 instead of the current Par 4 - and modification to the 18th hole to a Par 5 from the current Par 4. These changes enable the car park while maintaining the same course rating.

Recommended Action

The Hamersley Public Golf Course redevelopment has delivered exceptional community and financial outcomes for the City. However, the sustained parking shortfall presents a clear and immediate risk to accessibility, safety, and utilisation. The proposed parking solution is a pragmatic, low-impact response that addresses urgent operational pressures while allowing time for a permanent solution to be developed through future budget processes. It aligns with the original investment rationale, leverages existing infrastructure, and supports broader strategic opportunities, including potential expansion of event and recreational offerings.

It is recommended that Council **endorse the allocation of $350,000 from the Corporate Project Fund** to support the delivery of a **parking solution at Hamersley Public Golf Course, in** response to sustained community demand and operational pressures. Repayment would be structured in alignment with the driving range investment.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Sustainable Stirling 2022-2032

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

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.

Relevant Documents and Information

Attachments

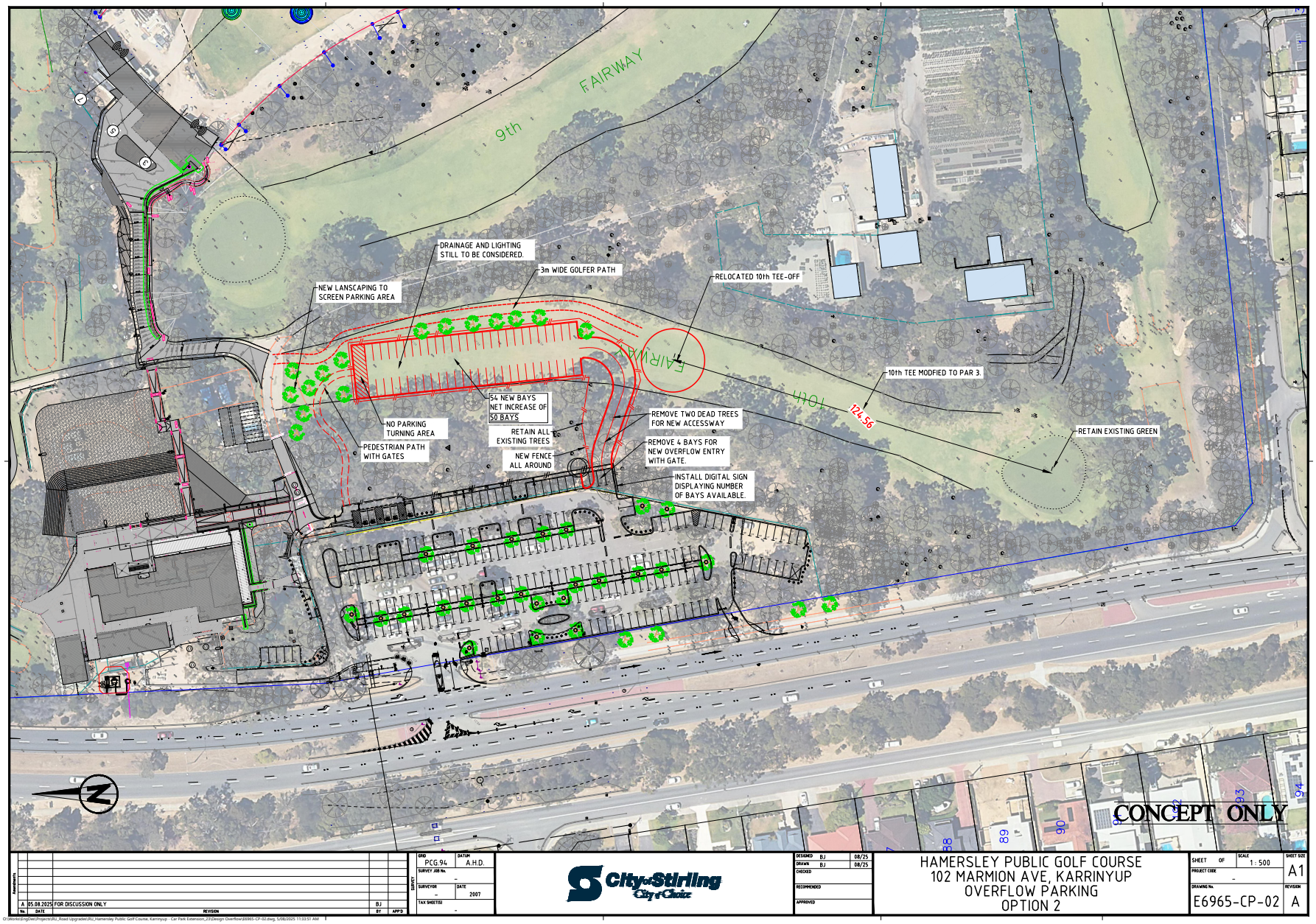
Attachment 1 - Hamersley Public Golf Course Carpark Design ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.


FAIRWAY
9th
DRAINAGE AND LIGHTING STILL TO BE CONSIDERED.
3m WIDE GOLFER PATH
NEW LANSCAPING TO SCREEN PARKING AREA
RELOCATED 10th TEE-OFF
FAIRWAY
10th TEE MODFIED TO PAR 3.
10th
124.56
54 NEW BAYS NET INCREASE OF 50 BAYS
NO PARKING TURNING AREA
RETAIN ALL EXISTING TREES
REMOVE TWO DEAD TREES FOR NEW ACCESSWAY
RETAIN EXISTING GREEN
PEDESTRIAN PATH WITH GATES
NEW FENCE ALL AROUND
REMOVE 4 BAYS FOR NEW OVERFLOW ENTRY WITH GATE.
INSTALL DIGITAL SIGN DISPLAYING NUMBER OF BAYS AVAILABLE.
CONCEPT ONLY
A 05.08.2025 FOR DISCUSSION ONLY BJ
No. DATE REVISION BY APP'D
GRID PCG 94
DATUM A.H.D.
SURVEY JOB No. -
SURVEYOR -
DATE 2007
TAX SHEET(S) -
DESIGNED BJ 08/25
DRAWN BJ 08/25
CHECKED
RECOMMENDED
APPROVED
HAMERSLEY PUBLIC GOLF COURSE
102 MARMION AVE, KARRINYUP
OVERFLOW PARKING
OPTION 2
SHEET OF
SCALE 1:500
SHEET SIZE A1
PROJECT CODE -
DRAWING No. E6965-CP-02
REVISION A

The Director Community Development Michael Quirk disclosed an Impartial Interest in Item 12.2/RL3 as he is a Basketball WA (BWA) Board Member with the BWA strategic plan identifying 'places to play' as a key priority, including people being able to walk to a local basketball facility in their local park.

12.2/RL3 BASKETBALL COURTS ON PUBLIC OPEN SPACES

Basketball Courts on Public Open Spaces - Additional Noise Mitigation Strategies

Business Unit:	Recreation and Leisure Services	Service: Leisure Services
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/040

Moved Councillor Creado, seconded Councillor Proud

1. **That Council NOTES the noise mitigation strategies identified within this report which will be implemented on a case-by-case basis, where applicable, as part of future outdoor basketball courts planning and design.**

2. **That Council ENDORSES Hancock Karabil Reserve in Nollamara as a pilot site to trial alternative sound mitigation strategies to assess their effectiveness in reducing basketball-related noise, with findings to inform future outdoor basketball court planning in residential areas.**

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Against: Nil.

Committee Recommendation

1. That Council NOTES the noise mitigation strategies identified within this report which will be implemented on a case-by-case basis, where applicable, as part of future outdoor basketball courts planning and design.

2. That Council ENDORSES Hancock Karabil Reserve in Nollamara as a pilot site to trial alternative sound mitigation strategies to assess their effectiveness in reducing basketball-related noise, with findings to inform future outdoor basketball court planning in residential areas.

Officer's Recommendation

1. That Council NOTES the noise mitigation strategies identified within this report which will be implemented on a case-by-case basis, where applicable, as part of future outdoor basketball courts planning and design.

2. That Council ENDORSES Hancock Karabil Reserve in Nollamara as a pilot site to trial alternative sound mitigation strategies to assess their effectiveness in reducing basketball-related noise, with findings to inform future outdoor basketball court planning in residential areas.

Purpose

In response to a Notice of Motion, this report outlines the challenges associated with designing and locating outdoor basketball courts in public open spaces and identifies additional strategies the City can implement to mitigate noise impacts.

Details

At the Council Meeting held 13 May 2025, in response to a Notice of Motion, Council resolved (Council Resolution Number 0525/011) that a report be presented identifying the challenges of designing and locating outdoor basketball courts on public open space (POS), as well as possible strategies to mitigate noise impacts. This report responds to that resolution by outlining the key challenges, current mitigation strategies, and additional design and management options identified through further investigation.

Current Outdoor Basketball Courts Provision

The City currently provides 38 outdoor basketball facilities across its POS with demand for these facilities continuing to grow due to population increase, higher urban density with associated limitations on private open space, and basketball experiencing the fastest participation growth of any sport in Western Australia. While outdoor basketball courts offer significant recreational and social benefits, their planning and delivery are often constrained by several key challenges. These include:

- Noise impacts from ball bounce and backboard strikes.
- Limited availability of suitably sized POS that allow for adequate buffers from residential areas.
- Community expectations around equitable access, safety, and the preservation of existing POS character and use.

To address these challenges, the City has already implemented several mitigation strategies. These include the use of noise-attenuating backboards, strategic placement of courts based on POS classification, court size, intended use and proximity to residences, and limiting usage to daylight hours. Signage is currently provided at select courts, primarily full-sized courts that accommodate gameplay, to communicate expected behaviour and hours of use.

Potential Noise Mitigation Strategies

Further planning, design and management approaches have been identified to both enhance amenity and reduce noise disturbance for nearby residents. These include:

- Acoustic treatments – the use of purpose-built sound barriers, curved retaining walls, and acoustic fencing can help deflect noise away from sensitive land uses. These structures are best suited to larger POS, where visual impact can be managed and sufficient space exists to accommodate such infrastructure. Landscaping elements, including vegetation buffers like dense shrubbery or tree lines, may also assist in absorbing sound although their placement must be carefully considered to avoid obstructing passive surveillance.
- Innovative court layouts – the use of non-rectangular and smaller court formats may help to locate courts further away from residential properties, including in non-standard locations such as between buildings or in high-density areas where it is the only viable option. While the preference will always be to deliver standardised 3x3, half-court or full-court dimensions, the use of alternative formats may be considered where appropriate. Non-rectangular and smaller courts formats still promote basketball and physical activity participation.

- Alternative Surface Materials – while the City already uses noise-attenuating backboards, alternative surface materials can also help further reduce impulsive noise generated by ball bounce, which is one of the main concerns raised by residents regarding basketball-related noise. Materials such as rubber Softfall, rubber tiles and astroturf absorb impact more effectively than traditional concrete and acrylic, resulting in quieter play. Although the cost of installation and maintenance is higher, this approach may be suitable for some high-use courts or those located in close proximity to residential dwellings or sensitive land uses. Astroturf has been identified as a balanced option that provides moderate noise reduction without significantly impacting playability.
- Controlled access systems – such as igloo locks can be considered for full-sized courts that are already fenced. These systems allow for scheduled access and can prevent usage during later hours, which are particularly difficult to manage during months with extended daylight. Importantly, this approach still allows for free public access but restricts use to designated times. For courts that are not fenced, signage may be utilised to clearly communicate expected hours of use and appropriate behaviour, helping to reinforce community expectations and reduce the likelihood of late-night noise disturbances. Although, using solely signage for access control has not proven effective in restricting out of hours use.
- Court location/size aligned with POS classification hierarchy – despite the continued identification and deployment of mitigation strategies, the extent of noise generated by highly utilised outdoor basketball courts in residential settings will remain a challenging issue. Seeking to deliver full-court or half-court facilities within regional and district POS reduces the likelihood of residential impacts given their function and size. By providing access to such outdoor basketball courts within the catchment area serviced by regional and district POS reduces (but does not remove) the need for courts to be provided within community and local POS. Similarly, seeking to deliver 3x3 facilities within community POS reduces the need for courts to be provided within local POS where noise impacts are considered most likely.

Even though there are a number of strategies that can help reduce noise impacts from outdoor basketball, it is important to consider which approaches are suitable for the City to implement, balancing support for informal basketball opportunities with cost, safety, and the various purposes of existing POS. The intent is not to enable basketball facilities in all POS, but to allow the City to consider sites that were previously deemed unsuitable and support a more equitable distribution of basketball facilities across the City.

Alternative Noise Mitigation Strategies Trial

The appropriateness and effectiveness of these various noise mitigation options will be assessed on a site-by-site basis with due consideration of location and financial impact. Where considered appropriate, they will form part of the community consultation to ensure local support and understanding of the rationale behind each approach.

Hancock Karabil Reserve in Nollamara has been identified as a location to further explore the practical application of astroturf as an alternative surface material given its proximity to residential properties and existing resident complaints regarding ball bounce noise. Such a trial would enable testing to assess noise reduction and playability impacts as well as surface wear and tear. Other potential noise mitigation strategies, such as vegetation buffers and acoustic landscaping, may also be trialled at this site to assess their combined impact. Insights gained from this trial would then inform future planning and guide surface selection for other outdoor basketball courts within residential areas. Budgetary considerations, including installation, maintenance, and lifecycle costs, will also be factored into the trial assessment. This has been identified for inclusion in the 2026-27 budget however it will be bought forward if funding can be identified in the current financial year.

Financial Assessment and Implications

The financial implications of implementing additional noise mitigation strategies will be assessed on a case-by-case basis and incorporated into the overall project cost. Where applicable, these costs will be presented to Council for consideration through the annual budget process. The financial implications of trialling alternative noise mitigation strategies at Hancock Karabil Reserve in Nollamara will be listed for considered within the draft 2026/27 budget for consideration.

Stakeholder Engagement

Stakeholder and community consultation will be undertaken individually for each basketball court project, in accordance with the City's Engagement Policy.

Recommended Action

It is recommended that Council notes the noise mitigation strategies identified in the report and that these strategies will be considered on a case-by-case basis, where applicable, as part of future planning and community consultation for outdoor basketball courts.

Relevant Policies, Legislation and Council Resolutions

Environmental Protection (Noise) Regulations 1997
Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
13 May 2025	0525/011	That a report be PRESENTED to the Council meeting to be held 25 November 2025 identifying the challenges of designing and locating outdoor basketball courts on Public Open Spaces as well as possible strategies to mitigate noise impacts.

Sustainable Stirling 2022-2032

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

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.
Reputation	The City will ensure that any decisions that may affect the City's reputation are made at the appropriate level with stakeholders remaining informed and engaged.
Environment	The City will prioritise protection, enhancement and sustainability of the natural environment unless this cannot be achieved without significantly compromising the City's economic or social sustainability.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

Councillor Andrea Creado disclosed an Impartial Interest in Item 12.2/CD2 as she works for Ishar who were involved in the initial scoping study along with Vinnies about food insecurity in Mirrabooka.

12.2/CD2 PROPOSED COMMUNITY FOOD CENTRE BALGA

Business Unit:	Community Development	Service: Community Partnerships
Ward:	Balga	Location: 17 Climping Street BALGA WA 6061
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/041

Moved Councillor Creado, seconded Councillor Proud

1. **That Council APPROVES a new lease between the Department of Housing & Works and the City of Stirling for Lot 400 on Deposited Plan 414691 (17 Climping Street, Balga) for the purpose of entering a sub-lease with St Vincent de Paul to enable the construction and operation of a Community Food Centre, as per the following essential terms:**

    a. **An initial term of 20 years.**

    b. **No further options.**

    c. **Annual rent to be set at $1.**

    d. **All improvements are to be removed at the end of the lease.**

    e. **Assignment is not permitted.**

2. **That Council NOTES this new lease between the Department of Housing & Works and the City of Stirling for Lot 400 on Deposited Plan 414691 remains subject to the approval by the Minister for Housing & Works.**

3. **That Council NOTES the construction and operation of a Community Food Centre by St Vincent de Paul remains subject to statutory approval requirements.**

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

1. That Council APPROVES a new lease between the Department of Housing & Works and the City of Stirling for Lot 400 on Deposited Plan 414691 (17 Climping Street, Balga) for the purpose of entering a sub-lease with St Vincent de Paul to enable the construction and operation of a Community Food Centre, as per the following essential terms:

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Officer's Recommendation

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2. That Council NOTES this new lease between the Department of Housing & Works and the City of Stirling for Lot 400 on Deposited Plan 414691 remains subject to the approval by the Minister for Housing & Works.

3. That Council NOTES the construction and operation of a Community Food Centre by St Vincent de Paul remains subject to statutory approval requirements.

Purpose

To seek Council approval to enter into a Lease Agreement with the Department of Housing & Works for a State Government property at 17Climping Street in Balga for the purpose of then entering a sub-lease with the St Vincent de Paul Society to enable the construction and operation of a Community Food Centre.

Details

The City recognises the negative impacts of food insecurity within our community with the highest levels of impact in the lower socio-economic suburbs of Balga, Westminster, Mirrabooka and Nollamara. Since the COVID-19 Pandemic, food insecurity and financial hardship has resulted in increasing demands for services putting additional pressures on relief services, impacting on the physical and mental health of people accessing these services. These issues have been exacerbated by systemic barriers and a lack of targeted support, particularly for marginalised groups. There is a critical need for a sustainable solution to address food insecurity, financial strain, and social isolation, especially in highly diverse, multicultural areas like Mirrabooka. The City has an opportunity to facilitate the development of a Community Food Centre in Balga to address this community need.

In 2023, St Vincent de Paul (Vinnies) and Ishar Multicultural Women's Health Service (Ishar) undertook a Community Food Centre Needs Assessment to determine the extent of food insecurity in the Mirrabooka and surrounding suburbs and identify community needs (refer to Attachment 1 – Mirrabooka Community Food Centre Needs Assessment Report and Attachment 2 – Mirrabooka Community Food Centre Program Logic Model).

One of the key recommendations from the Needs Assessment (shown in Attachment 1) was the development of a Community Food Centre (CFC) in the Mirrabooka region. Based on an evidence based and innovative model originating from Canada, the proposed CFC focuses on empowering communities by providing access to nutritious food, food skills, education, and social engagement. CFCs not only provide access to healthy, culturally relevant food but also foster community-building, skill development, and advocacy, helping create systemic change. The proposed CFC in the Mirrabooka region seeks to:

- Expand access to safe, dignified, nutritious and culturally appropriate food through innovative, community-driven programs.
- Foster social connections and a sense of belonging by providing a welcoming space where people can share meals, skills and experiences.
- Build resilience around food security by equipping individuals with the resources to access, grow and prepare healthy food.
- Empower community members to advocate for local issues that affect food security, wellbeing and economic stability.
- Create pathways for income generating activities through social enterprise initiatives and skills development.
- Provide volunteering and leadership opportunities, ensuring that participants can contribute meaningfully and take ownership of community programs.
- Enhance access to essential services by connecting individuals with financial counselling, employment support and other wrap-around assistance.

The City has held discussions with Vinnies since late 2024 to explore land availability options for the construction of a CFC. Vinnies have committed to funding the development and operations of a purpose-built CFC although they do not have the financial capacity to acquire land.

Proposed Community Food Centre site

The City has undertaken an exhaustive land mapping exercise across the Mirrabooka region, including both City and State Government controlled land. Many potential sites were determined as not being suitable due to impact on existing land uses, environmental impacts, lack of public transport access and/or insufficient sized land parcel to accommodate a CFC. A vacant site at 17 Climping Street in Balga, controlled by the Department of Housing and Works, was identified as the most appropriate site.

The landholding at 17 Climping Street in Balga was previously leased to the City of Stirling (Shire of Perth) by the State Housing Commission for a Community and Civic Centre. That lease commenced 1 January 1970 with aerial imagery showing that buildings were constructed by 1974 and correspondence on file indicates that the buildings were used to operate a Kindergarten and Infant Health Clinic. In 1985, the City agreed to surrender the western portion of the site in order to permit Homewest to lease that portion to the Aboriginal Evangelical Fellowship. That portion was later subdivided and is now know as 4 Penrith Place, Balga (Lot 401 on Deposited Plan 414691). In 1987, at the request of the State Government the City consented to the transfer of the sub-lease with Balga Kindergarten to the Minister of Education. The City subsequently surrendered the lease for that portion of the site in order to permit a Lease directly between the Housing Commission and the Minister for Education. A new 99 year Lease agreement between the City and the Housing Commission was entered into for a portion of the site for its use as an Infant Health Clinic, effective 1 January 1989.

In 2013, the City wrote to the Department of Housing in relation to the condition of the vacant buildings previously used to operate a Kindergarten and Infant Health Clinic. In 2014, the Department of Housing sought approval to demolish the two buildings, and the site has remained vacant since that time.

Proposed lease and licence arrangements

In May 2025, the City approached the Department of Housing and Works to ascertain if the Department had plans for the vacant site at 17 Climping Street in Balga and whether they would be willing to consider the Vinnies proposal for CFC at this location. Following initial discussions, the City sought and received a formal request for land from Vinnies (refer to Attachment 3) that was forwarded on to the Department.

Through these discussions, the City has received in-principal support from the Department to obtain a lease for this site, and the Department has subsequently commenced the process to obtain Ministerial approval to lease the land for a non-social housing use. The Department has confirmed that any lease would not extend beyond a 20-year term. Under the proposed lease terms, the City would be obliged to engage with Vinnies before the end of the 20-year term to determine if the service is still addressing community need and if so, work with Vinnies to identify alternate locations prior to the end of the lease.

The key lease terms proposed between the City and the Housing Authority are as follows:

ITEM	DESCRIPTION
Lessor	Department of Housing & Works (Housing Authority)
Lessee	City of Stirling
Sub-lessor	City of Stirling
Sub-lessee	St Vincent de Paul Society
Land	Lot 400 on Deposited Plan 414691, held in Certificate of Title 2984/1 and known as 17 Climping Street, Balga
Premises	The whole of the land
Permitted Use	Community Food Centre
Lettable Area	2,561 m²
Lease Term	20 years
Option	Nil
Rent	$1 per annum
Outgoings	All outgoings in the Lease agreement including (but not limited to) Rates, taxes, water, electricity, gas are to be borne by the Lessee.
Repairs and Maintenance	The Lessee will be responsible for maintenance, replacement, repair and cleaning of all fixtures and fittings (including the Lessor's fixtures and fittings) except for any structural maintenance, or any repair or replacement of structural or capital nature.
Rent review	Not applicable
Commencement date	1 January 2026
Term expiry	31 December 2045
Market rent reviews	Not applicable
Bank Guarantee	No bank guarantee or bond is required
Make Good	All improvements are to be removed at the end of the lease with the land restored to its previous condition unless otherwise agreed, with all costs to be borne by the Lessee/Sub-Lessee.
Termination	The Lease will terminate if the Sub-Lease terms are not met including if the Sub-Lessee does not develop the site within 2 years of the commencement of the Lease agreement.
Assignment	The Lessee and the Sublessee will not be permitted to assign the agreement/s

Under Section 3.58 of the *Local Government Act 1995* the City can dispose of this portion of land by way of sublease to St Vincent de Paul Society.

Financial Assessment and Implications

Through the proposed lease and sub-lease arrangement, the City will simply be the enabler of the CFC. Vinnies are committed to this project and have committed funding for construction and operations of the CFC over the lifespan of the 20-year lease period. All capital and operational funding remains the responsibility of Vinnies and their philanthropic/corporate partners.

Legal costs to draft the various agreements are estimated at approximately $10,000, subject to negotiations. The funds for this purpose are included in the City's operating budget for 2025/26.

Stakeholder Engagement

City Officers have been engaging with Vinnies since late 2024, and with State Government representatives since May 2025 regarding the CFC proposal. The concept of the CFC is highly valued, and the State Government have indicated their support of the proposal with in-principal approval and seeking Minister approval (to be provided).

Recommended Action

That Council approve a new lease and sub-lease to enable the development of a CFC within the Mirrabooka region (Balga) to address a demonstrated community need, alleviate food insecurity to those most vulnerable and connect the broader community with a sustainable and community-led model of service delivery.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995
Local Government (Functions and General) Regulations 1996

A local government may dispose of property, including by way of a lease or sub-lease, in accordance with Section 3.58 of the *Local Government Act 1995*. The disposal of this portion of land by way of a sublease to St Vincent de Paul Society is exempt from the provisions of the *Local Government Act 1995*. The exemption is provided by means of Section 30(2)(b) (i) and (ii) of the Local Government (Functions and General) Regulations 1996, whereby the land is disposed of to a body, whether incorporated or not, the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature and the members of which are not entitled or permitted to receive any pecuniary profit from the body's transactions.

Sustainable Stirling 2022-2032

Key Result Area: Our community

Objective: An inclusive and harmonious City

Priority: Facilitate social connections and access to services locally

Key Result Area: Our economy

Objective: A smart and prosperous City

Priority: Advocate, lobby and partner with stakeholders to benefit the community

Strategic Risk

Strategic Risk	Risk Appetite
Partnerships	The City will be proactive in improving existing relationships and working with new partners to grow its reputation as an organisation that the community, business, government and other organisations choose to engage with.

Relevant Documents and Information

Attachments

Attachment 1 - Mirrabooka Community Food Centre Needs Assessment Report ⇩

Attachment 2 - Mirrabooka Community Food Centre Program Logic ⇩

Attachment 3 - St Vincent De Paul Request for Land for Community Food Centre ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Ishar Multicultural Women's Health Services

Vinnies good works

Mirrabooka Community Food Centre Needs Assessment Report

Vinnies WA and Ishar Multicultural Women's Health Services Inc.

Acknowledgement of Country

We acknowledge Aboriginal and Torres Strait Islander peoples,
as the Traditional Custodians of this land, with deep respect.
May Elders, past and present, be blessed and honoured.
May we join together and build a future based on compassion,
justice, hope, faith, and reconciliation.

Report Author

This report was written by Rebecca Ward, Research and Community Engagement Officer, St Vincent de Paul Society (WA).

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Glossary

CaLD:	Culturally and linguistically diverse
CFC:	Community Food Centre
FAO:	United Nations Food and Agriculture Organisation
LGBTQIA+:	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex or other
OMF:	Outcomes Measurement Framework
SEIFA:	Socio-Economic Indexes for Area
WACOSS:	WA Council of Social Services

Executive Summary

Food insecurity and financial hardship are ongoing and increasing issues facing West Australians and addressing these requires a different and innovative approach. Community Food Centres use a multi-layered approach which concurrently targets the individual, community and systemic factors influencing food insecurity.

Research predominantly targeting the Culturally and Linguistically Diverse (CaLD) population residing in Mirrabooka and surrounding suburbs was conducted by Vinnies WA and Ishar Multicultural Women's Health Services. The purpose of this research was to determine the extent of food insecurity in the area and identify community needs. This report presents the key findings of this research and presents recommendations based off these findings.

Key findings - food insecurity

44% of survey respondents indicated they had run out of food in the previous 12 months and were unable to afford to buy more. Over 90% of households that reported running out of food had at least one child, indicating a high number of children residing in food insecure households. Threats were identified to all four domains of food security - food access, availability, utilisation and stabilisation. 48% of survey respondents indicated in the previous 12 months they did not or sometimes did not have enough money to buy food.

Financial considerations were reported as the main driver for respondents choosing where to obtain food from. Food relief (accessing Foodbank, hampers, vouchers, other sources) was a usual source of food for 19% of respondents. Health care and service providers noted that CaLD clients accessing food hampers were often provided with culturally unfamiliar foods which can impact on the use or consumption of these foods (Lawlis, Islam & Upton, 2017).

Key findings - social isolation and loneliness

Feelings of social isolation and loneliness was a strong theme identified across all five focus groups as well as by survey participants. A variety of reasons for feeling socially isolated and lonely was raised by focus group participants including lack of English language, feeling unsafe in their neighbourhood, living alone or being at home alone during the work day. Survey respondents who reported they did not or were unsure whether they felt a sense of belonging in the community and/or felt they had enough support living in Australia were more likely to engage in negative coping strategies if they did not have enough money to buy food (skip meals, eat less) than those who felt connected and supported. Health care providers reported that clients experiencing family domestic violence were more likely to isolate away due to culturally engrained shame and stigma.

Key findings - Community Food Centre project

Unanimous support for a Community Food Centre (CFC) in Mirrabooka was expressed by focus group participants, health care and service providers. This was primarily due to the opportunities the CFC would provide for the community to come together. There was a

strong desire from the CaLD community for programs at the CFC to involve people from different cultures as they were very keen to share and learn about different cultures through food. Additionally, the CFC was seen as a way for individuals to contribute to their community, either through volunteering or bringing in produce from their own gardens in exchange for a meal. Barriers to attending the centre were identified, with the centre being perceived as a place that provides handouts, a lack of trust or unfamiliarity with the CFC, and cultural tensions being prominent themes.

Recommendations

Based on the report findings, the following recommendations have been made:

- **Recommendation One:** Implement a CFC within the central area of Mirrabooka or close surrounding suburbs as soon as feasibly possible. Purchase a commercial property or a house in which the CFC can be run from.
- **Recommendation Two:** Extend the current CFC project management role by a further six months.
- **Recommendation Three:** Develop a working group in consultation with Ishar consisting of Vinnies conference representative(s), the City of Stirling, different cultural groups and stakeholders across the Mirrabooka area, prior to implementation of the CFC, to ensure the Centre is culturally appropriate, addresses the needs of different cultural groups and to develop strategies to diffuse any cross-cultural tensions.
- **Recommendation Four:** Investigate the feasibility of developing a social enterprise to partially fund the implementation of the CFC as there is currently a paucity in available funding opportunities.

1. Background

1.1. About this report

This project began with the acknowledgement that food insecurity and financial hardship is an ongoing and increasing issues facing West Australians and addressing these requires a different and innovative approach. For example, Vinnies Emergency relief service has seen over 30% increase in demand in 2023, compared to the same period of the previous year. The inspiration for the path forward came from the Community Food Centre (CFC) model originally developed in Canada. This pilot project will investigate bringing the CFC approach to Western Australia, a first for the state, with Mirrabooka identified as the initial location.

This report presents key findings from research conducted by Vinnies WA and Ishar Multicultural Women's Health Services between February to March 2023. The purpose of this research was to determine the extent of food insecurity impacting people living in Mirrabooka and surrounding areas, and what needs they have in the community. These findings will inform the need for the development of a Community Food Centre in the Mirrabooka area.

1.2. Understanding food insecurity

Threats to food security are an increasing global issue, and high-income countries such as Australia are not immune. The United Nations Food and Agriculture Organisation (FAO) states that "food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life" (FAO, 2006). There are four domains which must be met simultaneously for food security to be realised (FAO, 2006), as shown in Figure 1.

- **Food availability** refers to reliable and consistent quantities of food which is of satisfactory quality and includes the location of supermarkets and shops, food item availability in stores, and food price, variety and quality (Bowden, 2020; FAO, 2006).
- **Food access** refers to individuals having adequate resources to acquire nutritious foods and includes transport considerations and an individual's mobility (Bowden, 2020; FAO, 2006).
- **Food utilisation** refers to individuals having the knowledge and sanitary conditions to store, prepare and cook foods in way that promotes good nutrition and meets physiological needs (FAO, 2006).
- **Food stability** refers to stable and sustained access to food at all times (FAO, 2006).

Figure 1. *The four domains of food insecurity (Bowden, 2020)*

Food insecurity is not a static experience, instead stages of deficit with food needs are moved through, as shown in Figure 2 (Hendriks, 2015). Each stage is marked with corresponding decisions and behaviours in response to available resources (Hendriks, 2015). The period of food insecurity may be cyclical, temporary, medium term or long term, and may occur sporadically due to periods of poor health, temporary unemployment or other adverse incidents including weather events (Hendriks, 2015).

This change in circumstance may impact on food security status and result in movement along the food security continuum (Hendriks, 2015). The ability of households to harness their resources and respond to food insecurity may be a protective factor which decreases the risk of developing severe food insecurity (Hendriks, 2015).

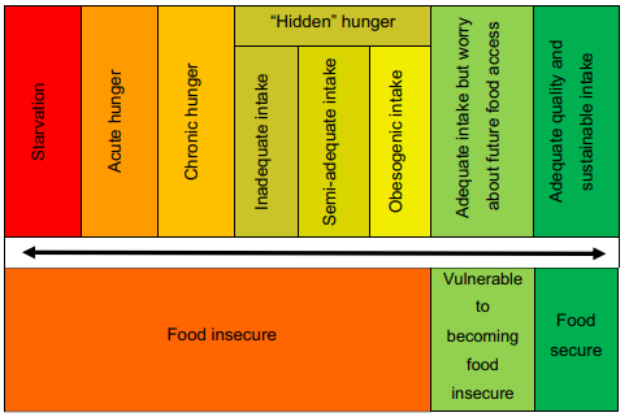


Figure 2. *The food security continuum (Hendriks, 2015)*

Typically, those receiving welfare payments have a higher likelihood of being food insecure, however consecutive interest rate rises and high costs of living has seen normally food secure households reaching out for assistance (Miller & Li, 2022). Food insecurity is intrinsically linked with socioeconomic and sociodemographic characteristics,

with some population groups at higher risk, including Aboriginal and Torres Strait Islander peoples, low income earners, the elderly, those with a disability, asylum seekers, refugees and people experiencing homelessness (Pollard et al., 2019). The *Foodbank Hunger Report 2022* reported that over two million Australian households experienced severe food insecurity in the previous 12 months (Miller & Li, 2022). It is estimated that food insecurity is as high as 90% in migrant and refugee groups (Mansour et al., 2021).

1.3. Health impacts of food insecurity

Inadequate nutrition is associated with chronic health diseases including some cancers, cardiovascular disease, type 2 diabetes, chronic kidney disease, as well as disorders affecting vision, poor oral health and musculoskeletal conditions, and accounts for the premature loss of seven years of life in WA (Department of Health of WA, 2021). Some Culturally and Linguistically Diverse (CaLD) communities have an increased prevalence of certain chronic disease risk factors. This can be due to a variety of reasons including increased risk of disadvantage, social and cultural reasons related to their country of origin, or the social and psychological impacts of migration on health (WA Department of Health of WA, 2021).

Eating nutritious foods is not always straightforward. Households receiving welfare payments or a low income spend a greater proportion of their wage on healthy foods (Pollard et al., 2015). Fresh fruit and vegetables have increased in price significantly during the last 18 months due to a combination of pandemic-related supply chain disruptions, natural disasters and increased production costs. However, this has not occurred in isolation, with the cost of staple pantry items also increasing in price. The increased cost of living was cited by 64% of households as the most common reason for experiencing food insecurity, with 49% of food insecure households specifically citing increased food and grocery costs (Miller & Li, 2022).

Food insecurity does not occur in a vacuum. As shown in Figure 3, there are many variables that impact on an individual's food security status. The socio-ecological model of food security shows the progression of these factors as they move from within the individual's control to progressively outside of their control. The Community Food Centre approach works to target factors at all levels of food insecurity, from the individual to the systemic, making it a unique model compared to other existing food programs. This approach to change is further explored in this report.

Figure 3. *Socio-ecological model of food security (Bowden, 2020)*

2. The Community Food Centre Approach

2.1. What is a Community Food Centre?

CFCs are warm, welcoming and inclusive place-based spaces that use creative and innovative approaches to bring food and a sense of connection to the local community (CFCC, 2023a). The CFC uses a different and innovative approach to tackle poverty and food insecurity, focusing on healthy food access, food skills and education and engagement (CFCC, 2023a). While each CFC looks and operates very differently in order to meet the needs of the local community, collectively they are guided by five overarching 'good food principles' (CFCC, 2017):

1) Taking action from the individual to the systemic (food access, food skills, and civic engagement) - understanding the complexities associated with food insecurity and fighting for the right for people to have access to the basics for a dignified life (CFCC, 2017)

2) Believing and investing in the power of good food - using food to build health, connect people and empower individuals to advocate for the issues that matter to them and their community (CFCC, 2017).

3) Creating an environment of respect and community leadership - encouraging community involvement and ownership of the CFC and providing a platform for those who have experienced food insecurity in the community to speak up and help others who may also be struggling (CFCC, 2017).

4) Meeting people where they're at - recognising the diverse range of skills and knowledge that exist in the community and that can be brought to the table. Aiming to meet the needs of individuals that are relevant to their actual circumstances (CFCC, 2017).

5) Aiming high for organisations and our community - value the support received, from volunteers to paid employees and government and philanthropic support, by being accountable to the community and measuring and communicating the impact of the Centres work (CFCC, 2017).

2.2. Examples of existing Community Food Centres

2.2.1. The Stop Community Food Centre, Toronto, Canada

"The Stop strives to increase access to healthy food in a manner that maintains dignity, builds health and community, and challenges inequality" (The Stop, n.d.).
Provides the following services across three separate locations:

- Drop-in meal program
  - Breakfast: 9am on Monday, Tuesday, Wednesday, Thursday and Friday
  - Lunch: 12pm on Monday, Tuesday, Wednesday, Thursday and Friday
  - Dinner: 4pm on Thursday.
- Healthy food bank
  - 10am to 12pm on Mondays and Fridays
  - Hampers provide enough food for three days
  - Features fresh produce including milk, eggs and wholegrains

    - Hamper includes a highlighted seasonal vegetable, with recipes included
    - Healthy Beginnings" perinatal program
- "Community Advocacy Program" peer advocacy
    - Information, referrals and assistance are provided by trained community members
    - Confidential service
- Good food markets
    - Increase community access to healthy, affordable and high-quality food
    - Includes fresh baked goods and pre-prepared foods
    - 12pm to 3pm on Tuesdays
- Community kitchens
- Sustainable food production and education areas
- Greenhouse
- Sheltered garden
- Community bake oven
- Compost demonstration area
- Daytime drop-in centre
    - Tax clinic
    - Art therapy program
- Volunteer program with over 250 active volunteers supporting various programs

2.2.2. Cultivating Community, Melbourne, Victoria

"Our mission is to work with diverse and low-income communities to create fair, secure and resilient food systems" (Cultivating Community, 2021).

The Cultivating Community provides the following services:

- Manages community gardens and Green Pathway Social Prescribing Programs
- Baking, cooking and food system projects
    - Improves social connection
    - Social enterprise
    - Kids cooking classes
    - Food swap with other local growers
- Garden design, build and maintenance services
- Rooftop Farm and Collaborative Garden Management
    - Improves food literacy
- Education and learning programs
- Fitzroy Community Food Centre
    - Food distribution
    - Cooking classes
    - Community lunches
    - Small food business development
    - Food waste reduction initiatives and gardening activities
- Kitchen Library
    - Members can borrow appliances, reusable plates, cups and cutlery, attend cooking events
- Community garden program with 802 garden plots and 729 community gardeners

3. What makes the Community Food Centre approach different?

The Socio-ecological model outlines the complex and overlapping range of factors which can impact an individual's food insecurity and draws attention to the need to address multiple levels of the model at the same time (see Figure 3). The CFC model recognises the interplay between individual, community and societal factors and re-orients traditional food relief to a rights-based approach, where the programs are designed to address the causing factors and champion the prevention of food insecurity using a client-centred, dignified and reciprocal ways of engagement.

At the individual level, the CFC provides access to healthy and nutritious food through a range of initiatives including community meal programs, low cost community pantry, and a community garden. Community meal programs are held in a café style setting and may involve showcasing food from different cultures or a particular "hero" ingredient from the community garden. An example of this type of initiative is found at The Stop Community Food Centre where a drop in, seated meals program serves breakfast and lunch four days per week and dinner once per week, providing an average of 431 meals per day (The Stop, n.d.). A low-cost community pantry provides individuals with a range of culturally appropriate nutritious food items to make basic meals with while the community garden provides fresh produce which can be used to supplement shop purchases. These initiatives not only provide an individual with access to food, but can offer some financial relief to household budgets.

At the community level the CFC builds on basic food provision by providing the opportunity to engage the community through a range of skills development and workshops. These programs can use a mixture of peer led information sharing or expert led workshops to teach participants how to grow their own vegetables, learn practical cooking skills and participate in cooking community meals. Health and nutrition literacy can be increased through targeted nutrition and general health education programs. Acknowledging that food insecurity is not just about food means that the CFC approach addresses long term food insecurity and aims to address the individual needs that may be causing it. This could occur through wrap around service provision including financial counsellors and being a point of information about different service providers in the community. Hamilton Community Food Centre provides an example of an extensive offering of community programs, offering planting workshops and youth cooking workshops alongside self-care workshops and watercolour painting classes (Neighbour 2 Neighbour, 2023).

At the systemic level, CFC can adopt best practice standards that initiate wider organisational change. Traditionally, provision of food relief relies on donated food products and food rescue which can limit the types and quality of food products received. The CFC has the capacity to develop their own food procurement policy based around providing the community with a variety of nutritious meals with high quality, fresh food. This could be facilitated by the CFC developing partnerships with local food retailers, large scale growers, and through the establishment of an onsite community garden. The Stop Community Food Centre promotes a culture of healthy, nutritious food through all of their food programs by providing food hampers that include fresh produce, milk, eggs, and wholegrains, providing culturally appropriate and nutritionally balanced drop in meals, and

selling soups and stews through their “Good Food Market” to bring healthier foods to people who may lack access to fresh foods (The Stop, n.d.).

In addition, the CFC provides opportunities to become involved with different local, state and federal government initiatives that set the discourse for wider policy change. Examples of these could involve contributing submissions for nutrition policies, and advocating for policies to address food insecurity and social isolation. As a result of the *Beyond Hunger: The Hidden Impacts of Food Insecurity* campaign developed by Community Food Centres Canada, 3000 Canadians wrote to their local Member of Parliament to demand progressive policy change (CFCC, 2023a). There is also the ability for the CFC to develop and pilot new and innovative health promotion programs to improve wellbeing in lower income communities. One such example is the Market Greens program developed by Community Food Centres Canada (CFCC, 2023b) This program aims to enable people to develop long term healthy eating habits and increase their consumption of fruits and vegetables (CFCC, 2023b). This was achieved through the development of non-profit community markets which provide access to low cost fruit and vegetables and offer Green Prescriptions, a fresh produce voucher provided to people managing chronic and diet-related diseases such as cardiovascular disease and Type 2 Diabetes Mellitus (CFCC, 2023b).

3.1. Community Food Centres Canada participant impact

Community Food Centres Canada have identified a variety of indicators which have been impacted by client participation in CFC programs across Canada (CFCC, 2023c):

- 90% feel like they belong to a community at their CFC.
- 82% made new friends with other participants.
- 80% say their mental and physical health has improved.
- 90% say their CFC provides an important source of healthy food.
- 90% feel more confident preparing food for themselves or others.

3.2. Community Food Centre alignment with existing policy areas

Developing a CFC in Mirrabooka aligns with existing local, state and federal government strategies and policies, and international and not-for-profit organisational policy areas designed to enact large scale community change. The welcoming and inclusive nature of the CFC model and the diversity of the Mirrabooka community means it would sit across policies and strategies developed for a wide range of population groups. The alignment of the CFC to government policies and strategies shows commitment to shared outcomes while also identifying existing capacity and areas for ongoing development.

Local Government: Specific policy goals and strategies the CFC links with and examples of how the CFC might action specific strategies and policy activities can be found in Appendix A.

- City of Stirling Access and Inclusion Plan 2021-2025
- City of Stirling Age Friendly Strategy
- City of Stirling Homelessness Strategy 2020-2022
- City of Stirling Innovate Reconciliation Action Plan 2018-2020

- City of Stirling Multicultural Framework
- City of Stirling Youth Framework
- Sustainable Stirling 2022-2032 Strategic Community Plan

State Government:

- A Western Australia for Everyone - State Disability Strategy 2020-2030
- Healthway Strategic Plan Active Healthy People: 2018-2023
- Lotterywest and Healthway Community Investment Framework
- Outcome Measurement Framework for Community Services in Western Australia
- Path to Safety: Western Australia's Strategy to Reduce Family and Domestic Violence 2020-2030
- State Public Health Plan for Western Australia: Objectives and Policy Priorities for 2019-2024
- WA Aboriginal Health and Wellbeing Framework 2015-2030
- WA Health Promotion Strategic Framework 2022-2026 Consultation Draft
- Western Australian Men's Health and Wellbeing Policy
- Western Australian Multicultural Policy Framework
- Western Australian Women's Health and Wellbeing Policy

Federal Government:

- Australia's Disability Strategy 2021-2031
- National Food Waste Strategy: Halving Australia's Food Waste by 2030
- National Obesity Strategy 2022-2032
- National Preventative Health Strategy 2021-2030

Other relevant policy documents:

- National Strategy for Volunteering 2023-2033
- Fair Food WA Food Relief Framework 2019
- United Nations Sustainable Development Goals
- Ottawa Charter for Health Promotion

The CFC may also scale up to provide services and programs for a number of identified priority groups including:

- CaLD
- Aboriginal and Torres Strait Islander peoples
- Youth
- Older Australians
- LGBTQI+
- People with a disability
- People with low income
- People with mental illness

4. Why a Community Food Centre in Mirrabooka?

The suburb of Mirrabooka was originally planned to become a satellite city in response to the growing industrial area of Balcatta (Wynne, 2021). However, the post-war baby boom and increasing European migration during the 1950's saw the plan change (Wynne, 2021). Instead the 'Mirrabooka Project' was developed and incorporated plans for the housing commission to build 60,000 houses across three new suburbs; Balga, Nollamara, and Yirrigan (later Mirrabooka) (Wynne, 2021). While the project was largely abandoned during the 1960's due to the increasing urban sprawl, it left the legacy of three suburbs with a high proportion of the population comprised of migrants (Wynne, 2021).

Mirrabooka is one of the most disadvantaged areas in Australia, with a Socio-Economic Indexes for Area (SEIFA) score of 896.6, placing it in the 9th percentile for disadvantage (only 9% of locations in Australia experience greater disadvantage) (.id informed decisions, 2016). The 2016 Census identified the Balga-Mirrabooka area as the ninth most disadvantaged area in Western Australia (Department of Health of WA, 2019).

Findings from the 2021 Census data show that Mirrabooka has a higher unemployment rate compared with the entire state (9.1% compared with 5.1% for WA) and lower median personal and household weekly incomes ($482 compared with $848 for WA; and $1,267 compared with $1,815 for WA) (ABS, 2021). Data from the 2021 Census shows 57.7% of Mirrabooka's 8000 residents were born overseas, with common countries of birth being Vietnam, Myanmar, Iraq, North Macedonia and India (ABS, 2021). Additionally, 73.3% of residents had both parents born overseas (ABS, 2021). The surrounding suburbs of Balga and Nollamara have similar demographic profiles.

The Food Stress Index has identified food insecurity as an issue in Mirrabooka. This is determined using a combination of household characteristics, income, cost of a basic food basket and geographic location to determine the proportion of families in a location who need to spend in excess of 25% of their disposable income on food per week (Landrigan et al., 2019). The Food Stress Index for Mirrabooka and surrounding suburbs is 1,110, which places these suburbs in the fifth quintile, meaning a high likelihood of food stress in these locations (Anglicare WA, 2019). This indicates that 84% of households in Mirrabooka and surrounding areas are at risk of food stress (Anglicare WA, 2019).

4.1. Current food relief service providers in the Mirrabooka area

Based on an online search of current food relief service providers in the Mirrabooka and Balga communities, the primarily form of food relief available consist of Foodbank hampers, vouchers and referral or food hampers provided through food rescue organisations Second Bite and Oz Harvest.

A non-exhaustive list of service providers located within a 5-kilometre radius of The Square Mirrabooka Shopping Centre can be found in Appendix B and a map showing the locations of these service providers in Appendix C.

4.2. A growing call to action

Fair Food WA (FFWA) is a coalition of relevant government, business, not for profit and university sectors focused on ensuring West Australians are connected to secure healthy food and don't go hungry (WACOSS, 2021). FFWA, through the *WA Food Relief Framework Report 2019*, have identified solutions to improving the delivery of food relief to those experiencing food insecurity. FFWA recognises that addressing food insecurity is not just about food; strategies need to be developed that focus on the strengths of individuals and finding pathways out of food insecurity that address factors relating to food insecurity on a long-term basis, both for the individual and at policy level. (WACOSS, 2019). The CFC presents a unique opportunity to address food insecurity across multiple layers of the socio-ecological model (see Figure 3), with the development of a CFC in Mirrabooka receiving FFWA endorsement.

FFWA have highlighted the need for the State Government to take a leadership role in addressing food insecurity (WACOSS, 2019). The CFC creates a fantastic opportunity for State Government, the charity sector and communities to come together and work towards solving issues of food insecurity in a sustainable and community led way. The Western Australian Government has outlined sustainable communities as one of its strategic goals (*State Planning Strategy 2050*); outlining social infrastructure and spaces and places its key pathway to achieving that goal. The state governments objectives to "emanate a sense of place and belonging" and "foster cultural expression, lifelong learning, social interactions, vibrancy and interactions with nature" are directly linked to the outcomes of the CFC. The ability of the Community Food Centre to deliver a localised approach to a global issue provides an opportunity to build relationships with the state government and work together to achieve its goals and those of the CFC.

The CFC will also promote and actively develop broader community leadership within the Mirrabooka community. Within the City of Stirling, there are seven current policy documents that link in with the CFC, including the *Strategic Community Plan 2018-2028* (see Appendix A). Key objectives of these policies include community connectedness, inclusivity and place. These outcomes are directly linked to those of the CFC which will develop a place-based service for the community to have a dignified meal in a safe space where they can build connections with other community members and the program itself. A core component of the CFC project is that it will be community-led, which is achieved by partnering with local service providers and engaging local volunteers in every aspect of the centre's operations.

The CFC will also support the development of a more localised food system in the Mirrabooka area. Decentralising the food system promotes resilience within communities. This is important for communities which may face food access and availability issues, such as inequitable access to nutritious food amongst communities (food deserts) and the increasing impact of natural disasters on the centralised supply chain. The CFC is able to provide another outlet for the community to access nutritious food and is able to achieve a degree of self-sufficiency through its community garden. The inclusion of a community garden also creates education, training and social enterprise opportunities.

The CFC is also able to play a role in wider efforts to increase social capital. For example, crime is an ongoing issue for Mirrabooka and surrounding suburbs (Tan, 2023) and the

CFC presents an opportunity to assist with crime prevention. The *National Crime Prevention Framework* identifies strategies that can decrease criminal behaviour including enhancing protective factors and strengthening communities by promoting social inclusion and community connectedness (Australian and New Zealand Crime Prevention Senior Officers' Group, 2012). By providing access to food for all members of the local community, the CFC can play a role in reducing an individual's need to offend as a way to acquire food. The CFC programs provide opportunities to connect and engage with others through programs and services, which are established depending on community need. This means the CFC will be unique to the community within which it is established to help meet those specific needs.

5. Needs Assessment Methodology

A mixed-methods approach was undertaken to obtain qualitative and quantitative data to provide a more comprehensive overview of the scope of food insecurity and community connectedness within the Mirrabooka CaLD community. Data collection involved the following protocols:

1) Analysis of internal client reporting data from the Vinnies WA Call Centre was conducted. Data was included for clients residing within an identified boundary area of Alexander Heights, Balcatta, Balga, Ballajura, Girrawheen, Greenwood, Marangaroo, Mirrabooka, Nollamara and Westminster during 2022. Clients who lived in an identified suburb but had accessed assistance excluding food relief were removed from the dataset. The variables analysed were occasions of food relief, household composition, accommodation type, and income source.

2) A survey comprising 22 questions was developed to collect participant demographic data, measure food insecurity, identify threats to the four domains of food insecurity, and assess social impacts (see Appendix D). Participants were required to read the information statement and provide consent prior to commencing the survey. Food insecurity was assessed using the single- item question measure, which has been used previously in food insecurity research, National Health Survey and the Census. The four domains of food insecurity were assessed predominantly using questions from previous literature assessing food insecurity in migrant and refugee communities. The survey was available to complete online via Survey Monkey and was advertised through the Vinnies WA Facebook page and the City of Stirling, The Smith Family and Ngala networks. A hardcopy of the survey was made available for participants to complete at Ishar workshops and focus groups with the assistance of Ishar staff and interpreters. The incentive of a $20 e-voucher for the first 70 survey respondents was provided.

3) Five focus groups were conducted using a convenience sample of 40 pre-registered participants recruited from women's groups currently run by Ishar. Four recruitment drives were conducted at Ishar while the groups were running to promote the focus groups and recruit attendees. A flyer was created by the Vinnies WA Marketing team to assist with recruitment (see Appendix E). Participants were required to read the participant information statement and provide signed consent prior to the

focus group commencing. Vinnies and Ishar staff members were present during the focus groups to facilitate and scribe the responses. An interpreter was present during each of the five groups. Participants were to be asked 16 questions, however this was adjusted to 12 questions due to larger group sizes and interpreter use (see Appendix F).

The focus group sample was comprised of women from a variety of countries, which was reflective of the diverse cultures residing in the Mirrabooka area, including:

- Afghanistan
- China
- Eritrea
- Iran
- Iraq
- Macedonia
- Palestine
- Pakistan
- Poland
- Syria
- Vietnam

The focus groups captured participants thoughts on their local community and their thoughts on the Community Food Centre. Participants were provided with morning tea, a catered lunch, as well as a $24 Vinnies Vault card and $20 Coles voucher. Manual thematic analysis was conducted using Excel to determine themes and patterns in responses.

4) Consultation Process - Service Providers

Semi-structured interviews were conducted with four different health care providers from Ishar. The interviews were conducted by the Ishar Health Promotion Officer and Vinnies Research and Community Engagement Officer. Interviews were 20-30 minutes in length and comprised of 12 questions covering the experiences of health care providers with clients who were food insecure and their thoughts on aspects of Community Food Centres. Interviews were voice recorded and transcribed and manual thematic analysis was conducted using Excel to determine themes and patterns in responses.

5) Consultation Process - Stakeholder Interviews

Nine non-structured interviews were conducted with stakeholder organisations in the Mirrabooka area to understand drivers and impacts of food insecurity from the service provider perspective. Interviews were conducted by the Vinnies Service Development Manager and Research and Community Engagement Officer. Interview response were scribed and analysed to determine themes.

The following service providers generously gave their time to participate:

- City of Stirling
- Communicare

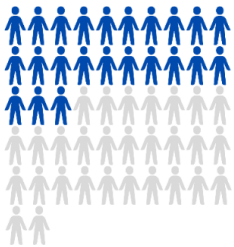
- Derbarl Yerrigan Health Service
- Multicultural Services Centre WA
- Ngala
- North Metropolitan Health Services
- Sudbury House
- The Smith Family
- Youth Focus

6. Research Findings

6.1. Food insecurity in Mirrabooka and surrounding suburbs

Food insecurity in Mirrabooka and surrounding suburbs is becoming an increasing issue. Data compiled from the Vinnies WA call centre during 2022 showed there were 695 individual occasions of food relief provided during the year for 218 clients residing in Mirrabooka, Alexander Heights, Balcatta, Balga, Ballajura, Girrawheen, Greenwood, Marangaroo, Nollamara and Westminster. Requests for food relief comprised 86% of all assistance requests for clients in these suburbs. The number of individual occasions a client accessed food relief varied greatly, ranging from one occasion to multiple occasions; with one client having been assisted on 19 different occasions for food within the year.

The single item measure used in the online survey indicated 44% of respondents had run out of food in the previous 12 months and were unable to afford to buy more. This figure is substantially higher than the estimated 4% to 13% of the Australian population who are food insecure (Bowden, 2020). It is also likely this figure underestimates the extent of food insecure respondents. Half of the surveys were completed with the assistance of interpreters or a friend, with social desirability bias potentially influencing their response. In addition, the use of the single-item measure has been acknowledged in the literature as underestimating the true prevalence of food insecurity by 5% at population level (McKechnie et al., 2018). In this instance, the single-item measure was used to ensure the survey was not too onerous for participants to complete.



44% of respondents ran out of food in the past 12 months and couldn't afford to buy more.

Discussions with local health care providers and stakeholder organisations further indicated that food insecurity in the Mirrabooka area is a growing issue. Ishar health care providers directly involved with client case management reported an increase in frequency of food insecure clients.

"It's really significantly increased… a lot of clients are now having to decide between paying for a house or buying food, it's come to these two alternatives."

"It's gotten quite bad at the moment, especially with prices rising everywhere and rental prices rising."

Within the CaLD community food insecurity remains a relatively hidden issue, due to the feelings of shame and the stigma attached to not meeting certain cultural expectations as well as engaging in help seeking behaviours.

"Hard to say, people aren't coming out directly and saying hey I haven't got enough money. They are saying prices are expensive, fruit is expensive."

Local organisations and agencies also stated that while food insecurity is not widely spoken about in the CaLD community, they have also seen an increase in clients requiring food relief. Two organisations mentioned that increased demand for food hampers had resulted in them running out of hampers or needing to create a roster system scheduling when clients are allocated food hampers. Another organisation spoke of a five-fold increase in clients walking through the door seeking assistance, which was placing service provision under increasing pressure. Two organisations reported seeing an increase in housing issues and homelessness in the Mirrabooka area. The City of Stirling were experiencing unprecedented requests for support which has required the expansion of their homelessness outreach services to Mirrabooka.

6.2. Who is being impacted by food insecurity?

For a full breakdown of online survey respondent demographic data, see Appendix G.

Of the 23 respondents who answered "yes" to the single item question measuring food security, the majority were male (48%; n=11) however there was only a minor difference between the frequency of male and female respondents (see Table 1). Over half of the respondents (52%) were aged between 30 and 39 years and 57% of respondents were born in Australia. The majority of respondents had resided in Australia for 20 years or longer (57%; n=13), however over a quarter of respondents (26%; n=6) had lived in Australia for five years or less. Over 90% of households had at least one child, indicating a high number of children are living in food insecure households.

Table 1. Demographic data for respondents who responded affirmative to Q2 (In the last 12 months was there any time you have run out of food and not been able to buy more?)

Category	Sub-category	Frequency (n=)	Percent (%)
Gender	Female	10	43%
	Male	11	48%
	No response	2	9%
Age (years)	18-29	-	-
	30-39	12	52%
	40-49	7	30%
	50-59	2	9%
	60+	-	-
	No response	2	9%
Country of birth	Australia	13	57%
	Iran	2	9%

	Cameroon	1	4%
	Nigeria	1	4%
	Senegal	1	4%
	Tanzania	1	4%
	Thailand	1	4%
	Vietnam	1	4%
	No response	2	9%
Main language spoken at home	English	13	57%
	Arabic	3	13%
	Thai	1	4%
	Vietnamese	1	4%
	French	1	4%
	Persian	1	4%
	Farsi	1	4%
	No response	2	9%
Length of time resided in Australia (years)	0-5	6	26%
	6-9	-	-
	10-19	2	9%
	20+	13	57%
	No response	2	9%
Suburb of residence	Mirrabooka	16	70%
	Nollamara	2	9%
	Balga	1	4%
	Ballajura	1	4%
	Girrawheen	1	4%
	No response	2	9%
Postcode	6061	19	83%
	6064	1	4%
	6066	1	4%
	No response	2	9%
Number of adults residing in household	1	3	13%
	2	13	57%
	3	6	26%
	4	1	4%
Number of children residing in household	0	2	7%
	1	17	74%
	2	3	13%
	3	1	4%

Vinnies WA client data reflects a similar trend. The majority of clients who sought food assistance during 2022 were more likely to be a sole parent with at least one dependent (26%; n=56), a single person living alone (26%; n=57) or a couple with at least one dependent (24%; n=52) (see Table 2).

In addition, 51% of clients seeking food assistance were private renters (n=111) and 88% stated government payments/ pensions/ allowances was their main income source (n=191).

Assistance was mostly sought by Vinnies WA clients aged between 30 to 39 years and 40 to 49 years (all assistance types; see Table 3).

Table 2. Vinnies WA clients accessing food relief in 2022 by household composition, accommodation type, and income source

Variable		Occasions of food relief access from Vinnies WA throughout 2022							
		1 to 4 times		5 to 9 times		10 times or more		Sub-total (n=)	% of sub-total^
		(n=)	(%)	(n=)	(%)	(n=)	(%)		
Household composition	Single (person living alone)	43	75%	9	16%	5	9%	57	26%
	Sole parent with dependent(s)	45	80%	8	14%	3	6%	56	26%
	Couple with dependent(s)	43	83%	8	15%	1	2%	52	24%
	Group (related)	17	59%	7	24%	5	17%	29	13%
	Couple	7	78%	2	22%	-	-	9	4%
	Group (unrelated)	5	63%	2	25%	1	12%	8	4%
	Not stated	7	100%	-	-	-	-	7	3%
	Total	167	77%	36	16%	15	7%	218	100%
Accommodation type	Renter (private)	91	82%	17	15%	3	3%	111	51%
	Renter (public)	35	65%	13	24%	6	11%	54	25%
	Boarding/lodging	19	79%	4	17%	1	4%	24	11%
	Being purchased	9	64%	1	7%	4	29%	14	6%
	Share House	6	86%	-	-	1	14%	7	3%
	Fully owned	3	100%	-	-	-	-	3	1.5%
	Homeless	1	50%	1	50%	-	-	2	1.0%
	Community housing	1	100%	-	-	-	-	1	0.5%
	Occupied rent free	1	100%	-	-	-	-	1	0.5%
	Not stated	1	100%	-	-	-	-	1	0.5%
	Total	167	77%	36	16%	15	7%	218	100%
Income source	Government payments/ pensions/ allowances	146	76%	31	16%	14	7%	191	88%
	Nil income	15	79%	3	16%	1	5%	19	8%
	Employee salary/ wages	5	71%	2	29%	-	-	7	3%
	Other income incl superannuation and investments	1	100%	-	-	-	-	1	1%
	Total	167	77%	36	16%	15	7%	218	100%

*Data for Vinnies WA clients accessing food relief who reside in the stipulated boundary area.
^ Sub-total as a percentage of the total for each variable.

Table 3. Vinnies WA clients accessing all relief types in 2022 by age group*

Age range (years)	Frequency (n=)	Percent (%)
20-29	28	11%
30-39	77	30%
40-49	66	26%
50-59	40	16%
60-69	29	11%
70-79	14	6%

* Data for Vinnies WA clients accessing food relief who reside in the stipulated boundary area.

Interviews with local stakeholder organisations and health care providers also reflected the demographic trends of the Vinnies client data and research survey findings. Clients and community members seeking food assistance were most often Aboriginal and Torres Strait Islander peoples and newly arrived migrants. Limited income was identified as the key driver of food insecurity, with households usually relying on a single income from Centrelink or earnt by a male family member. Family duties, lack of English language and visa restrictions were all reported as preventing women from working. Family domestic violence and resulting financial abuse were also mentioned in the interviews as impacting on food insecurity.

Clients were reported as often turning down the offer of a Foodbank referral as they could not afford the cost of petrol required to drive from the Mirrabooka area to Perth Airport. A lack of shelter was also frequently associated with food insecurity and is indicative of increasing homelessness in the local community. Disability clients were also mentioned as being at increased risk of food insecurity due to the increasing out of pocket costs associated with medications and medical needs.

7. Threats to food security

The consensus from local stakeholder organisations and health care providers was that the increase in the cost of living was the main driver of increasing food insecurity in Mirrabooka and surrounding suburbs. The increase in private rental costs and bills meant that many families had to choose between eating and paying rent and bills.

In some situations, an unforeseen expense such as a school excursion, was enough to severely impact the family's budget. Financial pressure was not limited to low income earners, with higher income earning families also reported as struggling and seeking assistance.

Unsurprisingly, the data collected from both the survey and discussions with health care providers and local stakeholder organisations indicated instability across each of the four domains of food security and highlights the threats to food security in the Mirrabooka area.

7.1. Challenges to food access

7.1.1. Purchasing food

48% of survey respondents indicated that they did not or sometimes did not have enough money to buy food in the previous 12 months (n=25) (see Figure 4).

Vinnies WA clients accessing food relief in 2022 by household composition, accommodation type, and income source.

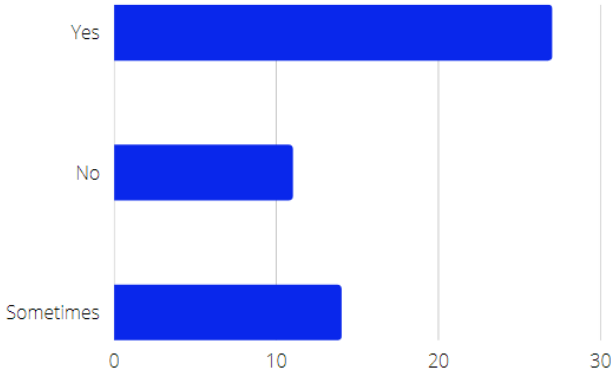


Figure 4. *Survey response to Q3:*
In the last 12 months, have you usually had enough money to buy food?

While the majority of respondents purchased food from the supermarkets or shops, 19% of responses indicated food relief was one of their usual sources of food, with 15% accessing Foodbank hampers or vouchers and 7% accessing other sources of food relief (see Figure 5).

Concerningly, a service provider at a local organisation mentioned that some clients were using Afterpay to purchase food by buying supermarket gift cards through the Afterpay website. Financial considerations were the main drivers for respondents choosing where they usually obtained food from. 62% of respondents identified cheap food prices and 33% identified financial difficulty among the reasons for their choices (see Figure 6).

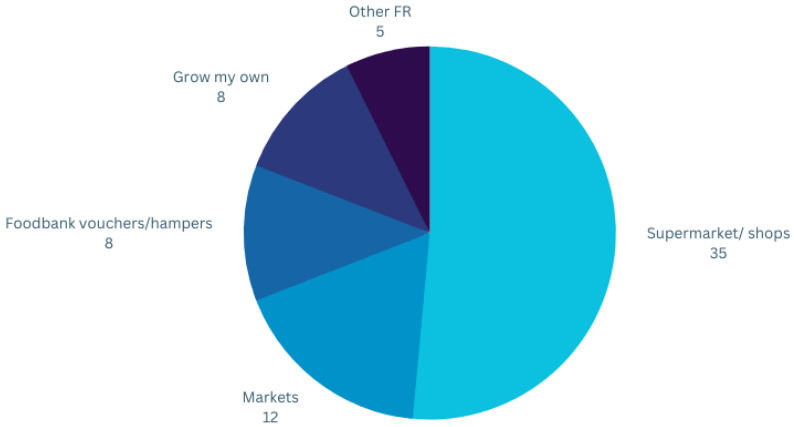


Figure 5. *Survey responses to Q4:*
Where do you usually get your food from?

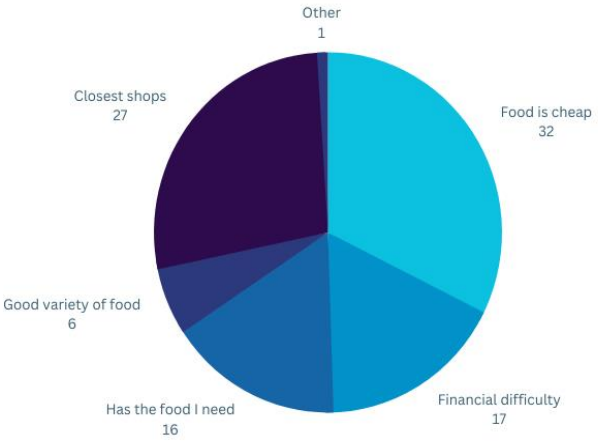


Figure 6. *Survey responses to Q5: Why do you usually get food from these places?*

The food inflation rate in Australia has been steadily increasing since the start of the pandemic and rose to 9.2% in the December 2022 quarter compared to the previous year % shop at supermarket vs % shopped at market (Australian food inflation, 2023). Grocery prices rose 9.2% during December 2022, with fruit and vegetables up 8.5%, meat and seafood rising 8.2%, dairy products up 14.9% and breads and cereals rising 12.2% (Harvey, 2023).

Table 4 shows the results of a short cost analysis assessing the prices differences of seasonal fruit and vegetables at Mirrabooka Friday Markets and a supermarket located in The Square Mirrabooka Shopping Centre.

Table 4. Brief cost analysis of in season fruit and vegetables available in Mirrabooka in March 2023

Item	Supermarket price[#]	Mirrabooka Friday Market price[#]
Bunches of herbs	$3 each	3 for $5.00
Pumpkin	$3.90 per kg	$3.00 each (whole pumpkin)
Eggplant	$3.90 each	$1.50 each
Tomato	$5.90 per kg*	$1.99 per kg
Gala apple	$5.90 per kg	$2.99 per kg
Nectarine	$4.90 per kg*	$1.99 per kg

[#] Prices correct as of 10 March 2023.
** Denotes item on special; discounted price shown.*

Accessing healthy and nutritious foods was raised as an issue by survey respondents, with 37% of respondents (n=19) stating they had concerns about accessing healthy and nutritious food, while 31% (n=16) stated they sometimes had concerns (see Figure 7).

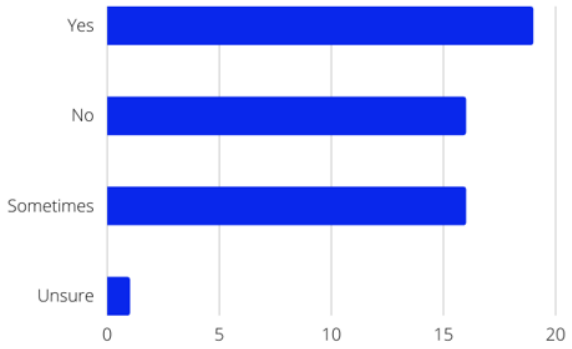


Figure 7. *Survey responses to Q6:*
Do you have any concerns about accessing healthy and nutritious food?

Respondent comments expanding on these concerns were centred around two main themes regarding the quality and the affordability of healthy food options:

"I am concerned about the fact that I cannot afford healthy food, because I am not getting paid enough to afford it."

"A lot of vegetables are expensive and I'm not sure if I have enough recipes."

"I'm a grandparent carer of my grandchild who needs good quality food."

This concern has likely translated into the high demand for cooking classes, as mentioned in stakeholder interviews. Cooking classes were also the most frequently requested program by focus group participants to include at the Community Food Centre.

Health care providers also expressed support for cooking classes to be offered, with specific examples including familiarising participants with different Australian foods and teaching them how to use these in traditional recipes as substitutions.

7.1.2. Transportation

Issues accessing shops were raised in the survey, focus groups and interviews with Ishar health care providers. 27% of survey respondents indicated they would access the shops by catching public transport and 19% walked to the shops (see Figure 8). These methods of accessing shops limit the amount of groceries able to be purchased and increase the number of visits to the shops per week.

Money saving options such as buying in bulk become limited as individuals need to purchase smaller quantities which are usually more expensive and make more frequent trips to the shops, which may also increase discretionary purchasing.

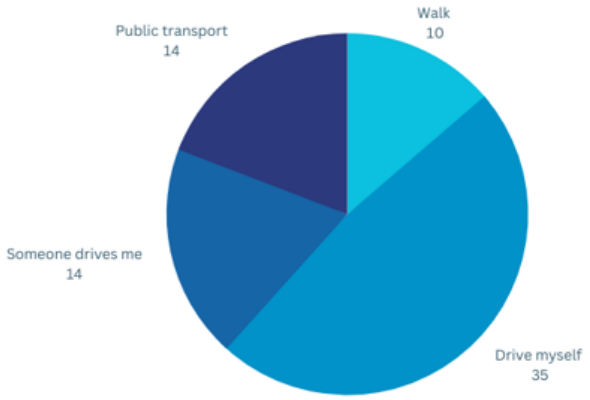


Figure 8. *Survey responses to Q9:*
When you need to buy food, how do you usually get to the shops?

Issues with transport were also raised during focus group sessions. Participants living in outer suburbs or newer suburbs such as Bennett Springs, Ballajura, Darch and Nollamara stated the shops were far away and they had to travel to go to a shopping centre. This issue was mostly raised by young mums.

"[Darch is] far away from community and shopping. The only close shop is IGA but it is expensive. I need to travel far to get food."

One participant stated they had sold their car and now used public transport, however did not elaborate on the reason for this. Public transport issues raised by participants included:

- Two bus changes were required to reach Ishar.
- Difficulty catching the bus if it is raining.
- A 45-minute walk to Mirrabooka bus station if they missed the bus.

Additionally, 50% of survey respondents needed to travel further to buy food from their own countries than when they buy Australian foods (n=26) (see Figure 9). Declining mobility was also raised in four focus groups. The responses provided to the questions "would you volunteer at the CFC?" and "what are the barriers to you attending the CFC?" However, these responses can also be extrapolated to include impacts on completing everyday tasks.

"I used to shop after I came here. I used to go to the shops, do my shopping, I had a trolley. But even that put pressure on my ankle. So, I don't catch the bus anymore I get a taxi. Drops me off to do my shopping and get home. The trip costs $20-$25."

Unspecified health issues were the most commonly referred to reasons why active participation in the CFC may be limited, with specific health issues such as inability to bend down and hand damage resulting from shingles also mentioned. One participant referred to increasing difficulty pulling their shopping trolley across the shopping centre carpark due to hand issues. These issues are likely to decrease inclination to go shopping and make the process more burdensome and difficult to undertake.

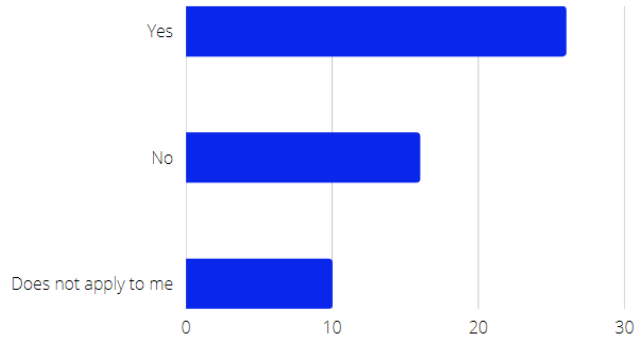


Figure 9. *Responses to Q10:*
Do you need to travel further to buy foods from your own country than when you buy Australian foods?

The combined burden of decreasing mobility and reliance on public transport and further distance to travel to buy culturally appropriate foods may mean that individuals need to shop at smaller shops which are closer to home, although with decreased variety, increased prices and potentially foods which are not culturally familiar. This may result in increased consumption of foods which are energy dense and may place individuals at risk of not meeting nutritional requirements.

7.2. Challenges to food availability

7.2.1. Provision of culturally familiar foods

Figure 10 shows the majority of survey respondents (n= 37; 71%) indicated they were able to purchase foods to cook meals that were traditional to their culture. However, this response rate may be confounded by 46% of survey participants living in Mirrabooka and Balga.

These respondents have closer access to shops at The Square Mirrabooka Shopping Centre which sell African and Middle Eastern foods not stocked in major supermarkets.

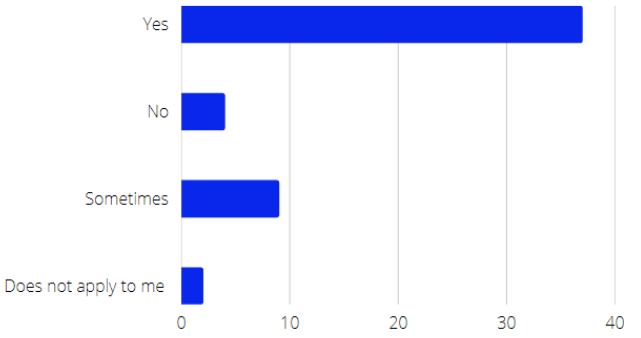


Figure 10. *Responses to Q8:*
In Australia, are you able to buy foods to cook meals that are traditional to you and your family's culture?

Services providers also spoke of the difficulty experienced by clients not living near Mirrabooka Shopping Centre to access culturally appropriate foods.

"This [Mirrabooka Square] is probably the biggest centre with that kind of availability, so if they don't live near here, that becomes a bit of a challenge."

"We've had people sometimes come all the way up from Clarkson or up north like Merriwa, coming down here to Mirrabooka because they've got Middle Eastern, African shops. Their food is cheaper there."

7.2.2. Provision of emergency food relief

Logistical concerns around local food assistance were raised in interviews with service provider and local organisations, with issues including a lack of local emergency food relief and logistical issues. Respondents spoke of clients needing to travel to Northbridge to access some food hamper providers and Perth Airport to access Foodbank services.

As mentioned previously, petrol costs were a barrier for some clients to access Foodbank, however it was also raised that the referral process wasn't a priority for many families experiencing issues such as domestic violence. The stipulation of a health care or concession card by some organisations to access food relief services was also identified as a barrier for those not in possession of one. Health care providers also expressed concern as to the effectiveness of current food relief provisions and questioned whether they met the community's needs.

All local organisations interviewed stated they were implementing a form of food relief assistance to meet demand from existing clients in addition to the increase in community members seeking assistance. This response has required organisations to increase the scale of food relief already provided or implement ad-hoc initiatives if food assistance is a service not routinely provided. This is increasing pressure on local not-for-profit organisations, stretching financial and human resources as they are required to pivot from their normal service provision.

Both health care providers and stakeholder organisations noted the shame and stigma, including cultural perceptions, around accessing emergency food assistance and receiving free food, with these perceptions potentially preventing households from accessing the assistance they need. Concerns were also raised by both stakeholders and health care providers as to the quality of food provided in hampers, and for CaLD populations, the cultural appropriateness of the foods provided which may lead to issues with utilising the food in the hampers.

"When you get food boxes, you get basic vegies and probably some rice, some flour. So, it's not a lot of things that would make them feel like they're home. And that's quite a big portion of helping them feel at least some sort of safety and seeing some happiness in whatever situation they're in at the moment."

7.3. Challenges to food utilisation

7.3.1. Culturally unfamiliar foods

Ishar health care providers mentioned several different challenges clients experienced with culturally unfamiliar foods. Firstly, as mentioned previously, clients who accessed food relief were often provided with hampers that contained foods that are culturally unfamiliar or unacceptable. An example of this is the lack of halal products in the Australian food supply (Lawlis, Islam & Upton, 2017). This can mean that clients are unsure how to prepare the items they are provided with or are unable to consume certain products.

"Becomes hard if we are providing foods that are not necessarily useful for some families."

"[A barrier to food security is] the transition from knowing familiar foods within their own country to coming to Australia and having to work with Australian foods and they may not be able to find some of their cultural foods."

Health care providers spoke of women migrating to Australia with the traditional recipes passed down to them by their mothers and grandmothers. There was a tendency to stick with traditional, staple foods which are economical, particularly with larger families. Health care providers also spoke of a reluctance to use food items deemed extravagant or non-traditional foods, even among migrants who have been living in Australia for 10 years or more.

Additional challenges were identified for mothers of children attending school. Health care providers spoke of children expressing a preference for Australian foods in their lunchbox after being exposed to the types of foods Australian children are eating at school. The lack of familiarisation around Australian foods and low nutrition literacy levels means parents may be inadvertently providing energy dense lunchbox foods.

"Kids don't want to take traditional rice and things to school. They want to take sandwiches; food Aussies kids have. Parents aren't aware what's healthy, send their kids to school with a white bread and jam sandwich."

These challenges, as well as a lack of access to shops that offer culturally appropriate foods are potential contributors to the erosion of traditional family food practices. Altered family structure which places food preparation as the women's sole responsibility and emphasis on a different meal pattern were identified as other potential contributing factors to declining traditional family food practices post migration (Lawlis, Islam, and Upton, 2017).

Survey responses indicated a decline in traditional food practices was prevalent in Mirrabooka and surrounding suburbs, with 46% of respondents (n=24) indicating they had experienced issues keeping their family food traditions post migration to Australia (see Figure 11).

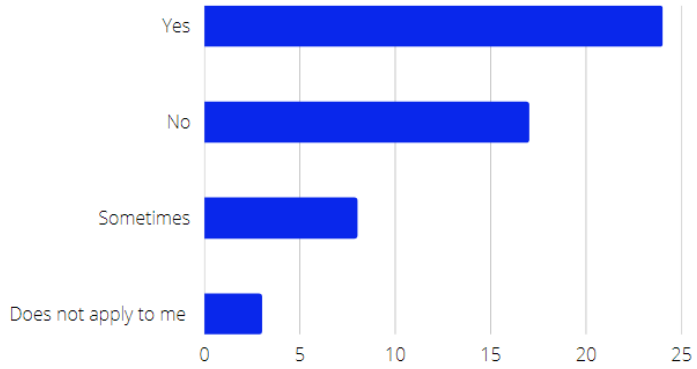


Figure 11. *Responses to Q7:*
Have you experienced any issues keeping your family food traditions since arriving in Australia?

7.3.2. Homelessness

Homelessness is an increasing issue in the Mirrabooka area. Local organisations report seeing an increase in individuals sleeping rough in the vicinity of Mirrabooka Shopping Centre as well as an increase in individuals experiencing homelessness accessing their services. Shelter WA identified Mirrabooka as the fifth worst affected area in Western Australia (by state electorate) for housing stress (Shelter WA, 2023). 7.5% of households in Mirrabooka (1,300 households) are facing unmet need, meaning they need to spend in excess of 30% of income on rent, live in overcrowded houses, or are experiencing homelessness (Shelter WA, 2023). Ishar health care providers also mentioned some of their clients are experiencing homelessness.

"We've got a few people who are homeless, people sharing homes, some living in their cars…"

These circumstances place severe limitations on the ability to store, prepare and cook foods. This impacts on an individual's capacity to use food that is either purchased or received in a food hamper. Intake becomes restricted to foods high in saturated fat, with low fruit and vegetable intake and nutrient deficiencies resulting in malnutrition and impacting on individual's health and well-being (Easton et al., 2022).

7.4. Challenges to food stability

The main factors impacting on food stability are those which make it difficult to achieve food access, availability and utilisation. Previous studies have indicated the main factors impacting the stability of food security for Australian refugees and migrants were limited income, susceptibility of income derived from Centrelink to late payment, having to send money to family members back home, and high medical bills (Lawlis, Islam & Upton, 2017).

Limited availability of social support systems is concerning and is considered to have an impact on the health of family and community members (Lawlis, Islam & Upton, 2017). This report has similar findings, with limited income due to circumstances including

receiving welfare payments or being a single income household combined with increasing prices of rent, bills, medicine and food being identified as the greatest contributor. Food stability is further threatened by a lack of culturally appropriate food relief items resulting in recipients being unsure how to use the ingredients, as well as an identified lack of food and nutrition literacy.

8. Social isolation and loneliness in the Mirrabooka area

8.1. Social support and community belonging

Feelings of social isolation and loneliness was a strong theme raised by many focus group participants. Participants of a wide range of ages expressed feeling lonely and isolated for a variety of reasons including:

- Living alone
- Living with a male relative who worked, leaving them alone at home during the day.
- Lack of English language
- Feeling unsafe in their neighbourhood
- Living far away from community hubs such as shopping centres
- Groups being cancelled or reduced in frequency due to a lack of funding
- Lack of local amenities where they can meet with others such as provision of parks, bbq's to gather at and cook with friends or seating areas in parks, and libraries.
- Frequently moving house due to high rental prices.
- Health issues

"In Ballajura there are not many parks, nowhere to take the children. It is not close to my community."

"My neighbours keep to themselves. They never talk even if you go and knock on the door."

The majority of survey respondents stated they felt a sense of belonging in their local community (77%; n=40) and that they had enough support living in Australia (e.g. from the government, community, family, husband/spouse) (71%; n=37) as shown in Figure 12 and

Figure **13**. Feeling supported is particularly pertinent for migrant women who are pregnant or have young children as this demographic frequently report feeling socially isolated and lacking social support, which is amplified by the resettlement process (Lim et al., 2022).

Developing positive and meaningful friendships to build a network that provides a sense of community and reassurance is a protective factor to preventing or limiting social isolation (Lim et al., 2022).

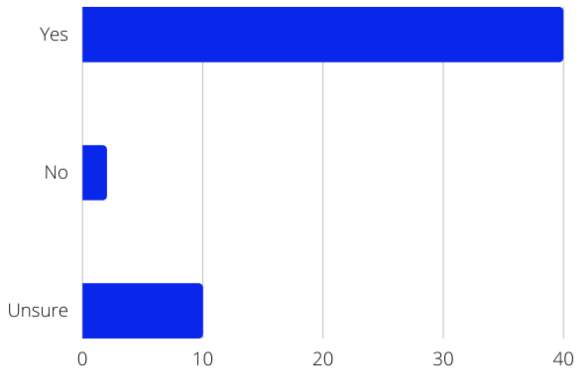


Figure 12. *Responses to Q14:*
Do you feel a sense of belonging in the local community?

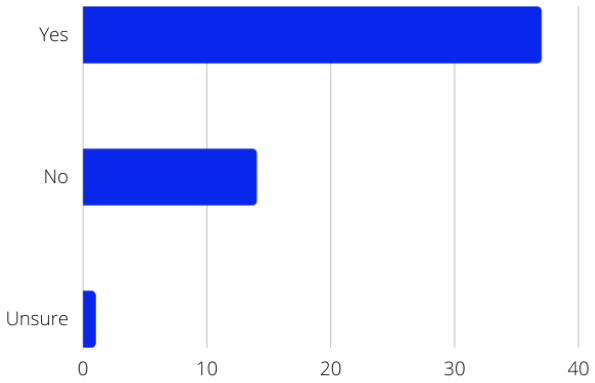


Figure 13. *Responses to Q15:*
Do you feel that you have enough support living in Australia?

When survey respondents were asked to consider what coping strategies they would employ if they could not afford to purchase enough food, the responses were varied, with the most frequently cited strategies being ask family and friends for help (42%; n=22), skip meals (38%; n=20), eat less (35%; n=18), and go to Foodbank (33%; n=17) (all responses, see Figure 14).

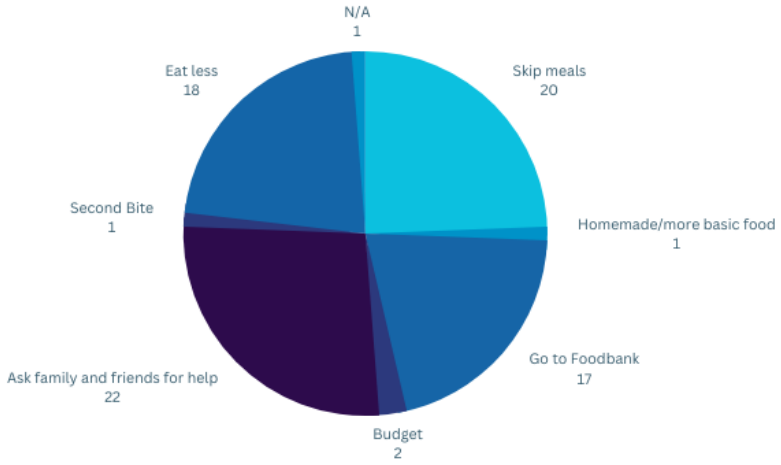


Figure 14. *Responses to Q11:*
If you did not have enough money to buy enough food for you and your family's need, what would you do? (all responses)

A combined total of 27 participants (26%) stated they were unsure or did not feel a sense of belonging in their local community and/or were unsure or did not feel they had enough support living in Australia (see Figure 12 and

Figure **13**). 7 participants responded that they did not feel they belonged in their community and did not feel supported enough living in Australia.

90% of respondents who answered no or unsure to these survey questions were born overseas (see Table 5). This finding indicates that some migrants in the Mirrabooka community are experiencing loneliness and social integration stressors which are likely impacting on their mental and physical health.

"I don't know any of my neighbours as I don't speak English. My son speaks English so he is interacting. The area is depressing, I don't like it. But I have no choice as I am living with my son. We are surviving."

Table 5. Country of birth of respondents who answered no or unsure to Q14 and/or Q15.

Country of birth	Frequency (n=)	Percentage (%)
Australia	2	10%
Afghanistan	7	35%
Cameroon	1	5%
Iran	2	10%
Korea	1	5%
Macedonia	1	5%
Myanmar	1	5%
Nigeria	1	5%
Tanzania	1	5%
Thailand	1	5%
Vietnam	2	10%

8.2. Barriers to work and volunteering

Survey respondents identified a number of barriers to engaging in work and volunteering, as shown in Figure 15. Family duties was identified by 69% of responses (n=36), as well as lack of transport (25%; n=13) and lack of English language (25%; n=13).

These responses are consistent with those cited by focus group participants as to why they felt lonely or isolated, as well as impacting on food security. This highlights the bidirectional relationship between threats to food security status and social isolation and loneliness as experienced by the CaLD population in Mirrabooka and surrounding suburbs.

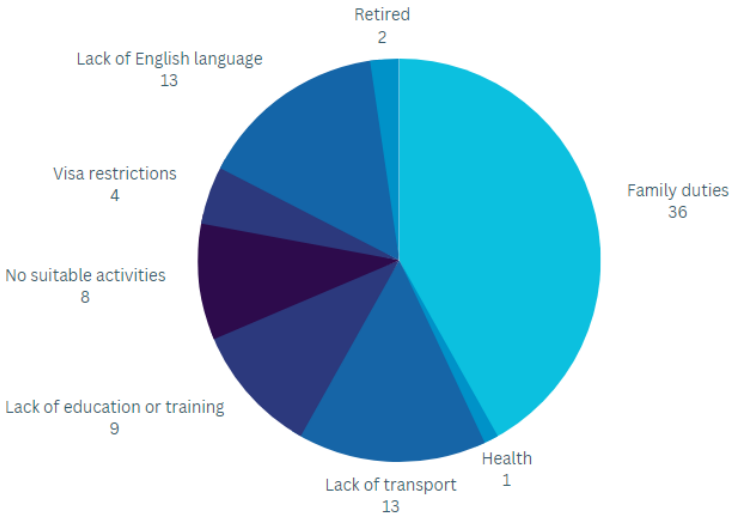


Figure 15. *Responses to Q16:*
Are there any barriers you have experienced that have stopped you from being able to work or volunteer in your community?

In addition, health care providers spoke of the patriarchal values that remain strongly embedded in some cultures. For migrant mothers, not having extended family to assist with child rearing exacerbates a feeling of loss, and raising children alone impacts on women's self-development by preventing participation in language classes and employment or volunteering. This inability to engage further perpetuates feelings of social isolation and loneliness (Lime et al., 2022).

"We've still got a lot of men tending to dictate everything in some of our cultural groups, it's very patriarchal."

8.3. Family domestic violence

Additionally, health care providers mentioned women experiencing family and domestic violence were more likely to isolate away, particularly from their own community, due to the associated culturally engrained stigma.

"Domestic violence clients tend to isolate and shy away from the community, from their own community, because of the whole aspect of shame, community gossiping about them."

"Domestic violence clients are so isolated. The main thing they really do is go out, get the food, come back. That's all they do."

There is a strong association between family domestic violence risk and incidence of food insecurity, with an American study finding this association is stronger for women from minority groups (Ricks et al., 2015). The risk of domestic violence was also reported as being much higher among individuals experiencing the most severe form of food insecurity (Ricks et al., 2015).

"She went hungry pretty much because she didn't have any money to buy anything and didn't want to get in trouble with her husband."

Low income, lack of employment, receiving welfare payments and minority ethnicity were also associated with increased risk of domestic violence (Ricks et al., 2015). While causality between domestic violence and food insecurity is difficult to establish, the association also appears to be bi-directional (Ricks et al., 2015). Anecdotally, both health care providers and local stakeholder organisations indicated they were dealing with an increasing number of clients experiencing domestic abuse.

Aboriginal and Torres Strait Islander women and children experience domestic violence at rates much higher than non-Aboriginal women (Department of Communities, 2022). The Migrant and Refugee Women Safety and Security Survey found that 33% of respondents had experienced a form of domestic violence (Seagraves, Wickes, and Keel, 2021). In response to increasing demand for services, the Naala Djookan Healing Centre was opened in Mirrabooka in 2020 to provide service delivery to the north eastern suburbs.

8.4. The impact of social isolation on food security

The research conducted as part of the CFC needs assessment was able to establish an association between feeling a lack support or a sense of community and food insecurity (see Figure 16). This association however, is likely to be stronger and more widespread than this report shows due to the impact of social desirability bias and the reported underestimation of the single-item food security measurement tool.

Regardless, the findings of this report show the degree to which the bi-directional relationship between food insecurity and social isolation and loneliness is occurring within the Mirrabooka community. This warrants the need to go beyond the scope of emergency food relief models and implement a community based holistic response to address the food insecurity, social isolation and loneliness impacting Mirrabooka and surrounding suburbs.

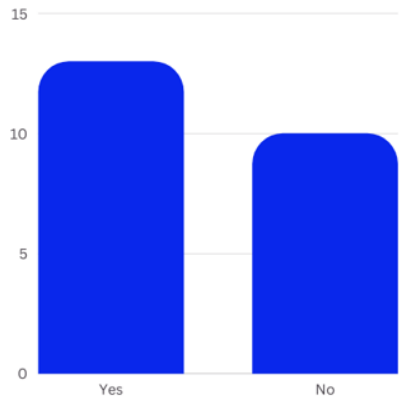


Figure 16. *Response to Q2:*
(have you run out of food in the previous 12 months and been unable to afford more?) by respondents who felt they lacked support and/or community connection.

The findings of this report also indicate that these respondents were more likely to employ negative coping strategies of skipping meals (57%; n=17) or eating less (27%; n=8) when they could not afford to purchase enough food (see Figure 17). In comparison, respondents who felt they had enough support or felt connection to the community were more likely to use more positive coping strategies of asking friends and family for help (n=21) and going to Foodbank (n=15) (see Figure 18). This finding correlates with findings of a systematic review into refugee food security which found refugees who felt stigma, and limited confidence when accessing available social supports, would go without food or reduce portion sizes, which compromised their health and reduced their ability to find work (Lawlis et al).

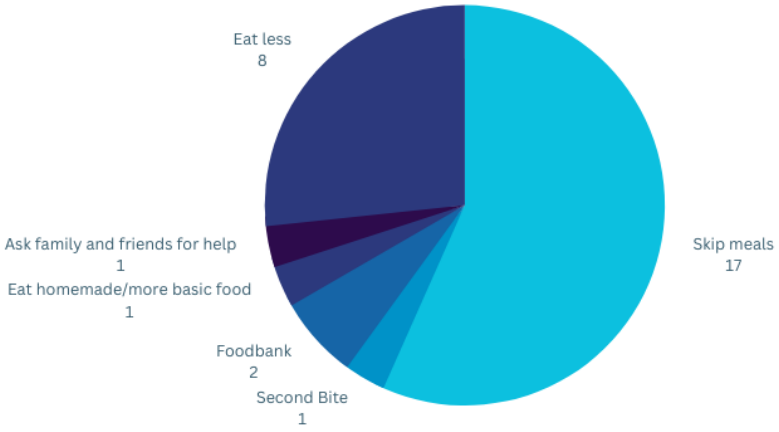


Figure 17. *Response to Q11:*
(if you did not have enough money to buy enough food for you and your family's needs, what would you do?)
by respondents who felt they lacked support and/or community connection

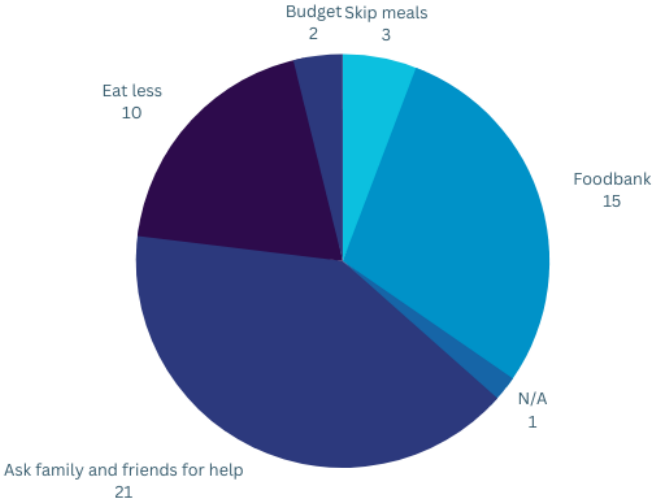


Figure 18. *Response to Q11:*
(if you did not have enough money to buy enough food for you and your family's needs, what would you do?)
by respondents who felt they did not lack support and/or community connection.

However, eating less was still a highly utilised coping strategy even by those who felt supported and a community connection (see Figure 18). This indicates that eating less is viewed as a primary coping mechanism which households will utilise to try and stretch food resources further, regardless of the amount of support they have or how connected they feel to their community. Research into food insecurity coping strategies indicate eating less is implemented by those experiencing food insecurity, including those in households with children (Burke et al., 2017). This has implications for dietary intake and may result in food such as fruit, vegetables and lean meat being displaced for lower cost options which may have a negative effect on diet quality (Burke et al., 2017). Negative changes to diet quality may also have psychological implications, however there is a paucity of research examining the psychological effects of changes to diet quality in response to food insecurity (Burke et al., 2017).

Ishar health care providers also reported that mothers will eat less to ensure the children can maintain consuming large serves of rice. Both health care providers and local stakeholder organisations have responded to this by seeking funding to provide a basic meal to women attending their programs.

"When people are short on money or food at home, the mums sometimes forgo things and make sure the kids have food and they don't have too much themselves. So, when they come here they like to have a bit of a feed."

8.5. The relationship between food insecurity and social isolation

Food insecurity often coincides with loneliness and social isolation, a connection which was particularly prominent during the Covid-19 pandemic (Howe-Burris et al., 2022). There is a positive relationship between food insecurity and DASS-21 score (depression, anxiety and stress), loneliness, and low scores on the World Health Organisation (WHO)-5 Wellbeing Index and the WHO Quality of Life-Brief (WHOQOL-BREF) domains including social relationships and psychology (Seivwright, Callis, and Flatau, 2020).

Current literature shows a bi-directional relationship between food insecurity and poor mental health (Guzman, Lange and McClain, 2022). Adults with poor mental health have a higher risk of food insecurity, with rationales including decreased retention of employment impacting on income (Guzman, Lange and McClain, 2022). Concurrent food insecurity is associated with increased days experiencing poor mental health, impacts on health and wellbeing, and difficulty completing tasks (Guzman, Lange and McClain, 2022).

The KPMG and Groundswell Foundation *Connections Matter* report found that throughout January 2021, 36% of Australians felt lonely during the previous week (KPMG, 2022). Loneliness and social isolation are two separate phenomena which can occur either in isolation of each other or simultaneously (AIHW, 2021; KPMG, 2022). Risk factors for social isolation and loneliness include living alone, being single or a single parent, unemployment, and receiving welfare support (AIHW, 2021).

While anyone can experience loneliness, there are specific population groups at increased risk. Young adults aged 18-24 years have the highest incidence of experiencing loneliness of any age group (AIHW, 2021). 37% of young Australians experience loneliness, largely driven by the series of transitional life stages moved through during these ages (KPMG, 2022). One third of people in the United Kingdom aged 60 years and over experience loneliness, with risk factors including declining mobility and health, reduced income, family separation, loss of family and friends, and a loss of community connectedness (KPMG, 2022). Parents experience loneliness, particularly single parents and first-time parents, with 48% of Australian parents reporting high levels of loneliness, largely due to a lack of social support (KPMG, 2022).

Migrants from non-English speaking countries have higher rates of loneliness than English speaking migrants and non-migrant Australians (KPMG, 2022). Humanitarian migrants experiencing an increase in loneliness and social integration stressors had poorer mental and physical health than those that have never experienced those types of stressors, even if the stressors were overcome in time (Chen et al., 2019). Humanitarian migrants with existing health issues also experience sociocultural and systemic barriers to accessing health services, despite attempts to make these services more accessible (Chen et al., 2019). It is important for successful integration that refugees and migrants are food secure to help with feeling a sense of belonging and developing identity (Lawlis, Islam & Upton, 2017). Feeling a sense of disadvantage compared to the local community reinforces cycles of disadvantage, ongoing health issues, deprivation and social isolation (Lawlis, Islam & Upton, 2017).

9. Community Food Centre Project

9.1. Response to a Community Food Centre in Mirrabooka

Focus group participants, local organisations, and health care providers expressed unanimous support for the establishment of a CFC in Mirrabooka. The main theme underpinning this support is the opportunities the CFC would provide for groups and the community to come together. Focus group participants in particular strongly expressed this theme.

"I think that it's very good. It makes us get out of the house and we don't get bored, it's fun… It's nice if a group gets together."

"I wish there was something like this, at least I could go out every week and meet and mix with other people."

"It would be nice to go out and cook something for the group. We could all make something and share with each other. This would be very nice, instead of just sitting at home."

Focus group participants also expressed a strong desire for group activities at the CFC to involve people from different cultures together, not just staying within their own cultural groups. They saw the CFC acting as a conduit to share their own culture and learn about the cultures of others.

"It is very important, Australia being a multicultural country, that we engage with people from different backgrounds, and not just with the people from the same backgrounds."

"I sincerely encourage this, it would be a nice place to share about cultures."

"Yes, we would like to mix with other cultures as well."

However, a theme that came from focus group participants was the need to visit the CFC to develop trust with the centre, particularly before recommending the Centre, volunteering, or bringing family and friends to visit the centre.

"Not sure if I would like to volunteer, but would like to visit a few times first."

"I think I need to have experience first, if I like it I will recommend to others and it's up to them if they come."

The majority of focus group participants however expressed a desire to volunteer at the CFC. They saw the centre as a place where they could offer their skills, including cooking and gardening, within the limitations placed on them by their personal circumstances, for example health issues and study commitments:

"I have always wanted to volunteer, but I go to school twice a week so I need to be flexible around my volunteer commitment."

"I have some limitations, I cannot bend down, but I could help verbally with gardening and cooking."

"I can teach computer classes. This is what I did in my home country."

"Yes, I would love to volunteer and come pack the food or anything."

Health care providers expressed that the CFC would be an asset to the Mirrabooka community as a place that the community contribute to. This is a key point of difference between the CFC model and emergency food relief models. There is an acute awareness among individuals of cultural perceptions of poverty and the negative connotations attached to accessing services for assistance.

The CFC was identified as being critically important in displacing the shame and stigma associated with accessing assistance, instead providing a sense of empowerment by reducing hierarchical disparities and building social connections. This finding has emphasised the need for the Community Food Centre to be promoted to the community in a way that is mindful of these perceptions.

"Culturally a lot of clients are not too comfortable receiving handouts, they don't feel they deserve it, they don't want to take other people's things, so if it's perceived as a handout, a lot of clients might not really want to go there. Understanding of the CFC being a social place, sharing skills might help shift that thought process a little bit."

"They want to give and contribute something, they don't want to feel like they are taking."

"I think that would be quite encouraging for people to go to, and also to feel like a part of the community in a way that they could contribute."

"And I feel like migrant women would feel a sense of empowerment to be able to do that [contribute rather than take]."

Health care providers also spoke of cultivating a sense of community ownership of the CFC. This would act to further empower the community to drive the direction of the CFC to ensure that it continually evolved and adapted to meet the community's needs.

"It would be cool if a sense of ownership is given to the community to I guess, not co-ordinate the space, but freely use it and feel they can come any time."

The CFC was also identified by health care providers as providing a safe space where the community could come together and share their cultures. They identified that there is currently limited and infrequent ability within the community for this to occur.

"There's not a lot of opportunity for clients to share their culture, access culturally appropriate foods, so I think this would be a really good way to get that going."

Interviews with local organisations suggested that the CFC would help to address increasing food insecurity in the Mirrabooka area by providing a dedicated space to bring families and the community together to connect and reduce social isolation. Similar to

focus groups and service provider interview findings, organisations also felt that a key aspect of the CFC model is the ability for community members to contribute.

"I love the idea of the Community Food Centre having a garden, this is also a way for families to connect with kids."

"People don't want a 'standard program' - they want to be able to contribute."

"Very happy to support and could definitely see it being beneficial for our clients."

"I would refer a lot of clients to the Community Food Centre as there is a lot of need in the community."

9.2. Barriers to engaging with the Community Food Centre

Focus group participants, health care providers and stakeholder organisations identified potential barriers to engaging with a CFC in the Mirrabooka area. The identified barriers mostly pertain to the CaLD community, although many are applicable to the wider community.

Barriers identified from service provider interviews:

- CFC location is difficult to access, not on a public transport route. - reliance on public transport.
- Lack of English language and insufficient access to interpreters.
- Restrictions placed on women due to patriarchal cultural values.
- Lack of trust with the CFC.
- Perception the CFC is a place to receive free food or emergency food relief, and the accompanying shame and stigma.
- If people are unfamiliar with the CFC they are less likely to visit.
- CFC opening times being restrictive for groups, such as mums, or unable to be accessed outside of business hours.
- Costs involved with accessing CFC services and programs.
- Mothers with babies/ young children unable to participate in activities.
- Lack of free creche facilities.
- Providing foods that families don't necessarily find useful/ culturally appropriate.
- Changing priorities for CFC volunteers who want to look for paid employment.

Barriers identified from stakeholder interviews:

- Language barrier.
- Stigma attached to seeking help.
- Unable to afford petrol to drive to the CFC.
- CFC opening times.
- High rates of family domestic violence in the community.
- Cultural tensions in the community.
- Lack of youth engagement.

Barriers identified from focus groups:

- Some participants were not clear about what a CFC was and thought it was a place to shop for groceries.
- Transport to the CFC, particularly for participants unable to drive.
- Opening times of the CFC (morning time during school hours was identified as a preferred time for mums 10am-1:30pm).
- CFC environment being unpleasant.
- Other commitments.
- CFC location is difficult to access or centre is not located in Mirrabooka.
- Expensive costs involved with using the CFC.
- Lack of culturally appropriate foods e.g. halal food items.

9.3. Opportunities for the Community Food Centre

Service providers, stakeholders and focus group participants primarily viewed the CFC as a place where community members can come together to cook and share a meal and socialise with others. This could include cooking classes and showcasing cuisines from different cultures. One focus group participant mentioned that she sees different vegetables in the shop and doesn't know how to prepare them and would like to learn. Interviews and focus groups also identified a range of other activities that could be hosted at the CFC including:

- Gardening, particularly information on growing fruit and vegetables at home.
- Women's financial literacy information sessions focusing on topics such as budgeting.
- Nutrition/ food literacy workshops focusing on topics such as meal planning, batch cooking, food safety.
- Community food pantry.
- Bakery/ dessert cooking classes.

Focus group participants further identified potential social enterprise opportunities that the CFC could facilitate to assist others in the community:

- Preparing vegetables for aged care facilities or people who are unable to shop for their own produce.
- Preparing foods that can be sold and taken to eat elsewhere e.g. for a picnic.
- Providing healthy meals to people's homes who cannot travel or cook for themselves.
- Women teaching workshops or classes as a way to utilise skills/qualifications.

Additionally, focus group participants raised a variety of issues impacting them and their local community. A key focus of the CFC is empowering people to advocate for the issues of importance to themselves and their community. Some of the issues raised by participants included:

- Street lights not working leading to feeling unsafe when walking at night.
- Local parks not being equipped with infrastructure including BBQ's, benches and play equipment.

- Homes West property maintenance issues.
- Continuous rent increases

Health care providers and local stakeholder organisations saw the CFC as a place with a strong social aspect where a micro-community could be created within a culturally secure space to build connections and friendships. They also envisaged the Centre as a grass-roots approach that the community could drive the direction of and feel a sense of ownership.

The potential location of the CFC in the hub around the Mirrabooka Shopping Centre also presents opportunities. All of the focus group participants attended group sessions at Ishar, meaning they are familiar with the area and public transport links. The central area in Mirrabooka is serviced by 12 bus routes running through Mirrabooka Bus Station, located directly across from the Mirrabooka Shopping Centre.

The City of Stirling Community Hub consisting of the Mirrabooka Public Library, Ishar offices, Sudbury House and other local service providers is located adjacent to the bus station. The Metronet Morley-Ellenbrook rail project will further open up transport in the north eastern suburbs and improve connectivity in suburbs surrounding Mirrabooka.

10. How the Community Food Centre could make a difference in Mirrabooka

10.1. Intended outcomes

A program logic will be developed to guide CFC's intended outcomes and its implementation and evaluation. It is important that the CFC project links with the Community Services Outcomes Measurement Framework (OMF) for Western Australia in order to advance shared outcomes.

The intended outcomes of the CFC can fall across multiple OMF domains, however the most direct and relevant indicators can be found within the Healthy, Connected and Empowered domains of the framework.

The CFC program logic outcomes will also fall across the three main levels of the Social-Ecological Model; individual, community and systemic. This will provide structure for the CFC as well as tangible indicators to ensure the Centre is acting across multiple layers at the same time in order to achieve maximum impact in the community.

10.2. Case study - Maria's* Story

The following story was kindly shared during a focus group and provides a hypothetical example of how the CFC could make a difference on an individual level, community and systemic level.

"My name is Maria* and I come from Syria. I now live in Landsdale. I only moved there few months ago. Dianella was good as I could walk to Ishar. In Dianella, my neighbour gave me a big plate of figs. She did this several times, bring tea and figs. I also baked something. She made me happy in the neighbourhood. When I left I was sad. What makes a big difference in a neighbourhood, is the neighbours… Another big problem, besides

loneliness is where I had to move so many times. We were asked to leave or they raised the rents. When we had to move so many times, it really affected me. There should be something that the authorities can do to control this."

**Name has been changed.*

Making a difference at the individual level

The CFC would provide Maria with a safe, inclusive and welcoming space that she can attend as often as she likes. Maria first attends the Centre with some of her friends from her women's group as she was feeling a bit hesitant to visit the CFC at first because it's new. When Maria walks in to the shared meals space, she thinks it feels like walking into a friend's home. The tables are round and there are lots of chairs so anyone can sit down and participate. The food coming from the kitchen smells delicious so she decides to stay and have lunch. The staff and volunteers are warm and welcoming and take the time to say hello. Maria then decides to have a walk around the garden area and is surprised to see some leafy greens growing that would be used in cooking back home in Syria. The volunteer gardener is also from Syria and they have a chat about the different vegetables they could grow there.

After a couple of visits, Maria decides to volunteer with cooking the community lunches twice a week. She has started to build some social connections at the CFC and feels more comfortable and confident to visit the Centre. Maria has found that on the days she visits the CFC she feels happier and more positive. She needs to move again due to high rents, but feels that it will be alright this time, because she knows the CFC is there for her to keep going to. Having a few meals each week at the CFC and taking some vegetables home has meant that there is a little bit of extra money left over at the end of the week.

Making a difference at the community level

Maria has used some of the money she has saved by coming to the CFC to buy a pot and some potting mix. She has also attended a gardening workshop with a few of her friends and they have decided that they will grow different vegetables and share them between each other. Also, by participating in the community lunches Maria has increased her intake of healthy, nutritious food, particularly vegetables. Additionally, a group of ladies were talking about using the CFC kitchen to make some chutney to sell at the local farmers markets and Maria thought she might join them to make some money and help with the household bills.

Making a difference at the systemic level

The CFC Maria visits is trying to change the perception and discourse around food relief. There is a low cost-pantry available for community members to access and it is stocked with culturally appropriate foods and fresh fruit and vegetables sourced from local growers and providers. The CFC developed a food policy to guide their procurement processes and set a standard that is reflective of the wider CFC Good Food Principles. The CFC is also in the early stages of developing a local health promotion campaign which aims to connect younger and older members of the community to decrease social isolation. Further to this the CFC will also be contributing a submission to an inquiry on the impacts

social isolation and continue to advocate for the government to develop a policy addressing social isolation and loneliness.

11. Where to From Here?

The findings of this need's assessment have identified issues of concern including increasing food insecurity, threats to food security, and social isolation and loneliness. These issues can cause deleterious impacts to the mental and physical health of individuals and families and need to be addressed at community level using a holistic approach that respects each individuals circumstance. Therefore, the following recommendations about the feasibility of a CFC in Mirrabooka are made:

Recommendation One: Implement a CFC within the central area of Mirrabooka or close surrounding suburbs as soon as feasibly possible. Purchase a commercial property or a house in which the CFC can be run from.

Recommendation Two: Extend the current CFC project management role by a further six months.

Recommendation Three: Develop a working group in consultation with Ishar consisting of Vinnies conference representative(s), the City of Stirling, different cultural groups and stakeholders across the Mirrabooka area, prior to implementation of the CFC, to ensure the Centre is culturally appropriate, addresses the needs of different cultural groups and to develop strategies to diffuse any cross-cultural tensions.

Recommendation Four: Investigate the feasibility of developing a social enterprise to partially fund the implementation of the CFC as there is currently a paucity in available funding opportunities.

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Appendices

Appendix A - Policy Areas and Strategies Relevant to a Community Food Centre in Mirrabooka

Relevant Local Government Policy	Key Result Area	Objective	Activities/Strategies to Support Objective	Examples of how the CFC might action this information
City of Stirling Access and Inclusion Plan 2021-2025 (City of Stirling, 2021)	Outcome 1: Events and services		• Maximise physical accessibility and social inclusivity. • Adapt services to meet the need of a changing population.	• Develop a mission statement which emphasises the inclusive and welcoming culture of the CFC. • Access friendly community garden design.
	Outcome 2: Buildings and facilities.		• Offer accessible and inclusive spaces.	• Inclusive programs. • Provide information in a variety of formats, where required.
	Outcome 3: Accessible information		• Create documents in a range of suitable formats including in hard copy and digital. • Provide information in alternative formats on individual request. • Effectively communicate the range of information, supports and services available to people with a disability.	• Consult with disability service providers and community members during the CFC development. • Staff to undergo training to ensure CFC is implementing best practice methods. • Provide opportunities for people with a disability to participate in programs and volunteer.
	Outcome 4: Quality of service		• Provide relevant training and resources so staff have the knowledge and skills required to service our diverse community. • Ensure a range of methods are available to capture complaints and feedback • Proactively engage with people with a disability by utilising a	

	Outcome 5: Opportunities to provide feedback Outcome 6: Public consultation		range of consultation tools and methods. • Recognise and apply the skills, knowledge and experience of people with a disability.	
City of Stirling Age Friendly Strategy 2017-2022 (City of Stirling, 2017)	Outcome 1: Civic Engagement	Older people will have opportunities to volunteer and participate in employment, and to be involved in decisions that affect them.	1.1 Provide volunteering and lifelong learning opportunities for older people.	• Volunteering programs - garden and cooking. • Share a meal program • Classes and workshops
	Outcome 6: Inclusion and Respect	Older people are engaged and included in all aspects of community life and their diversity is acknowledged and respected.	6.2 Reduce social isolation through innovative and inclusive programs.	
City of Stirling Homelessness Strategy 2020-2022 (City of Stirling, 2022a)	Key Focus Area 1: Prevention and early intervention.	Recognise and address the main triggers that lead to homelessness and increase protective factors for individuals, their families and communities.	• Develop or promote inclusive activities and facilities that build connections, promote wellbeing and reduce social isolation.	• Work collaboratively with the City of Stirling homelessness team to understand how the CFC can best support their services. • Provide a warm, welcoming and non-judgemental space for everyone in the community to enjoy a meal.
	Key Focus Area 3: Build capacity.	Service providers, partners and organisations work collaboratively and are well equipped to support people experiencing homelessness.	• Deliver a range of internal and external stakeholders that improve their awareness of people experiencing homelessness and equip them to respond in an inclusive and appropriate manner.	
City of Stirling Innovate Reconciliation	1. Relationships	1.4 Relationships, partnerships and engagement.	1.4.3 Work in collaboration with local organisations and other stakeholders to respond to current issues that impact on	• Implement Vinnies WA Reconciliation Action Plan.

Action Plan 2018-2020 (City of Stirling, 2018)	2. Respect	2.2 Cultural protocols	the Aboriginal and Torres Strait Islander community. 2.2.1 Implement and build awareness of the Acknowledgement of Traditional Owners Management Practice to be inclusive of cultural practices, i.e. Acknowledgement of Country and Welcome to Country.	• Consult with relevant local stakeholders to ensure programs are culturally appropriate and the needs of the Aboriginal community are met when engaging with CFC services and programs. • Develop and maintain a collaborative relationship with local Aboriginal service providers. • Smoking ceremony and Welcome to Country at CFC opening.
City of Stirling Multicultural Framework (City of Stirling, n.d.)	Newcomers: Outcome 2: Connected	Newcomers develop social networks and feel a sense of connection with their community.	• Provide opportunities for newcomers to participate in community activities, events and programs.	• Encourage newcomers to have a meal at the CFC. • Promote volunteering at the CFC. • Provide information on organisations assisting new migrants with employment pathways, where required. • Develop a mission statement which emphasises the inclusive and welcoming culture of the CFC. • Promote different cultures through food and cultural activities and celebrations. • Provide information in a variety of languages. • Provide access to interpreters.
	Outcome 3: Engaged	Newcomers develop and contribute their skills, knowledge and experience through engagement in employment, enterprise and volunteering.	• Increase recruitment and retention of newcomers in volunteering roles. • Support and facilitate enterprise and employment initiatives that promote the economic participation of newcomers.	
	Outcome 4: Empowered	Strong multicultural associations respond to the resettlement and integration needs of newcomers, creating pathways to participation in the broader community.		
	Our Community: Outcome 6: Inclusive	Our community and its institutions proactively include all people in community life regardless of their cultural, religious or ethnic background.	• Support community associations to implement inclusive practices that enhance participation and access to services.	

	Outcome 7: Enabling	Our community enables newcomers to reach their potential by removing barriers that might prevent their participation on a social, cultural or economic level.	• Build local partnerships and support multi-stakeholder collaborations that tackle barriers to participation and promote positive settlement outcomes. • Provide opportunities for meaningful inter-cultural dialogue that promotes social-cohesion.	
	Outcome 8: Resilient	Our community embraces cultural change and harnesses its diversity as strength.		
City of Stirling Youth Framework 2019-2023 (City of Stirling, 2019)	Focus Area 1: Engagement, information and support.	Young people's health and wellbeing are enhanced through access to opportunities, information, networks and services that meet their needs and raise awareness about youth issues.	2. Disseminate information on services, activities and other community resources in youth friendly formats.	• Engage with youth organisations and Vinnies Youth Co-ordinator to develop relevant activities and programs.
	Focus Area 4: Inclusion and diversity	Our community is inclusive of all young people, celebrates their diversity and supports their participation in community life.	1. Apply an inclusion lens to the planning and delivery of youth activities and programs to ensure that they are inclusive of young people's diverse backgrounds and experiences.	
Sustainable Stirling 2022-2032 Strategic Community Plan (City of Stirling, 2022b)	Our Community: An inclusive and harmonious City	• Connect communities with their local areas.	• Facilitate social connections and access to services locally. • Build strong relationships with our multicultural and diverse community. • Encourage active participation and volunteering. • Enable opportunities for lifelong learning.	• Share a meal and volunteer programs. • Classes and workshops. • Promote different cultures through food and cultural activities and celebrations. • Gardening activities. • Act as an information point for health services in the local community.
	A healthy and active City	• Promote active and healthy lifestyle choices	• Facilitate a range of recreation and leisure opportunities for everyone in the City.	• Encourage community members to advocate for a safer community.

		• Facilitate and advocate for the provision of a range of quality health services.	
A safer City	• Work with the community to create a safer community	• Educate our community and provide support to enhance community safety. • Create strong partnerships to improve community safety.	• Partner with the City of Stirling on various initiatives. • Identify local stakeholders to develop partnerships with.
Our Economy: A smart and prosperous City	• Encourage economic investment	• Attract and promote investment and partnership opportunities.	• Support the creation of social enterprises and micro businesses.
A local business City	• Facilitate local business and employment growth	• Advocate, lobby and partner with stakeholders to benefit the community. • Support innovation and entrepreneurship in local business. • Make it easier to do business with the City	
Our Built Environment: A liveable City	Create unique and liveable neighbourhoods and places	• Improve the quality, liveability and identity of local areas.	• The CFC will help improve the liveability of the local community.
Our Natural Environment: A waste-wise City	Support a low-waste, circular economy that protects our environment from the impacts of waste.	• Reduce the City's waste generation • Support, engage, and guide our community to reduce waste generation and divert waste from landfill.	• Develop operational processes to reduce the amount of waste generated. • Divert rescued food into cooking programs

Relevant State Government Policy	Relevant Policy Objectives	Relevant Policy Priorities/ Outcomes	Relevant Priority Activities/ Strategies	Examples of how the CFC might action this information
A Western Australia for Everyone - State Disability Strategy 2020-2030 (Department of Communities, 2020a)	2. Inclusive Communities	5. Community attitudes	• People with disability are welcomed and accepted by members of the community. • People with disability are included in a range of recreational, social, arts and cultural opportunities.	• Develop a mission statement which emphasises the inclusive and welcoming culture of the CFC. • Access friendly community garden design. • Inclusive programs.
	3. Living Well	3. Health and mental health	• People with disability have access to health and mental health services and attain the highest possible health and wellbeing outcomes throughout their lives.	
Healthway Strategic Plan Active Healthy People: 2018-2023 (Healthway, 2018)	Strategic Priority 1: Increasing healthy eating		• Increase access to healthy food. • Encourage healthy eating habits from a young age. • Improve public awareness of healthy eating choices.	• Provision of nutritious meals to the community. • Engage youth with healthy cooking classes. • Provide a welcoming and inclusive space for community members. • Share a meal and volunteering programs. • Provide information on health services in the community including mental health services. • Opportunities to volunteer in the garden.
	Strategic Priority 2: Improving mental health		• Increase knowledge of strategies to stay mentally healthy. • Shape environments conducive to good mental health. • Create opportunities for social inclusion and connectedness. • Improve public understanding of the catalysts of good mental health. • Reduce social harms. • Improve knowledge of how to seek help when needed.	
	Strategic Priority 3: Increasing physical activity		• Create opportunities for people to engage in physical activity	

			• Shape environments to enable physical activity and reduce sedentary lifestyles. • Promote active living as part of daily life.	
Lotterywest and Healthway Community Investment Framework (Lotterywest & Healthway, 2018)	Inclusive and thriving community	Supporting the diversity of Western Australians to actively engage in community life.	• More people have a stronger sense of belonging in their community. • Vulnerability and disadvantage is reduced across our community. • Raised community connection and participation.	• Development of CFC programs and services which increase community connectedness e.g. volunteering program, share a meal program. • Share and celebrate different cultures through food. • Provision of dignified food programs to reduce financial burden on households. • Promote healthy and active lifestyles through CFC programs (e.g. community garden, share a meal program) and workshops which provide educational opportunities. • Environmental impact of CFC is considered and sustainable practices implemented.
	Connected cultural experiences	Bringing people together through the arts, heritage and cultural activities.	• Our community is connected through arts and cultural activities.	
	Protected sustainable ecosystems	Supporting our community to sustain and enhance our unique species and environments.	• Our community's impact on the environment and animals is reduced.	
	Active healthy people	Assisting our community to be more active and support initiatives which promote healthy lives.	• More Western Australians live healthy lives. • More Western Australians are mentally healthy.	
Outcomes Measurement Framework for Community Services in Western Australia (Department of Finance, 2022)	Healthy	We are healthy and well	• We act to protect and enhance our health and wellbeing. • Our mental, emotional and spiritual health is as good as it can be. • Our physical health is as good as it can be.	• Development of program logic to define how the CFC will achieve these outcomes. • Promote improved mental and physical health outcomes of the community through CFC program and service outputs.
	Connected			

	Empowered	We are connected to culture, our communities, our environment, and to each other. We choose how to live our lives	• We feel loved, supported and that we belong. • We feel connected to our community. • We engage and participate in events in our community. • We partner in designing services, policies and infrastructure to meet our needs. • We have access to information and processes to have our voices heard on issues that matter to us. • We are aware of our right • We have access to information and democratic processes. • We work towards achieving goals that we set for ourselves.	• Increase feelings of community connectedness and belonging, particularly within the CaLD community. • Provide access to government and parliamentarian figures. • Support the community to drive advocacy and social justice initiatives. • Act as an information point for the community.
Path to Safety: Western Australia's Strategy to Reduce Family and Domestic Violence 2020-2030 (Department of Communities, 2020b)	Focus Area 3: Primary prevention	Partner with groups and organisations from the community and private sectors to strengthen awareness of and responsibility to family and domestic violence.		• Form collaborative partnerships to develop response protocols.
State Public Health Plan for Western Australia: Objectives and Policy Priorities for 2019-2024 (Department of Health of WA, 2019)	Objective 1: Enabling and empowering people to live healthy lives.	1.1 Healthy eating 1.2 A more active WA	1. Foster environments that support healthy eating patterns. 2. Increase availability and accessibility of quality, affordable, nutritious food. 3. Increase the knowledge and skills necessary to choose a healthy diet. 1. Promote environments that support physical activity and reduced sedentary behaviour. 4. Motivate lifestyle changes to reduce sedentary behaviour.	• Provision of nutritious meals to the community. • Workshops/programs designed to increase nutrition literacy. • Promoting active activities e.g. gardening. • Workshops/programs to increase nutrition literacy among parents. • Engage youth with healthy cooking classes.

	1.3 Curbing the rise in overweight and obesity	1. Promote environments that support people to achieve and maintain a healthy weight. 2. Prevent and reverse childhood overweight and obesity. 3. Motivate behaviour to achieve and maintain a healthy weight in adults.	• Provide information to community members on local mental health services. • Sharing a meal, volunteering programs.
	1.7 Optimise mental health and wellbeing	2. Build community capacity to reduce stigma, increase awareness of where to go for help, and promote strategies to optimise mental health and wellbeing. 3. Create and maintain supportive environments that increase social connectedness and inclusion, community participation and network.	
Objective 2: Providing health protection for the community.	2.2 Administer public health legislation	1. Continue to administer, enhance and provide policy support for public health legislative instruments, including: a) *Public Health Act 2016* b) *Food Act 2008*	• CFC operations to reflect relevant legislative requirements. • Training of staff and volunteers
Objective 3: Improving Aboriginal health and wellbeing.	3.1 Promote culturally-secure initiatives and service	1.Complement population-wide approaches with targeted programs that are culturally secure and meet the needs to Aboriginal people. 2. Ensure services, programs, and initiatives work within a holistic framework that recognises the importance of connection to country, culture, spirituality, family and community.	• Consult with relevant local stakeholders to ensure programs are culturally appropriate and the needs of the Aboriginal community are met when engaging with CFC services and programs.
	3.4 Ensure programs and services are accessible and equitable	1. Ensure programs and services are physically and culturally accessible to Aboriginal people.	• Develop and maintain a collaborative relationship with local Aboriginal service providers.

			2. Develop programs and services that are inclusive of the needs of Aboriginal people. 3. Incorporate Aboriginal ways of working that facilitate the engagement of Aboriginal people.	
		3.5 Promote Aboriginal health and wellbeing as core business for all stakeholders	1. Ensure all relevant stakeholders consider and respond to the needs of Aboriginal people as part of their core business and not only through specific funded programs. 2. Ensure services work together to acknowledge and address the impact of the cultural and social determinants of health.	
WA Aboriginal Health and Wellbeing Framework 2015-2030 (Department of Health, 2015)	Priority area: Addressing risk factors.		• Understand risk factors in the context of cultural, emotional and social wellbeing. • Community owned and driven action • Culturally secure prevention and education, working with community and strengthening individual and community capacity. • Risk factors that require addressing include: physical inactivity, obesity and nutrition, mental health, social and emotional wellbeing.	• Consult with relevant local stakeholders to ensure programs are culturally appropriate and the needs of the Aboriginal community are met when engaging with CFC services and programs. • Develop and maintain a collaborative relationship with local Aboriginal service providers. • Promote Aboriginal culture through food and different cultural activities. • Display art from local Aboriginal artists in the CFC. • Promote and provide information on Aboriginal services in the local community.
	Priority area: Building community capacity.		• Increase the capacity of Aboriginal people, families and communities to take back the care, control and responsibility for their own health and wellbeing. • Identify skills and attributes to promote and build resilience in individuals, families and communities.	

	Priority area: Addressing the social determinants.		• Encourage Aboriginal people to choose healthy lifestyles and engage with prevention and early intervention messages and activities. • Strengthen culture through health and wellbeing activities. • Improve health literacy across the community. • Strengthen partnerships across all stakeholders to address the social determinants. • Create opportunities for collaboration between local services to address social determinants of health and local need. • Focus on cultural determinants and promote strengths-based approach.	
WA Health Promotion Strategic Framework 2022-2026 Consultation Draft (Department of Health of WA, 2021).	5.2 Halting the rise in obesity.	• Promote environments that support healthy eating and active living, to enable people to achieve and maintain a healthy weight. • Increase availability and accessibility of quality, affordable and nutritious food for all. • Increase the knowledge and skills necessary to choose healthy food and drinks.	1.1. Food environments 1.2. Active living 1.3 Motivate behaviour to achieve and maintain a healthy weight among adults. 1.4 Increase availability and accessibility of quality, affordable and nutritious food for all. 1.5 Increase the knowledge and skills necessary to choose healthy food and drinks. 1.6 Encourage and support increased levels of physical activity at all stages of life.	• Provision of nutritious meals to the community. • Workshops/programs designed to increase nutrition literacy. • Promoting active activities e.g. gardening.
Western Australian Men's Health and Wellbeing Policy	Domain B: Create supportive environments.		B1 - Seek opportunities to bring together quality services and initiatives which recognise and cater to diversity, to be	• Provide opportunities for men to come together to

(Department of Health of WA, 2019a)			accessible by men and their families in their communities and work environments. B3 - Encourage service providers, workplaces and community organisations to develop supportive spaces and culture for men to have discussion and seek support on health and wellbeing issues. B4 - Develop strategies to connect men with local services that support their health and wellbeing.	contribute to the community e.g. garden busy bees. • Provide information on men's health services in the local community. • Provide meeting space for men's groups. • Encourage men accessing the CFC to become local champions. • Information sessions and classes targeting men e.g. cooking classes.
	Domain C: Strengthen community actions.		C4 - Create a network of local champions/community advocates/ambassadors to promote key messages and address negative stereotypes. C5 - Acknowledge, respect and celebrate, at all levels of society, the positive roles of all men regarding cultural practices, obligations, parenting and spirituality, and interconnectedness between individuals, families and communities.	
	Domain D: Develop personal skills.		D4 - Support skills development through: • Health literacy • Skills related to physical activity, nutrition, and mental and emotional wellbeing.	
Western Australian Multicultural Policy Framework (Office of Multicultural Interests, 2020)	Policy priority 1: Harmonious and inclusive communities.	1.1 Every Western Australian values cultural, linguistic and religious diversity and feels that they belong	1. Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds. 2. Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality.	• Celebrate the diverse CaLD community by learning about different cultures through food and cultural celebrations. • Develop a mission statement which emphasises the inclusive and welcoming culture of the CFC.

		3. Develop workplace cultures that are welcoming and inclusive of all Western Australians. 4. Initiate and support events and projects that build mutual understanding and respect between cultures.	
Policy priority 2: Culturally responsive policies, programs and services.	2.2 Programs and services are culturally appropriate and responsive to the needs of all Western Australians 2.3 Customised CaLD specific services are provided for those who need them. 2.4 A workforce that is culturally competent and representative of its community and business and client needs.	1. Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes. 3. Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes. 4. Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs and evaluation of outcomes. 5. Enable culturally diverse communities to have meaningful input into policies, programs, and systems through co-design and planning, co-delivery and implementation and evaluation processes.	• Provide access to interpreters. • Provide information in a variety of languages. • Develop a process to collect demographic and outcomes-based data. • Work collaboratively with and undertake further consultation with CaLD organisations and community members throughout the development of the CFC.
Policy priority 3: Economic, social cultural, civic and political participation.	3.1 Western Australia's culturally and linguistically diverse community is harnessed to grow economic, social, cultural, civic and political development.	1. Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia's culturally and linguistically diverse community. 2. Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's culturally and linguistically diverse community. 3. Develop and strengthen global connections through partnerships with	• Facilitate the development of social enterprises and micro businesses. • Provide opportunities for community members to speak to politicians, police etc to advocate for themselves and their community. • Procure culturally appropriate ingredients from local businesses.

			Western Australia's cultural and linguistic communities and businesses.	
Western Australian Women's Health and Wellbeing Policy (WA Department of Health, 2019b)	Priority area A: Chronic conditions and healthy ageing.	1. Promote healthy behaviours and healthy aging in all women to prevent development of risk factors associated with chronic conditions.	A2 - Create supportive and safe environments to encourage healthy behaviours among women through a settings-based approach. This could be achieved by: • Partnerships to increase availability of affordable healthy food options in a variety of settings.	• Provision of nutritious meals to the community. • Workshops/programs designed to increase nutrition literacy.
		2. Prevent the development of chronic conditions in women by targeting associated risk factors.	A7 - Develop supportive environments to reduce risk factors associated with chronic conditions and promote healthy aging through cross-sectoral collaboration and partnerships. This could be achieved by: • Develop initiatives to reduce social isolation and loneliness (also D7).	• Provision of information including local women's health service providers, talks, workshops targeting key areas. • Share a meal and volunteering programs.
	Priority area B: Health and wellbeing impacts of gender-based violence.	1. Strengthen community understanding and awareness of gender-based violence.	B2 - Work in partnership with organisations and gender equity experts to build the knowledge, skills and capacity of individuals, communities and organisations to challenge social norms, support perpetrator accountability, and change attitudes and behaviours that lead to gender-based violence.	• Develop collaborative relationships with relevant organisations to develop knowledge and skills of staff and response protocols.
		2. Address health and related impacts of gender-based violence by delivering accessible, inclusive and responsive services.	B4 - Improve access to evidence-based prevention, intervention support and advocacy services for women experiencing gender-based violence and direct women to these services. B6 - Empower women experiencing gender-based violence to safely utilise technologies to access information and link in services.	• Provide information on local support and advocacy services for women in the community to access.

			B9 - Support partnerships with organisations with gender equity expertise to provider gender-based violence education, training and capacity building in health services and community settings.	
	Priority area D: Mental health and wellbeing.	1. Enhance gender-responsive mental health and wellbeing education, awareness and primary prevention initiatives.	D1 - Deliver mental health and wellbeing initiatives to improve mental literacy (e.g. resilience building to cope with stress and anxiety). D7 - Recognise and respond to loneliness and social isolation experienced by women across the life course by: • Providing evidence-based health promotion and social support initiatives encouraging community-based activities and support programs to promote physical and social interactions. • Supporting community resource centres to facilitate social inclusion activities. D8 - Identify and address the social determinants of health and their impact on mental health and well-being through cross-sector collaboration and partnerships.	• Volunteering opportunities including the community garden. • Share a meal program. • Cooking meals to share with the community. • Apply a social determinants approach to program and service development.

Relevant Federal Government Policy	Key Result Area	Objectives	Strategy/ Policy achievements	Examples of how the CFC might action this information
Australia's Disability Strategy 2021-2031 (Department of Social Services, 2021)	Inclusive homes and communities		Policy Priority 3: People with disability are able to fully participate in social, recreational, sporting, religious and cultural life. Policy Priority 4: The built and natural environment is accessible. Policy Priority 6: Information and communication systems are accessible, reliable and responsive.	• Develop a mission statement which emphasises the inclusive and welcoming culture of the CFC. • Access friendly community garden design. • Inclusive and accessible programs and services. • Investigate ways of providing information and materials in a variety of different formats (Auslan, Braille, Easy Read). • Acknowledging the support role the CFC can play through providing volunteering opportunities and reducing social isolation through program participation • Training of staff to improve understanding of disability.
	Personal and community support		Policy Priority 1: People with disability are able to access supports that meet their needs. Policy Priority 3: The role of informal support is acknowledged and supported.	
	Education and learning		Policy Priority 4: People with disability have increased opportunities to participate in accessible and inclusive lifelong learning.	
	Community attitudes		Policy Priority 2: Key professional workforces are able to confidently and positively respond to people with disability. Policy Priority 4: Improving community attitudes to positively impact on Policy Priorities under the Strategy.	
National Food Waste Strategy: Halving Australia's Food Waste by 2030 (Department of the Environment and Energy, 2017)	Priority area 4 - behaviour change	Changing attitudes and behaviours that reduce food waste should be encouraged.	• Education and awareness about household food waste including impacts on household budgets. • Composting and worm farms • Choosing less aesthetically pleasing food choices. • Taking left-over food home.	• Workshops on ways to divert household waste into food production e.g. composting. • Food literacy programs. • Using food seconds/waste as

		Engaging the workforce on minimising food waste.	• Inventory management, stock rotation, date labelling, storage labelling, quality management. • Waste auditing.	ingredients for community meals program. • Audit waste generated by the CFC to identify possible reduction methods. • Ensure food safety practices are implemented in food storage areas.
National Obesity Strategy 2022-2023 (Department of Health and Aged Care, 2022)	Ambition 1: All Australians live, learn, work, play and age in supportive, sustainable and healthy environments.	A healthy and equitable food system.	1.1 Build a healthier food system that favours the production, processing and distribution of healthy food and drinks. 1.2 Make sustainable healthy food and drinks more accessible.	• Preference the availability of nutritious meal options for the community. • Use the Australian Guide to Healthy Eating to guide menu development.
		A strong and equitable physical activity system.	1.7 Build more connected and safe community spaces that inspire people of all ages, abilities and cultures to engage in regular physical activity. 1.12 Enable other organisations to support health and wellbeing of citizens and customers.	• Incorporate the needs of different sectors of the community into the design of the community garden and outside spaces.
	Ambition 2: All Australians are empowered and skilled to stay as healthy as they can be.	Settings that support healthy behaviours.	2.1 Improve people's knowledge, skills and confidence to lead active lives and to buy, prepare and enjoy healthy food and drinks. 2.3 Enable parents, carers and families to optimise healthy child development and lifelong healthy habits for children and adolescents. 2.4 Engage and support young people to embed healthy behaviours as they transition to adulthood.	• Develop culturally appropriate programs and spaces. • Empower the local community to make healthier choices through range of programs/workshops and activities and lead by

		2.6 Enable and empower priority populations to have the same opportunities as others.	example through the shared meal program.
National Preventative Health Strategy 2021-2030 (Department of Health and Aged Care, 2021)	Improving access to and the consumption of a healthy diet. Increasing physical activity. Promoting and protecting mental health.	• Ongoing access to adequate and affordable healthy food options are available to all Australians, including older Australians. • A national policy document is developed to address food security in priority populations. • The nutritional and health needs of priority populations are met through co-designed, community-based programs that are culturally appropriate. • Communities are encouraged and supported to deliver locally designed programs that support physical activity, which are inclusive and promote social connection through physical activity. • Australians are kept well through the management of their health and wellbeing in the community. • Community cohesion and social connectivity is boosted and promoted, particularly among those at risk of loneliness and isolation.	• Develop culturally appropriate programs and spaces. • Ongoing collaboration and engagement with local community members and identified organisations. • Advocate for the development of national policy documents to address both food insecurity and social isolation/loneliness. • Community garden volunteering program. • Shared meal program, community garden, volunteering opportunities, participation in workshops and group activities.

Other relevant policy documents	Relevant Recommendation/ Focus Area	Strategic Objectives	Relevant Activities/ Strategies
National Strategy for Volunteering 2023-2033 (Volunteering Australia, 2023)	Focus Area 1. Individual potential and the volunteer experience. Focus Area 2. Community and social impact.	1.1 Focus on the volunteer experience. 1.2 Make volunteering inclusive and accessible 1.3 Ensure volunteering is not exploitative. 2.1 Diversity the understanding of volunteering. 2.4 Enable a community-led approach	• Volunteers have a meaningful and enriching experience, feel valued, and know how their contribution makes a difference. • Volunteering is inclusive and accessible to everyone on their terms. • Volunteers are engaged safely and ethically, with supports in place to protect their safety, interests and wellbeing. • Volunteering is respected and supported in all its forms through an expanded understanding of different cultural interpretations and expressions. • Communities are the primary drivers of how volunteering influences their future.
WACOSS WA Food Relief Framework (2019) (WACOSS, 2019)	• Providers: Support widespread use of outcomes orientated service delivery to promote flexible services tailored to needs and circumstances. • Providers: Ensure adequate funding component built into service contracts for backbone workforce support. • Providers: Continue developing and maintaining resources and platforms to assist providers with giving relevant information and referrals pathways, and strengthening local partnerships. • Providers: Continue progressing data collection and reporting systems with an outcome focus.		• Linking the consumer with other supports to improve wellbeing and life outcomes. • Delivery of relevant community relief and resilient workforce professional induction and development packages (developed by WACOSS). • Maintain directories of referrals and information about other services to link with other programs and optimise service delivery. • Develop consistent data measurement and reporting systems with an outcome focus to measure short term outputs to outcomes and longer-term service impact.

	• Providers: Support widespread use of a volunteer Food Safety Code of Practice and other resources. • Providers: Support widespread adoption of food relief service provider Practice Principles. • Consumers: Support widespread adoption of Consumer and Provider Charter for food relief. • Consumers: Explore, support and evaluate alternative models of providing food relief. • Consumers: Ensure lived experience input into designing, implementing, and evaluating food relief policies, services and responses.	• Implementation of the *Volunteer Charity Food Code* to ensure food safety best practice and consistent interpretation and compliance with food regulations. • Adoption of Practice Principles to ensure good practice and adherence with the *Consumer and Provider Charter*. • Adoption of the *Consumer and Provider Charter* to provide consumers with consistency in how they are treated by, and expected to respond to, service providers. Considers lived experience. • Potential to address food insecurity on a long-term basis and reduce social isolation. • Implementation of Lived Experience Framework policies to partner with people and groups with lived experience for co-production purposes.

Other Relevant Policy Documents	Goals	Targets	Indicators
United Nations - Sustainable Development Goals (United Nations, n.d.)	Goal 2: Zero hunger	2.1 By 2030 end hunger and ensure access by all people to safe, nutritious and sufficient food all year round.	2.1.1 Prevalence of undernourishment 2.1.2 Prevalence of moderate or severe food insecurity in the population.
	Goal 3: Good health and well-being	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease. 3.4.2 Suicide mortality rate.
	Goal 10: Reduced inequalities	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	10.2.1 Proportion of people living below 50% of median income by sex, age, and persons with disability.
		10.3 Ensure equal opportunity and reduce inequalities of outcome, including eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.	10.3.1 Proportion of population reporting having felt discriminated against or harassed within the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law.
	Goal 11: Sustainable cities and communities	11.6 By 2030, reduce the adverse per capita environmental impact of cities.	11.6.1 Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal waste generate, by cities.
		11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.	11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities.
	Goal 12: Responsible consumption and production	12.3 By 2030, halve per capita global food water at the retail and consumer levels and reduce food losses along production and supply chains.	12.3.1 *(a)* Food loss index and *(b)* food waste index.
		12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	12.5.1 National recycling rate, tons of material recycled.
	Goal 16: Peace, justice and strong institutions.	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.	16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group.

Ottawa Charter for Health Promotion Action (World Health Organization, 1986)	
Build healthy public policy	• Placing health on the agenda of policy makers through coordinated action leading to policy which fosters greater equity. • Using a socioecological approach to health which understands the interrelated complexities of the link between people and their environment. • Empowering communities to take control and ownership of their outcomes and accomplishments. • Providing education and information which enhances life skills through personal and social development.
Create supportive environments	
Strengthen community action	
Develop personal skills	

Appendix B - Food Relief Service Providers Within a 5km Radius of The Square Mirrabooka Shopping Centre

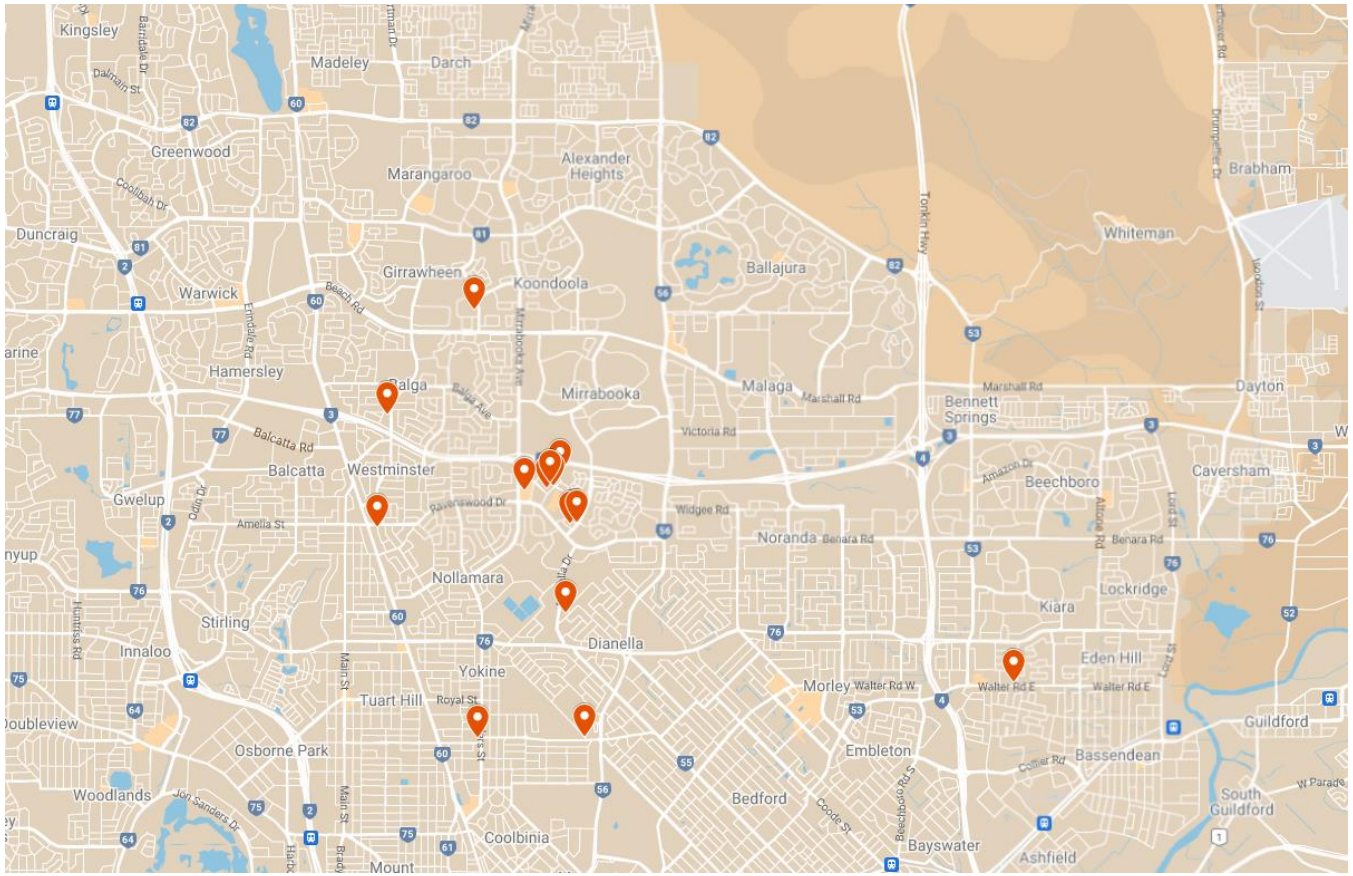
Organisation	Location	Food security related services provided	Access criteria/ documents required (if stipulated)	Food Providers (not exhaustive)	Areas serviced (if stipulated)
City of Stirling (Welcome Hub; Community Kitchen)	Mirrabooka	Food hampers Food vouchers Community lunch (monthly)		SB	
Ishar Multicultural Women's Health Service	Mirrabooka	Referrals to Foodbank and other service providers. Cooking classes run with various groups.		FB	
Sudbury House (Family Foundation)	Mirrabooka	Emergency relief: Small food parcels Fresh fruit and vegetables (subject to availability) Hot evening meal	Referred by self or agency	SB, OH	
Multicultural Services Centre WA	Mirrabooka	Emergency relief: Food vouchers Food hampers (Wednesday) Cooking classes during Women's Support Group	Self-referred	SB, OH	
St Vincent de Paul Society WA - Mirrabooka Conference	Mirrabooka	Emergency relief: Food vouchers Food hampers Foodbank referrals	Home visitation service Centrelink ID Seniors Card Concession Card Health Care Card	Coles Woolworths SB, OH, FB	Mirrabooka Balga Westminster
Ngala (HIPPY Program)	Mirrabooka	Dinner program			
The Smith Family (Saver Plus)	Mirrabooka	Financial literacy program			
Communicare	Mirrabooka	Budget Bites workshop - focus on budgeting and reducing food waste			
Youth Focus (part of the Welcome Hub)	Mirrabooka	Emergency relief: Food hampers		SB	

Generations City Care Church	Mirrabooka	Emergency relief: Food hampers (meat and/or frozen meal, vegetables, pantry items). Homeless packs (ready to eat meal, drink, non-perishables)	Call between 9-11am to register for afternoon pickup. Centrelink ID Seniors Card Concession Card		
Edmund Rice Centre	Mirrabooka	Food and nutrition cooking classes			
Mobile Foodbank - Balga	Balga	Affordable food and groceries. Hampers - dry goods; fruit and vegetables; meat.	Tuesday 9:30am Located in City of Stirling LGA. Experiencing hardship. Referred by registered Foodbank charity partner.	FB, SB	
Salvation Army, Balga Community Services (Doorways)	Balga	Emergency relief: Food parcels	Located in Stirling LGA. Individuals and families in financial distress. Self-referred.	SB, OH	
Yokine Baptist Church (Hands and Feet)	Yokine	Emergency relief: Food parcels	Saturday 10:30am Individuals and families experiencing disadvantage Self-referred	SB, OH	
Maurice Zeffert Home Kosher Meals on Wheels	Yokine	Provides Kosher meals for Perth Jewish elders who for any reason are unable to prepare their own meals.	Australian Seniors Card		
Mobile Foodbank - Morley	Morley	Affordable food and groceries. Hampers - dry goods; fruit and vegetables; meat.	Wednesday 9:45am Located in City of Bayswater LGA. Experiencing hardship. Referred by registered Foodbank charity partner.	FB, SB	
St Vincent de Paul Society WA - Morley/Dianella Conference	Morley/Dianella	Emergency relief: Food vouchers Food hampers Foodbank referrals	Home visitation service Centrelink ID Seniors Card Concession Card Health Care Card	Coles Woolworths SB, OH, FB	Dianella Morley Noranda
Parish of St Nektarios	Dianella	Food and toiletries			

Uniting Aid	Nollamara	Emergency relief: Food parcels (every 3 months).	Self-referred. Located in City of Stirling LGA. Receiving Centrelink benefits.	SB, OH	
St Vincent de Paul Society WA - Balcatta Conference	Balcatta	Emergency relief: Food vouchers Food hampers Foodbank referrals	Home visitation service Centrelink ID Seniors Card Concession Card Health Care Card	Coles Woolworths SB, OH, FB	Balcatta Gwelup Stirling Tuart Hill
St Vincent de Paul Society WA - Girraween Conference	Girraween	Emergency relief: Food vouchers Food hampers Foodbank referrals	Home visitation service Centrelink ID Seniors Card Concession Card Health Care Card	Coles Woolworths SB, OH, FB	Girraween Koondoola Marangaroo
Rainbow Community Church Community Services	Girraween	Food, showers, toiletries Community lunch Food hampers	Centrelink ID Seniors Card Concession Card Health Care Card ID with address		
Centre for Asylum Seekers Refugees and Detainees*	Perth	Food vouchers Community lunch Foodbank “Fare Go” social enterprises	Not eligible for any other services. Referred by agency	SB	

FB - Foodbank, SB - Second Bite, OH - Oz Harvest
*Service provider located outside of 5km radius of The Square Mirrabooka Shopping Centre

Appendix C - Map Showing Food Relief Service Providers Within a 5km Radius of The Square Mirrabooka Shopping Centre



Appendix D - Survey Questions

Participant Information Statement
St Vincent de Paul Society (WA) and Ishar Multicultural Women's Health Service
Community Food Centre Needs Assessment

What is the project about?
Not having enough food to eat, or food insecurity, is an increasing issue within migrant and refugee communities. This can be due to a number of issues including a lack of culturally appropriate food, the high cost of food, difficulty getting to shops and feeling isolated in the community. Community Food Centres are a way to increase food security by building a welcoming place to access food and developing new skills and confidence to participate in community life. The aim of this research is to collect the opinions of the community about different factors that may affect their food security. This research may lead to a better understanding of the causes of food insecurity in the Mirrabooka and surrounding communities to help inform how a Community Food Centre could most effectively support the community to address these factors.

Who will have access to my information?
The information collected in this survey will be non-identifiable (anonymous). This means that we do not need to collect individual names and any information provided is anonymous and will not include a code number or name. No one, not even the research team will be able to identify your information. All the information we collect will be stored on a secure network at the St Vincent de Paul Society (WA). Only the research team will have access to the data. Any information we collect and use during this research will be treated as confidential.
Electronic data will be password protected. You have the right to access, and request correction of information in accordance with relevant privacy laws. You may request access to the research findings. The results of this research may be presented at conferences or published in professional journals. Individuals will not be identified in any results that are presented or published.

Do I have to take part in the research project?
Taking part in this research project is voluntary. It is your choice to take part or not. You do not have to agree if you don't want to. If you do decide to take part and then change your mind, that is okay, you can withdraw from the project. You do not have to give us a reason; just tell us that you want to stop. If you choose not to take part, or start and then stop the research, it will not affect your relationship with the research team, St Vincent de Paul Society (WA) or Ishar Multicultural Women's Health Services. If you choose to leave the study, we will use any information that is collected unless you tell us not to. If you have any questions contact St Vincent de Paul Society (WA) at info@svdpwa.org.au

Thank you for taking the time to complete our survey. Your responses will help to shape future services in Mirrabooka and surrounding communities.

ABN: 18 332 550 061
9 Brewer Road Canning Vale WA 6155 | PO Box 1450 Canning Vale DC WA 6970
T 08 6323 7500 | E info@svdpwa.org.au | W www.vinnieswa.org.au
Donation Hotline: 13 18 12

Be one of the first 70 people to complete the survey and receive a $20 e-voucher
If you are one of the first 70 people to complete the Vinnies WA and Ishar Community Food Centre Survey you will receive a $20 e-voucher that can be used at Coles and many other major retailers.

To receive your e-voucher, please provide your email address or mobile phone number to Zanna or the Ishar staff member helping you with your survey. The e-voucher will be emailed or texted to you. Terms and Conditions apply (see below).

Terms and Conditions:
The e- vouchers are not transferable for cash or any other form of gift card.
Must be one of the first 70 people to complete the survey in full and submit the completed survey.
Survey closes 5pm Friday 3 March 2023.
The e-voucher offer will end 5pm Friday 3 March 2023 or when the allocation of 70 e-vouchers is exhausted, whichever occurs first.
The e-vouchers will be emailed or sent via SMS to recipients at the conclusion of the survey (5pm Friday 3 March 2023).

Consent to participate in survey
I have read the Participant Information Statement and have had the details of the research explained to me.

I am happy with how my questions have been answered. I know I can ask questions at any time.

I understand the reason for the research, what I will need to do, and any possible risks of my involvement.

I have decided to take part in this research project voluntarily.

My name will not be used and the information I provide will be used only for this research and the publications arising from it.

I have the right to request a copy of this information.

By ticking "I agree", you are acknowledging that you are aged 18 years or older and that you have read and understood the above information.

☐ I agree

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2. In the last 12 months was there any time you have run out of food and not been able to buy more?

- ◯ Yes
- ◯ No

3. In the last 12 months, have you usually had enough money to buy food?

- ◯ Yes
- ◯ No
- ◯ Sometimes

4. Where do you usually get your food from? (choose all that apply)

- ◯ Supermarket/ shops
- ◯ Markets (e.g. Farmers Markets, Malaga Markets)
- ◯ Grow my own fruit and vegetables
- ◯ Foodbank vouchers/hampers
- ◯ Other food assistance (e.g. soup kitchen)

Other (please specify)

5. Why do you usually get food from these places? (choose all that apply)

- ☐ Closest shops
- ☐ Food is cheap
- ☐ Has the food I need
- ☐ Other (please specify)
- ☐ Financial difficulty
- ☐ Good variety of food

6. Do you have any concerns about accessing healthy and nutritious food?

- ◯ Yes
- ◯ No
- ◯ Sometimes
- ◯ Unsure

If you answered Yes or Sometimes, what are your concerns?

7. Have you experienced any issues keeping your family food traditions since arriving in Australia?

- ◯ Yes
- ◯ No
- ◯ Sometimes
- ◯ Does not apply to me

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8. In Australia, are you able to buy foods to cook meals that are traditional to you and your family's culture?

- ◯ Yes
- ◯ No
- ◯ Sometimes
- ◯ Does not apply to me

9. When you need to buy food, how do you usually get to the shops?

- ◯ I drive myself
- ◯ Someone drives me
- ◯ Public transport
- ◯ Rideshare e.g. Uber
- ◯ Taxi
- ◯ Walk

Other (please specify)

10. Do you need to travel further to buy food from your own country than when you buy Australian foods?

- ◯ Yes
- ◯ No
- ◯ Does not apply to me

11. If you did not have enough money to buy enough food for you and your family's needs, what would you do? (choose all that apply)

- ☐ Ask family/ friends for help
- ☐ Go to Foodbank
- ☐ Eat less
- ☐ Skip meals
- ☐ Other (please specify)

12. How many adults live in your house?

13. How many children live in your house?

14. Do you feel a sense of belonging in your local community?

- ◯ Yes
- ◯ No
- ◯ Unsure

15. Do you feel that you have enough support living in Australia? (e.g. from the Government, community, family, husband/spouse)

- ◯ Yes
- ◯ No
- ◯ Unsure

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Donation Hotline: 13 18 12

16. Are there any barriers you have experienced that have stopped you being able to work or volunteer in your community? (please choose all that apply)

- ☐ Visa restrictions
- ☐ Lack of English language
- ☐ Family duties
- ☐ Lack of transport
- ☐ No suitable work or volunteering activities
- ☐ Lack of education or training

Other (please specify)

17. What is your age?

18. What suburb do you currently live in?

19. What is your postcode?

20. What is your gender?

21. What is your country of birth?

22. What is the main language you speak at home?

23. How many years have you lived in Australia for?

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Appendix E - Focus Group Recruitment Flyer

VINNIES WA AND ISHAR WANT TO HEAR FROM YOU

Vinnies WA supported by Ishar Multicultural Women's Health Services are looking to bring the first Community Food Centre to WA!

This innovative project aims to create an inclusive space where the community can prepare and share meals together, learn and build new skills and confidence in a supportive environment.

Help us shape how the Community Food Centre can best assist you and your family and ultimately the whole Mirrabooka and surrounds community.

Focus Groups will be running throughout February and early March at Ishar Multicultural Womens Health Service in a friendly setting with translators available as required.

FOCUS GROUP 1
Wednesday 22 February
10am-12pm
At Ishar
21 Sudbury Road, Mirrabooka

FOCUS GROUP 2
Thursday 23 February
10am-12pm
At Ishar
21 Sudbury Road, Mirrabooka

The focus groups will run for 90 minutes with catering provided.

As a thank you for your time, each participant will receive $40 (vouchers) and a food hamper to take home.

To register your participation, please email **zanna@ishar.org.au** or sign up at Ishar reception.

vinnieswa.org.au

Appendix F - Focus Group Plan

CFC Focus Group
Plan

Focus Group Goal: To understand how food insecurity impacts the Mirrabooka/Balga multicultural community and how the CFC could help address this need.
Focus group duration: 90 minutes (inc 10-minute break).

Content	Activity	Resources Required	Time (mins)	Recording method
Prior to session commencing	Hand out consent forms for participants to read and sign	Consent forms Pens Clipboards	10 mins	N/A
Introduction/ Ice-breaker	Introduction: Introduce facilitators: myself, Maija, Zanna. Acknowledgement of country: I wish to acknowledge the traditional custodians of the land we are meeting on, the Whadjuk Noongar people. I wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and region. Purpose of the focus group: Thank you very much for coming along today. We really appreciate the time you have taken from your day. We look forward to hearing your thoughts. The reason we have asked to meet with you today is because Vinnies is being supported by Ishar to start a new project in Mirrabooka called a Community Food Centre. I will go into what a Community Food Centre is later on but today we want to find out your thoughts on this project and also about the community you live in. This information will help make sure the Community Food Centre works best for the Mirrabooka community	Name tag labels Markers	10 mins	N/A

	so as many people as possible will use it and get involved. We really want you to feel comfortable and able to give us your honest thoughts. So everyone feels comfortable please let only one person speak at a time. Also, it's ok to have different thoughts to other people here and we want to hear those thoughts so we know how the project can best meet the needs of the community. It's important that everyone's thoughts and opinions are respected. Before we start, I just want to remind you that we will be recording the focus group. We will share the recording, it will be stored safely and you will not be identified Any questions? We will start off with what is called an icebreaker so we can get to know you a bit better - go around the room, say your name, the country you came from and your favourite food to eat or cook.			
Section 1: Understanding participants thoughts on the local community	Start filming Q1.1 What are some of the things you like about your community? Q1.2 What are some of the things you don't like about your community? Q1.3 What things do you usually do in your local community? This could be going to the shops, the markets, visiting the library. Q1.4 If you could change one thing about your community what would it be? Anything else anyone would like to add?	Paper to scribe answers on Pen Voice recorder	20 mins	Scribe/voice record
	Break - tea/coffee	Tea/Coffee/Water Catering	10 mins	

Section 2: Community Food Centre	Play CFC video https://www.youtube.com/watch?v=VvjiXIfHCI0 <Blurb about CFC> The Community Food Centre would be a place where everyone in the community is included and welcome. It can be a place to cook and share a meal, grow different fruits and vegetables, learn new skills and share and learn about different cultures. In this part of the focus group, we want to hear from you about what you would like the Community Food Centre to be. Q2.1 Would you like to see a Community Food Centre in Mirrabooka? Q2.2 Do you think you might visit the Community Food Centre in Mirrabooka? Q2.3 What might stop you from visiting the Community Food Centre? Q2.4 What types of activities would you like the Community Food Centre to offer? Q2.5 Do you feel that you might like to be involved with the Community Food Centre, maybe by helping out with some cooking or gardening or sharing your culture? Q2.6 Do you think that you might bring your family to the community food centre? Anything else you would like to add?	Paper to scribe answers on Pen Voice recorder	30 mins	Scribe/voice record
Conclusion	Thank you for participating in today's focus group. The insights you have shared with us will help us to shape future services in the Mirrabooka and surrounding communities. As a thank you for attending, we have some vouchers for you. There is a $20 Coles voucher and a $24 Vinnies Vault card which can be used at Vinnies store	Hampers/vouchers from Vinnies Printed copies of the survey	10 mins	

	in WA. There's a Vinnies store at the Mirrabooka shopping centre. There are also some hampers if you would like to take one. Finally, we have some copies of the survey we are also running, if you would like to fill one out. The first 70 people to fill one out get a $20 e-voucher that can be spent at Coles, Woolworths, Kmart etc. We now have a lovely lunch that Zanna has arranged so please help yourself and enjoy.			

Appendix G - Survey Respondent Demographic Data

Category	Sub-Category	Frequency (n=)	Percent (%)
Gender	Female	37	71%
	Male	11	21%
	No response	4	8%
Age	18-29	6	12%
	30-39	20	38%
	40-49	10	19%
	50-59	4	8%
	60-69	5	10%
	70+	4	8%
	No response	3	6%
Country of birth	Australia	13	25%
	Afghanistan	12	23%
	Macedonia	6	12%
	Iran	4	8%
	Pakistan	3	6%
	Vietnam	2	4%
	Cameroon	1	2%
	India	1	2%
	Korea	1	2%
	Myanmar	1	2%
	Nigeria	1	2%
	Saudi Arabia	1	2%
	Senegal	1	2%
	Tanzania	1	2%
	Thailand	1	2%
	No response	3	6%
Main language spoken at home	English	15	28%
	Macedonian	6	11%
	Arabic	5	9%
	Pashto	5	9%
	Dari	4	7%
	Farsi	4	7%
	Hazaragi	3	6%
	Urdu	2	4%
	Burmese	1	2%
	French	1	2%
	Gujarati	1	2%
	Punjabi	1	2%
	Persian	1	2%
	Thai	1	2%
	Vietnamese	1	2%
	No response	3	6%
Length of time resided in Australia	0-5 years	12	23%
	6-9 years	6	12%
	10-19 years	10	19%
	20+ years	21	40%
	No response	3	6%

Suburb of residence		Mirrabooka	18	35%
		Balga	6	12%
		Nollamara	5	10%
		Girraween	4	8%
		Ballajura	2	4%
		Dianella	2	4%
		Innaloo	2	4%
		Tuart Hill	2	4%
		Balcatta	1	2%
		Bedford	1	2%
		Beechboro	1	2%
		Bennett Springs	1	2%
		Clarkson	1	2%
		Darch	1	2%
		Koondoola	1	2%
		Westminster	1	2%
		No response	3	6%
Postcode		6061	30	58%
		6064	5	10%
		6018	2	4%
		6059	2	4%
		6060	2	4%
		6063	2	4%
		6066	2	4%
		6021	1	2%
		6030	1	2%
		6052	1	2%
		6065	1	2%
		No response	3	6%

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Table 1. Demographic data for respondents who responded affirmative to Q2 (In the last 12 months was there any time you have run out of food and not been able to buy more?)

Table 2. Vinnies WA clients accessing food relief in 2022 by household composition, accommodation type, and income source

Table 3. Vinnies WA clients accessing all relief types in 2022 by age group

Table 4. Brief cost analysis of in season fruit and vegetables available in Mirrabooka in March 2023

Table 5. Country of birth of respondents who answered no or unsure to Q14 and/or Q15.

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- City of Stirling
- Communicare
- Derbal Yerrigan Health Service
- Multicultural Services Centre WA
- Ngala
- North Metropolitan Health Services
- Sudbury House
- The Smith Family
- Youth Focus

All community members who participated in the research.

PROGRAM LOGIC

Mirrabooka Community Food Centre

Vinnies good works

Mission and Outcome Statements

Vinnies

Working to shape a more just and compassionate society.

Mission

The Mirrabooka Community Food Centre aims to improve health and wellbeing outcomes for the Mirrabooka and the surrounding community through programs focused on good food.

Inputs (Activities)

- A commercial grade kitchen
- A daily lunch service
- Volunteering program
- Targeted food programs
- Low-cost fresh produce market and pantry
- Kitchen garden and a garden workshop space
- Outdoor cooking space
- A social enterprise incubator program
- Food skills workshops
- Advocacy initiatives e.g. talks, workshops and information
- Events and occasional dinners
- Group food programs delivered through local partnerships
- Office space for services delivered in partnership e.g. nutritionist or financial counsellor

Outputs (Indicators)

- Community members accessing the daily meal service
- Community members accessing the good food pantry
- Participants accessing wrap around services
- Volunteers engaged through the CFC
- Meal program volunteers
- Community garden volunteers
- Community stakeholders engaged
- Programs/ workshops run
- Workshops/ program attendees
- Engagement with advocacy campaigns
- Micro-business and social enterprise initiatives

Outcomes (Service)

- Community members have improved access to healthy and culturally appropriate food via the CFC.
- Community members have increased and diverse range of opportunities to participate within and through the CFC, including volunteering, leadership and food social enterprise development.
- Community members have increased social connections and a sense of belonging in the community through attending the CFC.
- The Mirrabooka community will have improved opportunities to learn and advocate about issues impacting them.

Community Impact (Population Level Outcomes)

Vinnies

Poverty and disadvantage are addressed

WA Outcomes Framework

Stable

- We have access to safe, adequate and nutritious food

Connected

- We feel connected to our community

Assumptions

- Participants accessing the meal service are likely to engage further with CFC programs
- Partnerships with other aligned organizations will develop over time
- Further funding opportunities available to grow the CFC programs

External Factors

- Food insecurity and financial hardship continues to increase because of ongoing, systemic issues such as cost of living and insufficient income
- Cultural norms and expectations are likely to influence interaction with the CFC

St Vincent de Paul Society (WA) INC
good works

Formal Request for Land: Vinnies WA Community Food Centre Proposal

March 26th 2025

Vinnies
good works

1 Executive Summary

"In my neighbourhood, no one speaks my language so I don't really know anyone. We came here as a family but my husband passed away from cancer not long after we arrived. So now it's just my son Arif and I. He goes to school during the day and I am alone. Money is tight so I try not to eat during the day. When I can, I make a good meal for my son as it reminds us of home and our culture. I am worried about these things. I'm usually awake at night thinking if we will be ok."
(Maria, Community Food Centre Needs Assessment Participant).

Maria's story highlights a prevalent challenge faced by many families in the Mirrabooka and surrounding communities: food insecurity and financial hardship. These issues have been exacerbated by systemic barriers and a lack of targeted support, particularly for marginalised groups. There is a critical need for a sustainable solution to address food insecurity, financial strain, and social isolation, especially in highly diverse, multicultural areas like Mirrabooka.

Vinnies WA has identified a growing demand for support among low-income households, particularly women, sole parents, and families from culturally and linguistically diverse (CaLD) backgrounds. In 2024, 72% of the individuals receiving emergency relief were women, with 31% identifying as Aboriginal and Torres Strait Islander, and 14% from CaLD backgrounds. This growing demand highlights the importance of developing long-term solutions to food insecurity and social isolation in these communities.

The Community Food Centre (CFC) model, which focuses on empowering communities by providing access to nutritious food, food skills, education, and social engagement, is an evidence-based solution to address these challenges. CFCs not only provide access to healthy, culturally relevant food but also foster community-building, skill development, and advocacy, helping create systemic change.

In 2023 Vinnies WA, in collaboration with Ishar Multicultural Women's Health Service (Ischar), conducted a needs assessment in the Mirrabooka area. The results indicated that food insecurity and social isolation were major issues, with social isolation often contributing to other challenges such as loneliness, financial hardship, and domestic violence. The needs assessment also revealed that local service providers supported the concept of a CFC, viewing it as an opportunity for the community to engage in a more dignified way, especially for migrant groups who may feel uncomfortable receiving food relief.

Vinnies WA has been providing support to Mirrabooka and the surrounding communities for many decades and to further strengthen this support has committed funds to the development and ongoing operational costs of a purpose-designed Community Food Centre. However, despite an extensive search, a suitable location for the CFC has not yet been found. In the meantime, Vinnies WA launched a small-scale program, including a community lunch initiative and workshops, to engage local residents - particularly women from CaLD backgrounds - in healthy cooking, budgeting, and volunteering. These

programs have received overwhelmingly positive feedback and demonstrate the potential of the full-scale CFC model.

To progress this important initiative, Vinnies WA has been in discussion with the City of Stirling to propose a partnership in which the City provides a suitable 1600 sqm site under a peppercorn lease for 20 years, whilst Vinnies WA funds, builds, and operates the Community Food Centre. One site identified by the City as potentially suitable is the land at 225A Flinders Street Yokine. Vinnies WA formally requests the use of this site or any other available City of Stirling site in Mirrabooka or the surrounding area deemed by the City to be more suitable. This paper formalises and provides the basis for that request.

2 Community Need

City of Stirling comprises 30 suburbs, 9 of which fall within the bottom 50% of socio-economically disadvantaged areas in the state. These suburbs are Mirrabooka, Balga, Westminster, Glendalough, Nollamara, Osborne Park, Balcatta, Tuart Hill and Dianella. Notably, Mirrabooka and Balga have the highest disadvantage, ranking in the 5th and 8th percentiles respectively – meaning only 5% and 8% of suburbs in WA experience greater disadvantage (SEIFA, 2021).

Findings from the 2021 Census data show that Mirrabooka has a significantly higher unemployment rate than the state average (9.1% compared with 5.1% for WA) and lower median personal and household weekly incomes ($482 compared to $848 for WA; and $1,267 compared to $1,815 for WA) (ABS, 2021). The data also shows that 57.7% of Mirrabooka's 8000 residents were born overseas, with common countries of birth including Vietnam, Myanmar, Iraq, North Macedonia and India (ABS, 2021). Additionally, 73.3% of residents have both parents born overseas (ABS, 2021). The neighbouring suburbs of Balga and Nollamara have similar demographic profiles. Islam is the most commonly reported religion at 22%.

The Food Stress Index is a tool that estimates food insecurity risk based on household characteristics such as income, cost of a basic food basket and geographic location. It identifies the proportion of families in a location who need to spend in excess of 25% of their disposable income on food per week (Landrigan et al., 2019). The Food Stress Index for Mirrabooka and surrounding suburbs is 1,110, which places these suburbs in the fifth quintile, meaning a high likelihood of food stress in these locations (Anglicare WA, 2019). This indicates that 84% of households in Mirrabooka and surrounding areas are at risk of food stress (Anglicare WA, 2019), and highlights the urgent need for targeted interventions to improve food security.

Vinnies WA and Ishar's research in Mirrabooka and surrounding communities in 2023 echoes these broader statistics. In our research survey, 44% respondents stated they had run out of food in the past 12 months and were unable to afford to buy more. This figure is substantially higher than the national food insecurity rate, estimated to be between 4% to 13% of the population. (Bowden, 2020). Furthermore, 90% of surveyed families who reported that they often ran out of food had at least one child, indicating a high number of

children in the area grow up in food-insecure households.
However, as highlighted in the Foodbank Hunger Report, only 24% of food-insecure families are accessing formal food relief services[1], because they experience shame, stigma, and embarrassment when seeking support. These feelings can be exacerbated in multicultural communities where help seeking behaviours may not be culturally normalised. Anecdotally, Vinnies also found that many clients in need of food relief face other barriers to access including lack of culturally appropriate food options and limited transport.

Vinnies WA's broader emergency relief data further demonstrates a growing need. Data compiled from the Vinnies WA call centre during 2024 identified there were 3,100 individual occasions of food relief provided during the year for 1,219 households in Mirrabooka, Alexander Heights, Balcatta, Balga, Ballajura, Girrawheen, Marangaroo, Nollamara and Westminster. Requests for food relief comprised 85% of all assistance requests for clients in these suburbs. The number of individual occasions a client accessed food relief varied greatly, with one household having been assisted on 13 different occasions for food within the year. Demand for assistance has grown 17% over the last three years; however, it is important to note that Vinnies ER program in the area has a limited capacity to grow due to volunteer and funding limitations, meaning this increase is not a true reflection of the growing need.

As previously identified, food insecurity disproportionately impacts single parents and people living alone. In Western Australia, over 116,000 children are impacted by severe food insecurity, which can have many negative short- and long-term effects on children's growth and development (Bowden, 2020 and Foodbank 2023). Vinnies engagement with local primary schools has further highlighted this issue with many schools reporting high levels of need and attempting to implement various initiatives to address families and students' food insecurity.

The CFC needs assessment research established a clear association between food insecurity and feeling a lack of support or a sense of community. Respondents who felt socially isolated or experienced significant barriers to participation were more likely to adopt negative coping strategies when they could not afford to buy more food, such as skipping meals, eating less, or going without food. In contrast, those who felt supported and were connected to the community were more likely to seek help from neighbours, family and friends and reach out to services. This highlights the critical role community connection plays in mitigating food insecurity.

Against this backdrop, it is evident that there is a pressing need for a service that addresses not only food insecurity but its underlying causes such as poverty, inequality, and barriers to full social and economic participation. As outlined in the next section, the CFC model works to address this at three levels - individual, community and systemic – making it a uniquely holistic approach with strong potential to deliver meaningful outcomes for the community.

[1] *Foodbank Hunger Report 2023*

3 Community Food Centre Model

The Community Food Centre (CFC) is an innovative model originating from Canada and has a proven track record of over a decade of making a substantial impact on people's lives and leading social change in a local community context.

Community Food Centres Canada has delivered strong participant outcomes, some of which include (CFCC, 2023c):

- 90% feel like they belong to a community at their CFC.
- 82% made new friends with other participants.
- 80% say their mental and physical health has improved.
- 90% say their CFC provides an important source of healthy food.
- 90% feel more confident preparing food for themselves or others.

Independent evaluation conducted by Coventry University of a UK based community food centre supports this. The findings include clear and measurable increases in food resilience, improved reskilling and training opportunities and improvements in participant health and wellbeing were among participants (Saxena et al. 2022).

The international CFC model is underpinned by 5 'Good Food Principles' which guide all aspects of the CFC. Vinnies WA is a member of the 'Good Food Organisations' network and is committed to following these principles:

1. **Meet people where they are at** – Focusing on understanding the needs and preferences of community members and tailoring programs accordingly
2. **Take action from the individual to the systemic level –** Encouraging action at all levels, from individual choices to systemic changes in food systems
3. **Invest in the power of good food** – Strengthening belief that good food can build health, connect people and inspire engagement in issues that matter
4. **Create an environment of respect and community leadership –** Create spaces that are respectful and inclusive, valuing the contributions of all community members
5. **Aim high for our organisation and our community** – Encouraging members to strive for excellence and positive impact in their communities.

Why is the CFC Model Different?

A Community Food Centre (CFC) is a unique transformative, place-based hub that fosters dignity, connection, and long-term change. Unlike traditional emergency food relief, which primarily addresses immediate hunger, the CFC model takes a holistic, rights-based approach to food security. It recognises that food insecurity is not just about food—it is deeply tied to poverty, social isolation, and systemic barriers. By helping tackle these root causes, the CFC empowers individuals and strengthens communities.

The CFC redefines how food assistance is delivered. It shifts from a short-term food relief model to one that is client-centred, dignified, and reciprocal, ensuring participants are not just receiving help but actively shaping solutions. The CFC model makes an impact on three different levels by offering a diverse program of activities which align with the good food

principles and the five focus areas of food security, community building, education, advocacy and social enterprise.

Individual-Level Impact

The CFC provides free, nutritious, and culturally appropriate food in a way that removes stigma and encourages participation. Key initiatives include:

- A welcoming, café-style community meal program that fosters connection
- A low-cost community pantry, ensuring affordable access to fresh food.
- A community garden, where participants grow and share food, creating a sense of ownership and self-reliance.

Community-Level Engagement

Beyond food provision, the CFC serves as a hub for skills development, education, and social enterprise. It provides opportunities for volunteering, training, and leadership, ensuring that participants move from recipients of aid to active contributors. Programs include:

- Peer-led and expert-run workshops on topics such as budget-friendly cooking, batch meal preparation, bread-making, and food preservation.
- Gardening and sustainability programs, equipping participants with skills to grow their own produce.
- Social enterprise opportunities, empowering individuals to develop income-generating activities related to food and hospitality.

Systemic-Level Engagement

The CFC model recognises that food insecurity is shaped by structural inequalities and works to address these broader systemic challenges by:

- Empowering individuals to engage in civic advocacy – offering training on how to write to local representatives, participate in public consultations, and advocate for policy changes that address the root causes of food insecurity.
- Creating referral pathways to financial counselling and employment support services – ensuring participants can access programs that help them achieve financial stability and long-term security.
- Implement best practice standards that drive broader organisational change by shaping stronger food policies

4 Community Food Centre in the City of Stirling

Vinnies' vision for the first community food centre in Western Australia is to build a diverse and thriving community place within City of Stirling for local people experiencing food

insecurity. Data indicates that the groups most in need are Culturally and Linguistically Diverse and First Nations women and children as well as women and children affected by family and domestic violence.

The CFC provides a place where people can join together to learn, eat, and advocate for good food, ultimately improving community health and well-being outcomes, and empowering the community to advocate and build resilience around important issues.

The specific goals of the CFC in the City of Stirling include:

- Expanding access to safe, dignified, nutritious, and culturally appropriate food through innovative, community-driven programs.
- Fostering social connections and a sense of belonging by providing a welcoming space where people can share meals, skills, and experiences.
- Building resilience around food security by equipping individuals with the knowledge and resources to access, grow, and prepare healthy food.
- Empowering community members to advocate for local issues that affect food security, well-being, and economic stability.
- Creating pathways for income-generating activities through social enterprise initiatives and skills development.
- Providing volunteering and leadership opportunities, ensuring that participants can contribute meaningfully and take ownership of community programs.
- Enhancing access to essential services by connecting individuals with financial counselling, employment support, and other wrap-around assistance.

A local community steering committee including the City of Stirling, should they wish to participate, will be established to ensure the programs meet community need and are culturally appropriate. Looking at examples in Canada and in Melbourne (where Australia's only formally recognised CFC is operating), it is clear that each CFC has its own 'flavour' depending on the community context. Programs and their focus may vary depending on the current issues and interests of the target community. This way, the CFC program is not pre-described but remains flexible and is guided by the community.

Vinnies has consulted with key service providers operating in the area including Ishar Multicultural Women's Services, the City of Stirling, North Metro Health Service, Edmund Rice Centre, Sudbury House, Multicultural Services Centre WA and Fair Food WA. Ongoing consultation with these organisations will ensure a collaborative and informed approach focused on meeting community needs.

Developing a CFC in Mirrabooka or a near suburb, aligns with existing local, state and federal government strategies and policies, and international and not-for-profit organisational policy areas designed to enact large-scale community change. The welcoming and inclusive nature of the CFC model and the diversity of the Mirrabooka community means the model is not exclusive to one group of people alone, however, as mentioned previously women from multicultural backgrounds and First Nations families are

the demographic where we see most need. Vinnies will work with existing service providers and with community members to develop programs that meets the needs of these groups.

The CFC supports and aligns with the following City of Stirling Strategic Documents:

- City of Stirling Access and Inclusion Plan 2021-2025
- City of Stirling Age Friendly Strategy
- City of Stirling Homelessness Strategy 2020-2022
- City of Stirling Innovate Reconciliation Action Plan 2018-2020
- City of Stirling Multicultural Framework
- City of Stirling Youth Framework
- Sustainable Stirling 2022-2032 Strategic Community Plan

5 Impact and Reach

Located and delivered from a fit-for-purpose community space, the CFC will apply a multi-layered approach targeting the individual, community and systemic factors influencing food insecurity, disadvantage, and social isolation.

The CFC will focus on healthy food access, food skills, and education as the building blocks for engagement and increasing social connection and community resilience. Beyond food provision, it will serve as a hub for knowledge sharing and empowerment, where individuals can access information, build skills, and develop the confidence to advocate for local issues that impact their lives.

The program logic that guides the intended outcomes is attached in Appendix 1 and summarised below:

SHORT TERM

- Improved access to safe, healthy, culturally appropriate food.
- Increased social & community inclusion, participation & belonging.
- Delivering an environment for sustained engagement with community services and activities.

MEDIUM TERM

- Increased economic opportunity through participation within the CFC, e.g. volunteering, leadership, food social enterprise development.
- Increased connection / linkage to services / community activities supporting social and economic participation.
- Increased self-reliance and empowerment.
- Increased civic participation empowering CFC participants to advocate / act on local issues of concern.
- Opportunity for food related learning / education (cooking, growing), increasing skills & employment opportunity.

LONG TERM/IMPACT

- Improved policy and program benchmarks for sustainable and community driven solutions to food insecurity
- The community is empowered and equipped and connected
- Active and healthy people in WA
- Inclusive and thriving WA community.

6 Sustainability and Operations

Funding

Vinnies will fund the development of the CFC building and has committed funds to sustain the operations over the period of the proposed 20-year lease - ensuring stability so participants can develop a sense of belonging and security. The capital build will likely be supported from funds sourced from philanthropic support/donations and corporate partners.

Expertise and staffing

Vinnies WA is a well-established and highly respected organisation, employing over 300 staff and engaging more than 3,000 volunteers across the state. Each year, the organisation supports over 61,000 vulnerable and disadvantaged Western Australians through a wide range of services, including emergency relief and support, financial counselling, and specialist homelessness, housing, and mental health programs. These services are delivered within a robust and accountable framework that meets rigorous governance, quality, and financial standards.

The organisation is led by a highly experienced executive team with deep expertise in community services and operational delivery. Oversight of the Community Food Centre will be the responsibility of the Executive Manager Community Engagement Services, a senior leader with more than 25 years' experience in the not-for-profit sector. The Centre will also be supported by a dedicated senior operations manager, a Community Food Centre Coordinator, and a part-time chef, ensuring smooth, professional, and community-focused operations.

Operational Hours

Core hours of the Community Food Centre will be Monday-Friday 8am-5pm with some activities possibly occurring on the weekend. Vinnies will provide base programming with a lunch time community meal which is served at a minimum three days per week between 11.30am-1pm with other activities scheduled throughout the day. The CFC model is flexible to accommodate seasonal and other programming/centre needs and be responsive to related emerging community issues. As such, the operational hours of the centre will be determined through the community steering committee.

An example program is included below to illustrate the potential uses of the centre:

Monday	Tuesday	Wednesday	Thursday	Friday
Pantry packing/ Pantry re-stock 9:30 -11:30am Community Kitchen Drop in lunch prep 9:30-11:30am	Gardening group Social enterprise incubator program Community Kitchen Drop in lunch prep 9:30-11:30am	Community Action program/Advocacy Office Open AM 9am-11am	Food skills workshop 11-1pm (lunch provided as part of the workshop)	Bread making group 7am-9am Community Kitchen Drop in lunch prep 9:30-11:30am
Community Kitchen Drop-in lunch service 11:30am – 1pm (T/A available) Good Food Pantry/Market 1-3pm	**Community Kitchen Drop-in lunch service 11:30am – 1pm (T/A available)** Good Food Pantry/Market 1-3pm	Intercultural Community Kitchen program (small group cooking workshops) 11am – 2pm	Volunteer Bulk Food Prep 11am-2pm (lunch provided)	**Community Kitchen Drop-in lunch service 11:30am – 1pm (T/A available)** Afterschool kids food skills workshop Weekend Pantry (bulk meals available) 12-3pm
		Cultural dinner 4-8pm	Community Action program/Advocacy Office Open PM 4-6pm	

7 Building and Site Requirements

Community Food Centre Design and Location Overview

The proposed Vinnies Community Food Centre (CFC) will be a purpose-built facility designed to serve the community in Mirrabooka and its surrounding areas, including Balga, Westminster, Glendalough, Nollamara, Tuart Hill, and Dianella. The location needs to be well-connected by public transportation, ensuring that individuals can easily access the centre as most participants will not have personal vehicles.

Design Philosophy

The design of the CFC will prioritise creating a vibrant, welcoming space that fosters connection and a sense of belonging for all members of the community experiencing food insecurity. The centre will serve as a "third place"—a space that is neither home nor work—providing a sanctuary for individuals who are also experiencing loneliness and isolation.

Key Design Features

1. *Dining Room*
    - A space designed to seat up to 35 people, providing a welcoming area for communal meals and social interaction.
2. *Commercial Kitchen*
    - A fully equipped kitchen capable of accommodating at least 10 people cooking simultaneously. This area will be specifically designed for meal preparation, ensuring it is not a thoroughfare, to maintain a smooth operation.
3. *Workshop/Training/Advocacy Space*
    - A dedicated area for workshops, training sessions, and advocacy activities that can serve as a hub for skills development, cooking classes, budgeting workshops, and more.
4. *Storage Facilities*
    - On-site storage, including cool rooms and freezers, to accommodate fresh food and supplies for the community pantry and meal programs.
5. *Community Pantry/Market*
    - A space for a low-cost market or social supermarket offering fresh, culturally relevant food staples to support local families experiencing food insecurity.
6. *Toilets*
    - Accessible toilet facilities for male, female, and individuals with disabilities, ensuring the centre is inclusive for all.
7. *Community Garden*
    - A garden area with a north/south aspect for growing food, which could also serve as a space for community members to participate in gardening activities and learn about sustainable food production.
8. *Alfresco area*
    - A covered alfresco area for outdoor seating and activities

Parking and site considerations

To build the currently designed building of 576 sqm and incorporate community gardens and parking, a vacant lot of around 1600 sqm would be ideal. The design of the building and surrounds could be scaled down should only a slightly smaller lot be available.
The site would need services such as water, electricity etc. to be available from the street.
For operational purposes the facility only requires 4 parking bays for staff and delivery of goods and minimal participant parking, given that the majority of the participants will likely use public transport.

Concept design

The design and location of the Vinnies Community Food Centre will ensure that it meets the diverse needs of the community, providing a safe, welcoming, and resource-rich

environment for individuals and families facing hardship. The facility will not only address food insecurity but also provide a space for social connection, skill-building, and community engagement. Below are some concept drawings of the proposed CFC. A video of the concept design has been separately by post on a USB.

OFFICE
OFFICE
FREEZER
PASSAGE
KITCHEN
VERANDAH
BBQ AREA
RECEPTION
MAIN ENTRY
LOBBY
PANTRY
SERVERY
OUTDOOR DINING
SERVICES
FEMALE AMENITIES
MALE AMENITIES
STORE
ACC WC
DINING ROOM/ COMMUNITY ROOM
VERANDAH

12.2/F1 SCHEDULE OF ACCOUNTS FOR PERIOD 3 ENDING 30 SEPTEMBER 2025 AND PERIOD 4 ENDING 31 OCTOBER 2025

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

1125/042

Moved Councillor Creado, seconded Councillor Proud

1. That the schedules for Period 3 – 1 September – 30 September 2025 comprising of:

a. Cheques drawn and payments made amounting to $79,190,782.06;

b. Fuel Card Payments made amounting to $25,624.93,

be RECEIVED.

2. That the schedules for Period 4 – 1 October – 31 October 2025 comprising of:

a. Cheques drawn and payments made amounting to $32,343,122.66;

b. Fuel Card Payments made amounting to $28,415.91,

be RECEIVED

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

1. That the schedules for Period 3 – 1 September – 30 September 2025 comprising of:

    a. Cheques drawn and payments made amounting to $79,190,782.06;

    b. Fuel Card Payments made amounting to $25,624.93,

be RECEIVED.

2. That the schedules for Period 4 – 1 October – 31 October 2025 comprising of:

    a. Cheques drawn and payments made amounting to $32,343,122.66;

    b. Fuel Card Payments made amounting to $28,415.91,

be RECEIVED

Officer's Recommendation

1. That the schedules for Period 3 – 1 September – 30 September 2025 comprising of:

    a. Cheques drawn and payments made amounting to $79,190,782.06;

    b. Fuel Card Payments made amounting to $25,624.93,

be RECEIVED.

2. That the schedules for Period 4 – 1 October – 31 October 2025 comprising of:

    a. Cheques drawn and payments made amounting to $32,343,122.66;

    b. Fuel Card Payments made amounting to $28,415.91,

be RECEIVED

Purpose

To inform Council of funds disbursed for the period 1 September – 30 September 2025 and 1 October – 31 October 2025.

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.

Agency Staffing

The City uses a mix of permanent, contract, casual and agency staff. Agency staff are mainly used to:

- Fill vacant positions on a short-term basis;
- Manage seasonal workload peaks;
- Gain immediate access to a large and experienced labour pool, ensuring essential services are adequately resourced;
- Recruit specialist positions on a part-time or temporary basis.

Agency staff costs are reported as Employee Costs in the Statement of Financial Activity.

The table below shows the spend on agency staffing to October 2025. The actual spend of $550,203 equates to 1.19% of the total spent on direct staffing by the City for the period.

Agency costs by Department	Year to date October 2025 Actual $	% of Total Staffing Cost	Explanation
Community Development	15,818	0.26%	Flexible staffing for Community Food services
Customer & Communications	6,251	0.29%	Short term cover for Graphic designer position
Development Services	28,005	0.81%	Temporary administration staff
Engineering Services	99,185	2.09%	Temporary staff for maintenance & construction works
Finance Services	33,546	1.94%	Maternity leave cover
People	544	0.04%	Temporary vacancy cover
Infrastructure Administration	19,049	2.72%	Temporary administration staff
Parks & Environment	215,825	3.39%	Temporary staff to manage seasonal workload
Waste & Fleet	105,872	2.98%	Cover for Recycling Centre and Waste Collection staff
Property Services	26,107	5.56%	Part-time Land Administration Officer
	550,203	**1.19%**	

Financial Assessment and Implications

Not applicable.

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 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

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 Information

Attachments

Attachment 1 - Payment Listing for September 2025 (ECM No. 11409010) (previously circulated to Elected Members under separate cover)

Attachment 2 - Ampol Purchase Card Report - September 2025 (ECM No. 11909013) ⇩

Attachment 3 - Payment Listing for October 2025 (ECM No. 11409019) (previously circulated to Elected Members under separate cover)

Attachment 4 - Ampol Purchase Card Report - October 2025 (ECM No. 11408455) (previously circulated to Elected Members under separate cover)

Available for viewing at meeting

Nil

Linked Documents

Nil.

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY NORTHLANDS	9/09/2025	40.47
AMPOL FOODARY NORTHLANDS	16/09/2025	55.56
AMPOL FOODARY YANGEBUP	24/09/2025	115.66
AMPOL FOODARY WARNBRO	27/09/2025	42.52
AMPOL FOODARY DOUBLEVIEW	19/09/2025	59.20
AMPOL FOODARY DOUBLEVIEW	22/09/2025	77.82
AMPOL FOODARY KARRINYUP	14/09/2025	82.63
AMPOL FOODARY KARRINYUP	16/09/2025	36.48
AMPOL FOODARY DOUBLEVIEW	24/09/2025	59.51
AMPOL FOODARY KARRINYUP	21/09/2025	37.98
AMPOL FOODARY DOUBLEVIEW	26/09/2025	72.38
AMPOL FOODARY ASCOT	20/09/2025	30.61
EG AMPOL 94218 DIANELLA	19/09/2025	281.94
AMPOL FOODARY ASCOT	29/09/2025	30.00
EG AMPOL 94218 DIANELLA	20/09/2025	64.51
EG AMPOL 94218 DIANELLA	22/09/2025	254.09
EG AMPOL 94218 DIANELLA	22/09/2025	44.85
AMPOL FOODARY DOUBLEVIEW	16/09/2025	59.32
AMPOL FOODARY CLARKSON	22/09/2025	47.39
AMPOL FOODARY CLARKSON	24/09/2025	69.80
AMPOL FOODARY THORNLIE SQ	23/09/2025	61.55
EG AMPOL 94218 DIANELLA	24/09/2025	41.15
AMPOL FOODARY KINGSLEY	15/09/2025	58.71
AMPOL FOODARY KINGSLEY	16/09/2025	64.58
AMPOL FOODARY KINGSLEY	16/09/2025	15.77
EG AMPOL 94218 DIANELLA	25/09/2025	42.00
AMPOL FOODARY KINGSLEY	23/09/2025	60.02

Ampol Fuel Card Report for
Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY KINGSLEY	30/09/2025	59.31
AMPOL FOODARY BEECHBORO	20/09/2025	27.20
AMPOL FOODARY BUTLER S/ST	20/09/2025	71.32
AMPOL FOODARY BEECHBORO	29/09/2025	64.50
AMPOL FOODARY BUTLER S/ST	29/09/2025	54.25
AMPOL FOODARY SUBIACO	30/09/2025	49.03
AMPOL FOODARY MOSMAN PARK	24/09/2025	66.35
AMPOL BUSSELTON S/STN	26/09/2025	41.64
AMPOL BUSSELTON S/STN	29/09/2025	81.31
AMPOL FOODARY KARRINYUP	14/09/2025	24.96
AMPOL FOODARY KARRINYUP	15/09/2025	57.93
AMPOL FOODARY KARRINYUP	15/09/2025	72.57
AMPOL FOODARY KARRINYUP	15/09/2025	85.18
AMPOL FOODARY KARRINYUP	17/09/2025	44.40
AMPOL FOODARY KARRINYUP	17/09/2025	48.30
AMPOL FOODARY KARRINYUP	18/09/2025	40.20
AMPOL FOODARY KARRINYUP	18/09/2025	18.41
AMPOL FOODARY KARRINYUP	19/09/2025	50.41
AMPOL FOODARY KARRINYUP	19/09/2025	54.93
AMPOL FOODARY KARRINYUP	21/09/2025	30.57
AMPOL FOODARY KARRINYUP	21/09/2025	42.25
AMPOL FOODARY KARRINYUP	22/09/2025	79.00
AMPOL FOODARY KARRINYUP	23/09/2025	35.14
AMPOL FOODARY KARRINYUP	23/09/2025	80.43
AMPOL FOODARY KARRINYUP	23/09/2025	58.72
AMPOL FOODARY KARRINYUP	24/09/2025	94.82
AMPOL FOODARY GLENDALOUGH	21/09/2025	73.70

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY KARRINYUP	24/09/2025	86.58
AMPOL FOODARY KARRINYUP	25/09/2025	25.16
AMPOL FOODARY KARRINYUP	25/09/2025	88.71
AMPOL FOODARY KARRINYUP	26/09/2025	89.16
AMPOL FOODARY KARRINYUP	27/09/2025	50.07
AMPOL FOODARY GLENDALOUGH	27/09/2025	58.51
AMPOL FOODARY MOUNT LAWLE	16/09/2025	248.36
AMPOL FOODARY NEDLANDS	17/09/2025	80.50
AMPOL FOODARY MOUNT LAWLE	23/09/2025	271.60
AMPOL FOODARY MOUNT LAWLE	24/09/2025	82.66
AMPOL FOODARY MOUNT LAWLE	24/09/2025	107.06
AMPOL FOODARY MOUNT LAWLE	25/09/2025	191.01
AMPOL FOODARY ALBANY NORT	28/09/2025	61.80
AMPOL FOODARY FORREST HIG	26/09/2025	107.53
AMPOL FOODARY SOUTH LAKE	14/09/2025	45.44
AMPOL FOODARY CARINE	15/09/2025	53.53
AMPOL FOODARY APPLECROSS	19/09/2025	87.72
AMPOL FOODARY CARINE	19/09/2025	48.70
AMPOL FOODARY JOONDALUP	29/09/2025	41.57
AMPOL FOODARY CARINE	20/09/2025	43.29
AMPOL FOODARY CARINE	21/09/2025	45.55
AMPOL FOODARY CARINE	22/09/2025	54.05
AMPOL FOODARY CARINE	23/09/2025	50.11
AMPOL FOODARY CARINE	24/09/2025	68.95
AMPOL FOODARY CARINE	24/09/2025	18.37
AMPOL FOODARY SOUTH LAKE	23/09/2025	84.35
AMPOL FOODARY CARINE	25/09/2025	250.11

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY SOUTH LAKE	25/09/2025	20.50
AMPOL FOODARY CARINE	27/09/2025	76.42
AMPOL FOODARY CARINE	27/09/2025	30.68
AMPOL FOODARY CARINE	28/09/2025	50.84
AMPOL FOODARY CARINE	30/09/2025	22.13
AMPOL FOODARY MALAGA	14/09/2025	48.31
AMPOL FOODARY NORTHLANDS	15/09/2025	10.26
AMPOL FOODARY NORTHLANDS	15/09/2025	33.92
AMPOL FOODARY NORTHLANDS	15/09/2025	50.03
AMPOL FOODARY NORTHLANDS	15/09/2025	65.48
AMPOL FOODARY MALAGA	20/09/2025	27.52
AMPOL FOODARY MALAGA	21/09/2025	42.43
AMPOL FOODARY NORTHLANDS	16/09/2025	54.33
AMPOL FOODARY NORTHLANDS	16/09/2025	50.82
AMPOL FOODARY NORTHLANDS	17/09/2025	54.65
AMPOL FOODARY NORTHLANDS	18/09/2025	55.61
AMPOL FOODARY NORTHLANDS	18/09/2025	25.13
AMPOL FOODARY NORTHLANDS	18/09/2025	56.88
AMPOL FOODARY NORTHLANDS	18/09/2025	47.17
AMPOL FOODARY NORTHLANDS	19/09/2025	57.31
AMPOL FOODARY NORTHLANDS	19/09/2025	56.35
AMPOL FOODARY NORTHLANDS	19/09/2025	67.35
AMPOL FOODARY NORTHLANDS	19/09/2025	62.03
AMPOL FOODARY NORTHLANDS	19/09/2025	43.81
AMPOL FOODARY NORTHLANDS	19/09/2025	39.73
AMPOL FOODARY NORTHLANDS	21/09/2025	38.77
AMPOL FOODARY NORTHLANDS	22/09/2025	65.77

Ampol Fuel Card Report for
Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY NORTHLANDS	22/09/2025	26.53
AMPOL FOODARY NORTHLANDS	22/09/2025	29.34
AMPOL FOODARY NORTHLANDS	23/09/2025	38.93
AMPOL FOODARY NORTHLANDS	23/09/2025	36.25
AMPOL FOODARY NORTHLANDS	23/09/2025	54.92
AMPOL FOODARY NORTHLANDS	23/09/2025	41.07
AMPOL FOODARY NORTHLANDS	23/09/2025	26.64
AMPOL FOODARY NORTHLANDS	23/09/2025	71.75
AMPOL FOODARY NORTHLANDS	24/09/2025	33.11
AMPOL FOODARY NORTHLANDS	24/09/2025	30.96
AMPOL FOODARY NORTHLANDS	24/09/2025	47.43
AMPOL FOODARY NORTHLANDS	24/09/2025	54.80
AMPOL FOODARY NORTHLANDS	25/09/2025	50.64
AMPOL FOODARY NORTHLANDS	26/09/2025	77.04
AMPOL FOODARY NORTHLANDS	26/09/2025	47.69
AMPOL FOODARY NORTHLANDS	26/09/2025	59.38
AMPOL FOODARY NORTHLANDS	26/09/2025	58.59
AMPOL FOODARY NORTHLANDS	26/09/2025	66.43
AMPOL FOODARY NORTHLANDS	27/09/2025	66.16
AMPOL FOODARY NORTHLANDS	27/09/2025	43.75
AMPOL FOODARY NORTHLANDS	27/09/2025	39.86
AMPOL FOODARY NORTHLANDS	29/09/2025	69.46
AMPOL FOODARY NORTHLANDS	29/09/2025	52.40
AMPOL FOODARY BELMONT	15/09/2025	45.81
AMPOL FOODARY BELMONT	17/09/2025	51.77
AMPOL FOODARY CANNINGTON	20/09/2025	47.17
AMPOL FOODARY BENTLEY	27/09/2025	58.21

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY BENTLEY	29/09/2025	45.74
AMPOL FOODARY BYFORD	29/09/2025	69.56
AMPOL FOODARY ROCKINGHAM	21/09/2025	86.40
AMPOL FOODARY ROCKINGHAM	29/09/2025	79.56
AMPOL WOOLWORTHS FORRESTD	21/09/2025	77.82
AMPOL FOODARY WANGARA	22/09/2025	47.72
AMPOL FOODARY WANGARA	23/09/2025	75.00
AMPOL FOODARY WANGARA	26/09/2025	55.13
AMPOL FOODARY MALAGA DRIV	25/09/2025	63.03
EG AMPOL 94228 MIRRABOOKA	15/09/2025	79.27
EG AMPOL 97426 BRABHAM	17/09/2025	64.58
EG FUELCO 94200 CURRAMBIN	21/09/2025	76.35
EG AMPOL 97426 BRABHAM	28/09/2025	83.92
EG FUELCO 94200 CURRAMBIN	30/09/2025	43.86
EG AMPOL 94220 BUNBURY	26/09/2025	31.58
EG AMPOL 94218 DIANELLA	16/09/2025	140.13
EG AMPOL 94218 DIANELLA	19/09/2025	73.79
EG AMPOL 94218 DIANELLA	23/09/2025	74.11
EG AMPOL 94216 FLOREAT	19/09/2025	64.32
EG FUELCO 94200 CURRAMBIN	14/09/2025	41.48
EG FUELCO 94200 CURRAMBIN	18/09/2025	78.51
EG FUELCO 94200 CURRAMBIN	22/09/2025	75.83
EG AMPOL 94243 GREENWOOD	15/09/2025	85.98
EG AMPOL 94243 GREENWOOD	19/09/2025	30.18
EG AMPOL 94243 GREENWOOD	21/09/2025	70.50
EG AMPOL 94240 OSBORNE PA	22/09/2025	41.17
EG AMPOL 94217 GERALDTON	28/09/2025	64.47

Ampol Fuel Card Report for
Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
EG AMPOL 99234 BANKSIA GR	27/09/2025	78.18
EG FUELCO 94235 JOONDALUP	20/09/2025	49.47
EG AMPOL 94243 GREENWOOD	15/09/2025	46.57
EG AMPOL 94228 MIRRABOOKA	25/09/2025	48.79
EG AMPOL 94228 MIRRABOOKA	25/09/2025	74.33
EG AMPOL 94228 MIRRABOOKA	27/09/2025	70.72
EG AMPOL 94228 MIRRABOOKA	28/09/2025	43.87
AMPOL DALWALLINU DEPOT WI	25/09/2025	38.58
AMPOL DALWALLINU DEPOT WI	28/09/2025	48.28
EG AMPOL 94247 MORLEY	15/09/2025	56.30
EG AMPOL 94247 MORLEY	17/09/2025	45.59
EG AMPOL 94215 WHITFORDS	27/09/2025	85.50
EG AMPOL 94911 ALKIMOS	15/09/2025	59.94
AMPOL FOODARY NORTHLANDS	3/09/2025	53.83
AMPOL FOODARY SCARBOROUGH	13/09/2025	56.00
EG AMPOL 94218 DIANELLA	3/09/2025	50.37
EG AMPOL 94218 DIANELLA	4/09/2025	308.09
AMPOL WOOLWORTHS ASHBY	31/08/2025	44.39
AMPOL FOODARY BALDIVIS	1/09/2025	84.77
AMPOL FOODARY GLENDALOUGH	9/09/2025	72.28
EG AMPOL 94218 DIANELLA	9/09/2025	66.85
EG AMPOL 94218 DIANELLA	10/09/2025	58.25
EG AMPOL 94218 DIANELLA	10/09/2025	14.59
AMPOL FOODARY DOUBLEVIEW	31/08/2025	54.34
AMPOL FOODARY DOUBLEVIEW	1/09/2025	83.79
AMPOL FOODARY DOUBLEVIEW	1/09/2025	35.72
AMPOL FOODARY DOUBLEVIEW	1/09/2025	43.42

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY DOUBLEVIEW	2/09/2025	41.03
AMPOL FOODARY DOUBLEVIEW	5/09/2025	62.17
AMPOL FOODARY DOUBLEVIEW	9/09/2025	69.17
AMPOL FOODARY DOUBLEVIEW	9/09/2025	41.83
AMPOL FOODARY KARRINYUP	1/09/2025	51.54
AMPOL FOODARY KARRINYUP	1/09/2025	66.72
AMPOL FOODARY KARRINYUP	3/09/2025	58.06
AMPOL FOODARY KARRINYUP	6/09/2025	89.60
AMPOL FOODARY KARRINYUP	11/09/2025	42.99
AMPOL FOODARY KARRINYUP	11/09/2025	51.71
AMPOL FOODARY CLARKSON	2/09/2025	61.89
AMPOL FOODARY SCARBOROUGH	1/09/2025	73.30
AMPOL FOODARY SCARBOROUGH	2/09/2025	117.71
AMPOL FOODARY SCARBOROUGH	2/09/2025	70.07
AMPOL FOODARY SCARBOROUGH	3/09/2025	154.03
AMPOL FOODARY SCARBOROUGH	4/09/2025	109.07
AMPOL FOODARY SCARBOROUGH	6/09/2025	68.79
AMPOL FOODARY SCARBOROUGH	8/09/2025	47.69
AMPOL FOODARY SCARBOROUGH	8/09/2025	166.91
AMPOL FOODARY SCARBOROUGH	9/09/2025	44.17
AMPOL FOODARY SCARBOROUGH	10/09/2025	49.16
AMPOL FOODARY SCARBOROUGH	11/09/2025	38.22
AMPOL FOODARY JOONDALUP	12/09/2025	79.56
AMPOL FOODARY ASCOT	6/09/2025	24.48
AMPOL FOODARY ASCOT	14/09/2025	33.32
AMPOL FOODARY KWINANA	31/08/2025	89.77
AMPOL FOODARY CLARKSON	31/08/2025	51.22

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY CLARKSON	1/09/2025	86.67
AMPOL FOODARY DOUBLEVIEW	2/09/2025	70.27
AMPOL FOODARY CLARKSON	4/09/2025	71.07
AMPOL FOODARY DOUBLEVIEW	4/09/2025	84.83
AMPOL FOODARY DOUBLEVIEW	4/09/2025	49.70
AMPOL FOODARY DOUBLEVIEW	5/09/2025	41.21
AMPOL FOODARY DOUBLEVIEW	5/09/2025	114.81
AMPOL FOODARY DOUBLEVIEW	7/09/2025	76.46
AMPOL FOODARY DOUBLEVIEW	8/09/2025	44.33
AMPOL FOODARY DOUBLEVIEW	9/09/2025	74.60
AMPOL FOODARY DOUBLEVIEW	10/09/2025	74.96
AMPOL FOODARY DOUBLEVIEW	10/09/2025	11.47
AMPOL FOODARY DOUBLEVIEW	11/09/2025	74.97
AMPOL FOODARY CLARKSON	13/09/2025	49.78
AMPOL FOODARY DOUBLEVIEW	13/09/2025	80.38
AMPOL FOODARY KINGSLEY	2/09/2025	63.14
AMPOL FOODARY KINGSLEY	12/09/2025	84.02
AMPOL FOODARY BEECHBORO	2/09/2025	76.89
AMPOL FOODARY BUTLER S/ST	5/09/2025	83.50
AMPOL FOODARY MOSMAN PARK	10/09/2025	45.45
AMPOL FOODARY GLENDALOUGH	31/08/2025	75.21
AMPOL FOODARY GLENDALOUGH	2/09/2025	76.71
AMPOL BUSSELTON S/STN	6/09/2025	50.99
AMPOL FOODARY KARRINYUP	1/09/2025	95.33
AMPOL FOODARY KARRINYUP	2/09/2025	42.02
AMPOL FOODARY KARRINYUP	2/09/2025	69.28
AMPOL FOODARY KARRINYUP	4/09/2025	44.94

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY KARRINYUP	4/09/2025	63.47
AMPOL FOODARY KARRINYUP	5/09/2025	74.11
AMPOL FOODARY KARRINYUP	5/09/2025	59.08
AMPOL FOODARY KARRINYUP	5/09/2025	39.15
AMPOL FOODARY KARRINYUP	6/09/2025	46.16
AMPOL FOODARY KARRINYUP	8/09/2025	49.53
AMPOL FOODARY KARRINYUP	8/09/2025	38.60
AMPOL FOODARY KARRINYUP	8/09/2025	76.10
AMPOL FOODARY KARRINYUP	10/09/2025	105.65
AMPOL FOODARY KARRINYUP	10/09/2025	55.41
AMPOL FOODARY KARRINYUP	10/09/2025	52.14
AMPOL FOODARY KARRINYUP	11/09/2025	74.19
AMPOL FOODARY KARRINYUP	11/09/2025	53.62
AMPOL FOODARY KARRINYUP	12/09/2025	88.73
AMPOL FOODARY KARRINYUP	13/09/2025	46.53
AMPOL FOODARY MOUNT LAWLE	4/09/2025	278.04
AMPOL FOODARY ALBANY NORT	8/09/2025	84.49
AMPOL FOODARY MOUNT LAWLE	4/09/2025	46.75
AMPOL FOODARY MOUNT LAWLE	11/09/2025	56.41
AMPOL FOODARY MOUNT LAWLE	11/09/2025	280.26
AMPOL FOODARY JOONDALUP	3/09/2025	119.07
AMPOL FOODARY CARINE	3/09/2025	47.04
AMPOL FOODARY CARINE	4/09/2025	25.14
AMPOL FOODARY CARINE	5/09/2025	276.09
AMPOL FOODARY CARINE	7/09/2025	72.57
AMPOL FOODARY CARINE	7/09/2025	38.32
AMPOL FOODARY SOUTH LAKE	9/09/2025	84.57

Ampol Fuel Card Report for
Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY CARINE	8/09/2025	60.82
AMPOL FOODARY CARINE	11/09/2025	59.07
AMPOL FOODARY MALAGA	3/09/2025	114.66
AMPOL FOODARY MALAGA	4/09/2025	90.13
AMPOL FOODARY NORTHLANDS	31/08/2025	34.22
AMPOL FOODARY NORTHLANDS	1/09/2025	30.68
AMPOL FOODARY NORTHLANDS	1/09/2025	29.61
AMPOL FOODARY NORTHLANDS	1/09/2025	34.23
AMPOL FOODARY NORTHLANDS	2/09/2025	48.95
AMPOL FOODARY NORTHLANDS	2/09/2025	41.21
AMPOL FOODARY NORTHLANDS	2/09/2025	57.96
AMPOL FOODARY NORTHLANDS	2/09/2025	44.26
AMPOL FOODARY NORTHLANDS	2/09/2025	29.96
AMPOL FOODARY NORTHLANDS	2/09/2025	60.85
AMPOL FOODARY MALAGA	9/09/2025	57.67
AMPOL FOODARY NORTHLANDS	3/09/2025	55.03
AMPOL FOODARY NORTHLANDS	3/09/2025	43.28
AMPOL FOODARY NORTHLANDS	3/09/2025	64.27
AMPOL FOODARY NORTHLANDS	4/09/2025	42.31
AMPOL FOODARY NORTHLANDS	4/09/2025	61.44
AMPOL FOODARY NORTHLANDS	4/09/2025	51.13
AMPOL FOODARY NORTHLANDS	5/09/2025	158.41
AMPOL FOODARY NORTHLANDS	5/09/2025	52.97
AMPOL FOODARY NORTHLANDS	5/09/2025	44.74
AMPOL FOODARY MALAGA	11/09/2025	51.09
AMPOL FOODARY NORTHLANDS	6/09/2025	45.01
AMPOL FOODARY NORTHLANDS	6/09/2025	39.01

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY NORTHLANDS	6/09/2025	113.04
AMPOL FOODARY NORTHLANDS	6/09/2025	42.50
AMPOL FOODARY NORTHLANDS	7/09/2025	38.54
AMPOL FOODARY NORTHLANDS	8/09/2025	41.36
AMPOL FOODARY NORTHLANDS	8/09/2025	40.98
AMPOL FOODARY NORTHLANDS	8/09/2025	75.03
AMPOL FOODARY NORTHLANDS	8/09/2025	33.99
AMPOL FOODARY NORTHLANDS	8/09/2025	51.76
AMPOL FOODARY NORTHLANDS	9/09/2025	38.98
AMPOL FOODARY NORTHLANDS	9/09/2025	30.44
AMPOL FOODARY NORTHLANDS	9/09/2025	38.15
AMPOL FOODARY NORTHLANDS	10/09/2025	29.05
AMPOL FOODARY NORTHLANDS	10/09/2025	54.95
AMPOL FOODARY NORTHLANDS	11/09/2025	41.99
AMPOL FOODARY NORTHLANDS	11/09/2025	54.09
AMPOL FOODARY NORTHLANDS	12/09/2025	55.74
AMPOL FOODARY NORTHLANDS	12/09/2025	54.93
AMPOL FOODARY NORTHLANDS	12/09/2025	32.19
AMPOL FOODARY NORTHLANDS	12/09/2025	40.31
AMPOL FOODARY NORTHLANDS	12/09/2025	69.61
AMPOL FOODARY NORTHLANDS	12/09/2025	43.94
AMPOL FOODARY NORTHLANDS	13/09/2025	43.36
AMPOL FOODARY NORTHLANDS	13/09/2025	63.23
AMPOL FOODARY NORTHLANDS	13/09/2025	68.97
AMPOL FOODARY BENTLEY	7/09/2025	58.09
AMPOL FOODARY CANNINGTON	11/09/2025	67.52
AMPOL FOODARY STRATTON	3/09/2025	51.31

Ampol Fuel Card Report for Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY BYFORD	2/09/2025	69.32
AMPOL FOODARY BALDIVIS	9/09/2025	82.70
AMPOL FOODARY ROCKINGHAM	6/09/2025	69.69
AMPOL FOODARY ROCKINGHAM	11/09/2025	93.09
AMPOL FOODARY WANGARA	4/09/2025	27.39
EG AMPOL 94228 MIRRABOOKA	6/09/2025	46.82
EG AMPOL 94228 MIRRABOOKA	8/09/2025	73.05
EG FUELCO 94200 CURRAMBIN	7/09/2025	73.64
EG FUELCO 94200 CURRAMBIN	9/09/2025	73.29
EG AMPOL 99234 BANKSIA GR	4/09/2025	46.63
EG AMPOL 99234 BANKSIA GR	14/09/2025	114.41
EG AMPOL 99234 BANKSIA GR	14/09/2025	56.83
EG AMPOL 94218 DIANELLA	6/09/2025	63.28
EG AMPOL 94218 DIANELLA	8/09/2025	261.05
EG AMPOL 97426 BRABHAM	8/09/2025	87.17
EG AMPOL 97426 BRABHAM	9/09/2025	57.43
EG AMPOL 97426 BRABHAM	13/09/2025	49.21
EG AMPOL 94230 STH FREMAN	11/09/2025	72.21
EG AMPOL 94216 FLOREAT	9/09/2025	58.32
EG AMPOL 94216 FLOREAT	11/09/2025	88.85
EG AMPOL 94216 FLOREAT	14/09/2025	51.27
EG FUELCO 94200 CURRAMBIN	14/09/2025	76.84
EG AMPOL 94215 WHITFORDS	2/09/2025	54.08
EG AMPOL 94215 WHITFORDS	13/09/2025	79.42
EG AMPOL 94247 MORLEY	13/09/2025	78.97
EG AMPOL 94219 ELLENBROOK	8/09/2025	39.82
EG AMPOL 94243 GREENWOOD	1/09/2025	59.41

Ampol Fuel Card Report for
Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
EG AMPOL 94243 GREENWOOD	8/09/2025	71.08
EG AMPOL 94228 MIRRABOOKA	5/09/2025	44.82
EG AMPOL 94228 MIRRABOOKA	9/09/2025	81.86
EG AMPOL 94228 MIRRABOOKA	10/09/2025	40.07
EG AMPOL 94228 MIRRABOOKA	14/09/2025	44.42
EG AMPOL 94232 BROOKS GAR	12/09/2025	66.04
EG FUELCO 94235 JOONDALUP	8/09/2025	48.44
EG AMPOL 94911 ALKIMOS	2/09/2025	66.87
INDEPENDENT NANNUP	29/09/2025	65.07
AMPOL FOODARY MURDOCH	29/09/2025	43.66
AMPOL FOODARY KARRINYUP	26/09/2025	42.64
AMPOL FOODARY KARRINYUP	29/09/2025	77.50
AMPOL FOODARY CLARKSON	14/09/2025	113.98
AMPOL FOODARY SCARBOROUGH	14/09/2025	103.42
AMPOL FOODARY SCARBOROUGH	14/09/2025	103.30
AMPOL FOODARY SCARBOROUGH	16/09/2025	265.36
AMPOL FOODARY SCARBOROUGH	16/09/2025	27.64
AMPOL FOODARY CLARKSON	28/09/2025	71.51
AMPOL FOODARY SCARBOROUGH	19/09/2025	66.28
AMPOL FOODARY SCARBOROUGH	19/09/2025	28.61
AMPOL FOODARY SCARBOROUGH	20/09/2025	101.90
AMPOL FOODARY SCARBOROUGH	20/09/2025	76.00
AMPOL FOODARY SCARBOROUGH	23/09/2025	120.38
AMPOL FOODARY SCARBOROUGH	24/09/2025	84.61
AMPOL FOODARY SCARBOROUGH	24/09/2025	85.34
AMPOL FOODARY SCARBOROUGH	25/09/2025	87.45
AMPOL FOODARY SCARBOROUGH	26/09/2025	142.65

Ampol Fuel Card Report for
Period 01-Sep-2025 to 30-Sep-2025

Payee	*Date*	*Amount ($)*
AMPOL FOODARY SCARBOROUGH	28/09/2025	53.99
AMPOL FOODARY SCARBOROUGH	28/09/2025	92.44
AMPOL FOODARY SCARBOROUGH	28/09/2025	35.90
AMPOL FOODARY SCARBOROUGH	29/09/2025	106.46
AMPOL FOODARY SCARBOROUGH	30/09/2025	27.84
AMPOL FOODARY WARNBRO	14/09/2025	53.51
AMPOL FOODARY JOONDALUP	27/09/2025	120.70
AMPOL FOODARY JOONDALUP	29/09/2025	56.69
		25,624.93

Note : The payment to Ampol is shown in the Payments Listing and the amount may vary with this report due to timing.

12.2/F2 MONTHLY STATEMENT OF FINANCIAL ACTIVITY FOR THE MONTHS ENDING 30 SEPTEMBER 2025 AND 31 OCTOBER 2025

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

1125/043

Moved Councillor Creado, seconded Councillor Proud

That the monthly Statement of Financial Activity and other relevant Financial Reports for the months ending 30 September 2025 and 31 October 2025 be RECEIVED.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That the monthly Statement of Financial Activity and other relevant Financial Reports for the months ending 30 September 2025 and 31 October 2025 be RECEIVED.

Officer's Recommendation

That the monthly Statement of Financial Activity and other relevant Financial Reports for the months ending 30 September 2025 and 31 October 2025 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.

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 (Attachments 1 & 5) 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 (Attachments 2 & 6) in accordance with the requirements of Regulation 34.
3. The Statement of Financial Position (Attachments 3 & 7) in accordance with requirements of regulation 35.
4. An Investment Report (Attachments 4 & 8) 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 September 2025

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.

Explanations of major variances between YTD Actual and YTD (Original) Budget for the month ended 30 September 2025 are as follows:

General Rates

The Rates Statements issued in July 2025 generated $267 million in revenue (this figure includes the Rates, Domestic Waste Charge, the Community Safety Service charge and the Emergency Services Levy revenue). $162 million of this debt including balances due from prior years have been collected by 30 September 2025.

Operating Revenue

1. Other Revenue

This revenue item has a negative variance of 10% to year-to-date budget, mainly due to timing of Catalina Estate land sales.

Operating Expenditure

2. Employee Costs

Direct employee costs including agency staffing were $0.3m under budget and other staff related expenses $0.3m under budget for the period to September. These positive variances were partly offset by internal labour recoveries being $0.3m under budget.

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 those areas.

3. Underground Power - Expenditure

This expenditure item has a positive variance of 34% due to timing of Underground Power Cash Calls to Western Power.

4. Utilities

This expenditure item has a positive variance of 17% mainly due to timing of electricity invoices across City owned properties.

5. Other Expenditure

This expenditure item has a positive variance of 29% mainly due to timing of costs relating to Catalina Estate land sales.

Investment Activity

6. Capital Expenditure

This expenditure item has a positive variance of 39% mainly due to the phasing of the following major projects and programs:

- $1.8 million for the road renewal program
- $0.5 million for the Recycling Centre Balcatta Redevelopment Project
- $0.8 million for the building renewal program
- $0.9 million for the Main/Hutton Street Project

Monthly Statement of Financial Activity for the Period Ending 31 October 2025

It should be noted that the statement shown as Attachment 5 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.

Explanations of major variances between YTD Actual and YTD (Original) Budget for the month ended 31 October 2025 are as follows:

General Rates

The Rates Statements issued in July 2025 generated $267 million in revenue (this figure includes the Rates, Domestic Waste Charge, the Community Safety Service charge and the Emergency Services Levy revenue). $176.8 million of this debt including balances due from prior years have been collected by 31 October 2025.

Operating Expenditure

1. Employee Costs

Direct employee costs including agency staffing were $0.3m under budget and other staff related expenses $0.3m under budget for the period to October. These positive variances were partly offset by internal labour recoveries being $0.3m under budget.

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 those areas.

2. Materials & Contracts – Other Work

This expenditure item has a negative variance of 11% mainly due to Contractors Services and Computer Software maintenance. This is a timing variance only.

3. Underground Power - Expenditure

This expenditure item has a positive variance of 31% mainly due to timing of Underground Power Cash Calls from Western Power.

4. Utilities

This expenditure item has a positive variance of 17% mainly due to timing of electricity invoices across City owned properties.

5. Other Expenditure

This expenditure item has a positive variance of 11% mainly due to timing of Catalina Estate land sales.

Investment Activity

6. Capital Grants and subsidies

This revenue item has a positive variance of 80% mainly due to reversal of prior years' unearned income and income received for intersection safety improvement for Main Steet/ Hutton Street and Royal Street for Engineering Services.

7. Capital Expenditure

This expenditure item has a positive variance of 28% mainly due to the phasing of the following major projects and programs:

- $3.3 million for the road renewal program
- $3.0 million for the building renewal program
- $0.8 million for the Community Safety CCTV projects

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. and *Local Government Act 1995*

Meeting Date	Council Resolution Number	Council Resolution
1 April 1997	Item 10.2/A11	A 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 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

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 Information

Attachments

Attachment 1 - Statement of Financial Activity in the form of a Rate Setting Statement for the period to 30 September 2025 ⇩

Attachment 2 - Net Current Assets as at 30 September 2025 ⇩

Attachment 3 - Statement of Financial Position for the period to 30 September 2025 ⇩

Attachment 4 - An Investment Report for the period to 30 September 2025 ⇩

Attachment 5 - Statement of Financial Activity in the form of a Rate Setting Statement for the period to 31 October 2025 ⇩

Attachment 6 - Net Current Assets as at 31 October 2025 ⇩

Attachment 7 - Statement of Financial Position for the period to 31 October 2025 ⇩

Attachment 8 - An Investment Report for the period to 31 October 2025 ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Statement of Financial Activity

As at period ended 30 September 2025

Account Description	Notes	Actuals 30 September 2025 $	Ytd Budget 30 September 2025 $	Variance $	Variance %	Full Year Budget $
Net surplus/(deficit) at start of financial year		29,697,956	53,540,831			53,540,831
Revenue from operating activitiess						
Security Service Charge		6,189,530	6,001,050	188,480	3%	6,001,050
Operating Grants & Subsidies		3,616,023	3,507,458	108,565	3%	15,112,600
Contributions & Donations		452,857	479,675	26,818	6%	2,254,700
Waste Service Charge		45,114,043	45,073,099	40,943	0%	49,211,412
Fees & Charges		5,671,817	6,000,376	328,558	5%	24,955,843
Interest Earnings		2,404,446	2,344,078	60,368	3%	9,197,086
Registrations, Licences & Permits		1,899,315	1,873,405	25,910	1%	5,182,120
Underground Power - Income		0	0	0	0%	9,056,975
Other Revenue	(1)	3,687,161	4,113,695	426,534	10%	16,802,213
Profit on Disposal of Assets		31,627	7,676	23,951	312%	1,322,176
		69,066,819	69,400,512			139,096,175
Expenditure from operating activities						
Employee Costs	(2)	(30,780,053)	(31,043,756)	263,703	1%	(122,868,946)
Materials & Contracts - Maintenance		(11,756,450)	(11,213,182)	543,268	5%	(54,207,293)
Materials & Contracts - Other Works		(17,987,868)	(16,656,313)	1,331,556	8%	(59,387,883)
Underground Power - Expenditure	(3)	(1,266,358)	(1,926,000)	659,642	34%	(7,703,999)
Utilities	(4)	(2,230,067)	(2,673,837)	443,770	17%	(10,585,032)
Depreciation & Amortisation		(14,206,128)	(14,992,029)	785,901	5%	(59,479,245)
Insurance Expenses		(1,031,017)	(1,017,759)	13,258	1%	(2,054,708)
Other Expenditure	(5)	(1,926,330)	(2,719,231)	792,901	29%	(10,886,862)
Loss on Disposal of Assets		(3,825)	(63,582)	59,758	94%	(606,173)
		(81,188,095)	(82,305,688)			(327,780,141)
Amount attributed to operating activities		**(12,121,276)**	**(12,905,176)**			**(188,683,966)**
Depreciation on assets		14,206,128	14,992,029	785,901	5%	59,479,245
Profit/(Loss) on asset disposals		27,802	55,907	28,105	50%	(716,003)
Noncash movements in non current assets and liabilities		(541,612)	0	541,612	0%	(4,000,000)
Total excluded from operating results		**13,692,317**	**15,047,935**			**54,763,242**
Investing activities						
Capital grants and subsidies		1,547,349	1,446,790	100,559	7%	11,760,473
Equity share of investment - net		0	0	0	0%	20,000,000
Proceeds from disposal of assets		114,904	188,000	73,096	39%	4,233,050
Capital Expenditure	(6)	(9,714,387)	(15,916,477)	6,202,090	39%	(119,489,713)
Amount attibuted to investment activities		**(8,052,134)**	**(14,281,687)**			**(83,496,190)**
Financial activities						
Transfers to and from Trust						
Transfers to reserves		(234,840)	0			(39,721,083)
Transfers from reserves		146,923	0			29,038,756
Amount attributed to financial activities		**(87,917)**	**0**			**(10,682,327)**
Amount raised from rates		173,703,358	173,643,161			174,558,410
Net surplus/(deficit) at start of financial year		196,832,305	215,045,064			0

Restricted Assets
As at 30 September 2025

	$
Current assets	
Cash & Equivalents	268,613,707
Receivables - Current	115,558,195
Other Assets	3,102,111
Inventories	6,757,974
Contract Assets	1,770,210
	395,802,196
Less current liabilities	
Creditors & Provisions	(69,412,372)
Other Liabilities - Current	(2,446,334)
Lease Liabilities - Current	(109,745)
Employee Provisions - Current	(20,593,223)
	(92,561,673)
Net current assets	303,240,523
Less Restricted assets Reserves	(127,001,441)
Add - cash backed leave	20,593,223
Net surplus/(deficit)	196,832,305

City of Stirling
Statement of Financial Position
As at period ended 30 September 2025

ASSETS	$
CURRENT ASSETS	
Cash and cash equivalents	268,613,707
Trade receivables	115,558,195
Other financial assets at amortised cost	3,102,111
Inventories	6,757,974
Total Current Assets	395,802,196
NON CURRENT ASSETS	
Investments	55,327,286
Other financial assets at amortised cost	199,049
Investment Property	6,200,000
Other Receivables	2,361,825
Property, Plant & Equipment	829,075,261
Infrastructure	1,747,464,291
Inventory	59,098
Intangible assets	3,713,222
Right of use assets	474,307
Total Non Current Assets	2,644,874,338
TOTAL ASSETS	**3,040,676,533**
LIABILITIES	
CURRENT LIABILITIES	
Trade and other payables	52,742,647
Contract liabilities	2,446,334
Lease liabilities	109,745
Employee related provisions	20,593,223
Other provisions	16,669,724
Total Current Liabilities	92,561,673
NON CURRENT LIABILITIES	
Lease liabilities	377,774
Employee related provisions	1,420,548
Total Non Current Liabilities	1,798,323
TOTAL LIABILITIES	**94,359,995**
NET ASSETS	**2,946,316,538**
EQUITY	
Accumulated Surplus	1,063,840,487
Change in Net Assets resulting from Operations	163,095,387
Accumulated Surplus	1,226,935,874
Reserves - Cash Backed	126,947,568
Reserves - Asset Revaluation	1,592,433,096
TOTAL EQUITY	**2,946,316,538**

CITY OF STIRLING
CASH & INVESTMENT REPORT AS AT 30 SEPTEMBER 2025

	Short term Rating	Long-term Rating	Allocation %	AV RATE* %	TOTAL FUNDS $	MUNI FUNDS $	REST FUNDS $	TRUST FUNDS $	RESERVE FUNDS $
IN HOUSE INVESTMENTS									
Banks									
Bank of Queensland	A2	A-	21	3.96%	60,136,488	24,300,000		-	35,836,488
Bendigo / Adelaide Bank	A2	A-	20	3.82%	57,513,774	52,050,000			5,463,774
NAB	A1+	AA-	21	4.10%	58,786,963	9,700,000	13,985,060	-	35,101,903
Rabo Bank	A1	A+	3	4.35%	9,166,667				9,166,667
Sun Corp Metway	A-1	A+	10	4.08%	29,865,729	700,000	-	18,103,992	11,061,737
Westpac	A1+	AA-	24	4.21%	69,246,936	37,000,000	1,929,936	-	30,317,000
TOTAL INVESTMENTS			**100**	**4.05%**	**$ 284,716,556**	**$ 123,750,000**	**$ 15,914,996**	**$ 18,103,992**	**$ 126,947,568**

* 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	2,211,565	25.43%	8,697,086
TOTAL	**2,211,565**	**25.43%**	**8,697,086**

INTEREST RATES	JUL %	AUG %	SEP %	OCT %	NOV %	DEC %
AVGE EARNED RATE (ALL INVESTMENTS)	4.45	4.08	4.05			
BENCHMARK RATE	3.70	3.70	3.70			

	JAN	FEB	MAR	APR	MAY	JUN
AVGE EARNED RATE (ALL INVESTMENTS)						
BENCHMARK RATE						

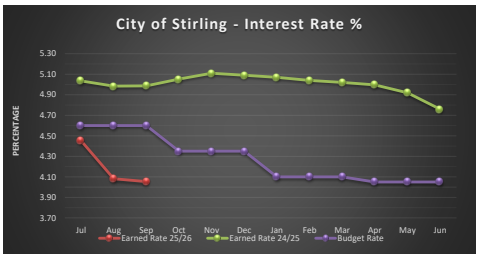
MARKET AVERAGE INTEREST RATES	At Call %	30 Day %	90 Days %	180 Days %	5 Yr Bond %	YTD Av %
FOR 2025-26 YEAR ONLY	2.89	3.69	3.68	3.75	0.00	3.70

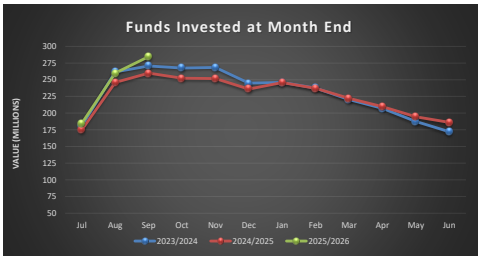
COMMENTARY

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	582,589
Right of Way Bonds	467,976
Payment in Lieu of Public Open Space	10,909,744
Town Planning Schemes	6,123,790
Other Trusts	19,893
FINANCE ONE	18,103,992
INVESTMENT REGISTER	18,103,992
Funds to be Transferred	-

RESERVE FUND DETAILS	BALANCE $
Asset Acquisition Reserve	110,391
Cash in Lieu of Public Open Space	1,852,348
Churchlands Lighting Reserve	47,119
Corporate Project Fund	8,465,649
Capital Investment Reserve	50,518,606
Investment Income Reserve	5,887,365
Leave Liability Reserve	15,489,475
Long Service Leave Reserve	1,026,515
Payment in Lieu of Parking Reserve	3,390,052
Plant Replacement Reserve	6,843,993
Public Parking Strategy Reserve	7,154,096
Road Widening Compensation Reserve	161,758
Scarborough Development Contribution Plan	341,367
Security Service Reserve	574,467
Strategic Waste Development Reserve	20,323,160
Tree Fund Reserve	1,602,314
Workers Compensation Reserve	3,212,768
FINANCE ONE	127,001,441
INVESTMENT REGISTER	126,947,568
Funds to be Transferred	**-53,873**

RESTRICTED FUND DETAILS	BALANCE $
Builders Registration Board Levy	404,135
BCITF Levy	454,220
Client Bonds	1,175
Development Trust	34,743
Hall Hire Bonds	11,000
Other Rest Funds	9,445
Pay in Lieu POS	5,333,051
Performance Bonds	5,164,293
Section 152 Land	1,722,744
Street Trees Bonds	238,885
Unclaimed Monies	129,691
Verge Bonds	3,168,131
FINANCE ONE	16,671,514
INVESTMENT REGISTER	15,914,996
Funds to be Transferred	**756,518**

Statement of Financial Activity

As at period ended 31 October 2025

Account Description	Notes	Actuals 31 October 2025 $	Ytd Budget 31 October 2025 $	Variance $	Variance %	Full Year Budget $
Net surplus/(deficit) at start of financial year		29,697,956	53,540,831			53,540,831
Revenue from operating activitiess						
Security Service Charge		6,192,395	6,001,050	191,345	3%	6,001,050
Operating Grants & Subsidies		5,160,259	5,216,476	56,217	1%	15,112,600
Contributions & Donations		682,247	611,195	71,052	12%	2,254,700
Waste Service Charge		45,724,347	45,532,912	191,435	0%	49,211,412
Fees & Charges		8,219,662	8,049,716	169,946	2%	24,955,843
Interest Earnings		3,320,618	3,309,135	11,483	0%	9,197,086
Registrations, Licences & Permits		2,380,508	2,241,040	139,468	6%	5,182,120
Underground Power - Income		0	(0)	0	0%	9,056,975
Other Revenue		6,812,471	6,344,612	467,859	7%	16,802,213
Profit on Disposal of Assets		54,548	7,676	46,872	611%	1,322,176
		78,547,054	77,313,811			139,096,175
Expenditure from operating activities						
Employee Costs	(1)	(41,426,277)	(41,722,491)	296,214	1%	(122,868,946)
Materials & Contracts - Maintenance		(17,910,498)	(16,436,647)	1,473,851	9%	(54,207,293)
Materials & Contracts - Other Works	(2)	(22,727,931)	(20,549,318)	2,178,612	11%	(59,387,883)
Underground Power - Expenditure	(3)	(1,350,014)	(1,946,914)	596,900	31%	(7,703,999)
Utilities	(4)	(2,988,977)	(3,596,537)	607,559	17%	(10,585,032)
Depreciation & Amortisation		(20,507,525)	(20,030,342)	477,183	2%	(59,479,245)
Insurance Expenses		(2,122,508)	(2,045,725)	76,783	4%	(2,054,708)
Other Expenditure	(5)	(3,392,970)	(3,814,052)	421,081	11%	(10,886,862)
Loss on Disposal of Assets		(8,559)	(88,181)	79,622	90%	(606,173)
		(112,435,260)	(110,230,207)			(327,780,141)
Amount attributed to operating activities		**(33,888,206)**	**(32,916,395)**			**(188,683,966)**
Depreciation on assets		20,507,525	20,030,342	477,183	2%	59,479,245
Profit/(Loss) on asset disposals		45,989	80,505	34,516	43%	(716,003)
Noncash movements in non current assets and liabilities		(1,947,173)	0			(4,000,000)
Total excluded from operating results		**18,606,341**	**20,110,847**			**54,763,242**
Investing activities						
Capital grants and subsidies	(6)	5,223,195	2,903,790	2,319,406	80%	11,760,473
Equity share of investment - net		0	0	0	0%	20,000,000
Proceeds from disposal of assets		234,118	211,000	23,118	11%	4,233,050
Capital Expenditure	(7)	(16,712,428)	(23,311,811)	6,599,383	28%	(119,489,713)
Amount attibuted to investment activities		**(11,255,115)**	**(20,197,021)**			**(83,496,190)**
Financial activities						
Transfers to and from Trust						
Transfers to reserves		(234,840)	0			(39,721,083)
Transfers from reserves		166,160	0			29,038,756
Amount attributed to financial activities		**(68,680)**	**0**			**(10,682,327)**
Amount raised from rates		173,815,978	173,795,703			174,558,410
Net surplus/(deficit) at start of financial year		176,908,274	194,333,965			0

Restricted Assets
As at 31 October 2025

	$
Current assets	
Cash & Equivalents	258,507,685
Receivables - Current	102,630,287
Other Assets	3,594,632
Inventories	6,760,194
Contract Assets	1,546,230
	373,039,028
Less current liabilities	
Creditors & Provisions	(66,912,817)
Other Liabilities - Current	(2,054,828)
Lease Liabilities - Current	(109,745)
Employee Provisions - Current	(20,570,590)
	(89,647,980)
Net current assets	283,391,048
Less Restricted assets Reserves	(127,053,364)
Add - cash backed leave	20,570,590
Net surplus/(deficit)	176,908,274

City of Stirling
Statement of Financial Position
As at period ended 31 October 2025

ASSETS	$
CURRENT ASSETS	
Cash and cash equivalents	258,507,685
Trade receivables	102,630,287
Other financial assets at amortised cost	3,594,632
Inventories	6,760,194
Contract assets	1,546,230
Total Current Assets	373,039,028
NON CURRENT ASSETS	
Investments	56,735,987
Other financial assets at amortised cost	199,049
Investment Property	6,200,000
Other Receivables	2,344,924
Property, Plant & Equipment	828,992,467
Infrastructure	1,748,118,829
Inventory	46,498
Intangible assets	3,700,722
Right of use assets	474,307
Total Non Current Assets	2,646,812,781
TOTAL ASSETS	**3,019,851,809**
LIABILITIES	
CURRENT LIABILITIES	
Trade and other payables	50,097,606
Contract liabilities	2,054,828
Lease liabilities	109,745
Employee related provisions	20,570,590
Other provisions	16,815,211
Total Current Liabilities	89,647,980
NON CURRENT LIABILITIES	
Lease liabilities	377,774
Employee related provisions	1,416,821
Total Non Current Liabilities	1,794,595
TOTAL LIABILITIES	**91,442,575**
NET ASSETS	**2,928,409,234**
EQUITY	
Accumulated Surplus	1,063,840,487
Change in Net Assets resulting from Operations	145,188,083
Accumulated Surplus	1,209,028,570
Reserves - Cash Backed	126,947,568
Reserves - Asset Revaluation	1,592,433,096
TOTAL EQUITY	**2,928,409,234**

CITY OF STIRLING
CASH & INVESTMENT REPORT AS AT 31 OCTOBER 2025

	Short term Rating	Long-term Rating	Allocation %	AV RATE* %	TOTAL FUNDS $	MUNI FUNDS $	REST FUNDS $	TRUST FUNDS $	RESERVE FUNDS $
IN HOUSE INVESTMENTS									
Banks									
Bank of Queensland	A2	A-	19	4.00%	52,386,488	16,550,000			35,836,488
Bendigo / Adelaide Bank	A2	A-	19	3.90%	52,213,774	46,750,000			5,463,774
NAB	A1+	AA-	21	4.35%	58,552,062	9,400,000	14,050,159		35,101,903
Rabo Bank	A1	A+	3	4.11%	9,166,667				9,166,667
Sun Corp Metway	A1+	AA-	11	4.20%	29,865,729	700,000		18,103,992	11,061,737
Westpac	A1+	AA-	26	4.23%	72,300,808	40,000,000	1,929,936		30,370,872
TOTAL INVESTMENTS			**100**	**4.09%**	**$ 274,485,528**	**$ 113,400,000**	**$ 15,980,095**	**$ 18,103,992**	**$ 127,001,441**

*Average Rate for each bank relates to the investments held at monthend i.e. Total Funds ballance

	INTEREST RECEIVED TO DATE	%	FULL YEAR BUDGET
INTEREST EARNED			
Municipal Fund	3,051,628	35.09%	8,697,086
TOTAL	**3,051,628**	**35.09%**	**8,697,086**

INTEREST RATES	JUL	AUG	SEP	OCT	NOV	DEC
	%	%	%	%	%	%
AVGE EARNED RATE (ALL INVESTMENTS)	4.45	4.08	4.05	4.09		
BENCHMARK RATE	3.70	3.70	3.70	3.70		

	JAN	FEB	MAR	APR	MAY	JUN
AVGE EARNED RATE (ALL INVESTMENTS)						
BENCHMARK RATE						

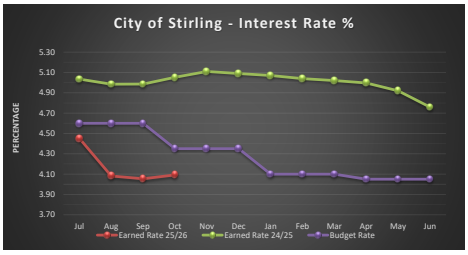
MARKET AVERAGE INTEREST RATES	At Call %	30 Day %	90 Days %	180 Days %	5 Yr Bond %	YTD Av %
FOR 2025-26 YEAR ONLY	2.89	3.69	3.66	3.75	0.00	3.70

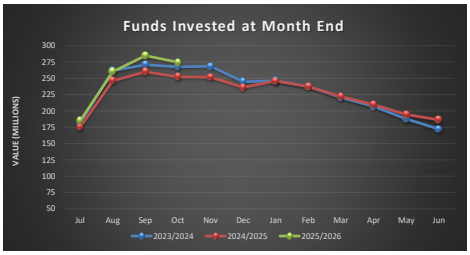
COMMENTARY

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	582,589
Right of Way Bonds	467,976
Payment in Lieu of Public Open Space	10,909,744
Town Planning Schemes	6,123,790
Other Trusts	19,893
FINANCE ONE	18,103,992
INVESTMENT REGISTER	18,103,992
Funds to be Transferred	-

RESERVE FUND DETAILS	BALANCE $
Asset Acquisition Reserve	110,391
Cash in Lieu of Public Open Space	1,852,348
Churchlands Lighting Reserve	47,119
Corporate Project Fund	8,465,649
Capital Investment Reserve	50,518,606
Investment Income Reserve	5,868,129
Leave Liability Reserve	15,489,475
Long Service Leave Reserve	1,097,674
Payment in Lieu of Parking Reserve	3,390,052
Plant Replacement Reserve	6,843,993
Public Parking Strategy Reserve	7,154,096
Road Widening Compensation Reserve	161,758
Scarborough Development Contribution Plan	341,367
Security Service Reserve	574,467
Strategic Waste Development Reserve	20,323,160
Tree Fund Reserve	1,602,314
Workers Compensation Reserve	3,212,768
FINANCE ONE	127,053,364
INVESTMENT REGISTER	127,001,441
Funds to be Transferred	**-51,923**

RESTRICTED FUND DETAILS	BALANCE $
Builders Registration Board Levy	431,168
BCITF Levy	438,061
Client Bonds	1,175
Development Trust	34,743
Hall Hire Bonds	11,900
Other Rest Funds	9,445
Pay in Lieu POS	5,333,051
Performance Bonds	5,242,731
Section 152 Land	1,722,744
Street Trees Bonds	238,885
Unclaimed Monies	129,934
Verge Bonds	3,223,163
FINANCE ONE	16,817,001
INVESTMENT REGISTER	15,980,095
Funds to be Transferred	**836,906**

12.2/F3 CONTRACT 18154.2 MASTER SUBSCRIPTION AGREEMENT SFDC AUSTRALIA PTY LTD - CONVERSION TO PERPETUAL STATUS

Business Unit:	Corporate Information Services	Service: Compliance, Risk & Information Management
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/044

Moved Councillor Creado, seconded Councillor Proud

That Council APPROVES a variation and extension to Contract 18154.2 - Master Subscription Agreement SFDC Australia Pty Ltd as detailed in Confidential Attachment 1.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That Council APPROVES a variation and extension to Contract 18154.2 - Master Subscription Agreement SFDC Australia Pty Ltd as detailed in Confidential Attachment 1.

Officer's Recommendation

That Council APPROVES a variation and extension to Contract 18154.2 - Master Subscription Agreement SFDC Australia Pty Ltd as detailed in Confidential Attachment 1.

Purpose

That Council approve the acquisition of a Salesforce license on a perpetual basis, subject to the platform continuing to demonstrate value for money and meet agreed performance benchmarks.

Details

At its meeting held on 4 December 2018, Council approved (Council Resolution Number 1218/004) the execution of recurring annual licencing agreements with software provider Salesforce (SFDC Australia Pty Ltd).

The tender was for provision and implementation of a Relationship Management System. This required entering a contract for provision of the software licencing, contract 18154.2. This is an ongoing contract with recurring renewal of the software licencing agreement.

The recommendation for variation and extension is detailed in confidential Attachment 1.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
4 December 2018	1218/004	1. That Council NOTES the report on the Stage 2 - Detailed Implementation Analysis and Design. 2. That Council ENDORSES the progression of the Relationship Management System to Stage 3 - Implementation of Relationship Management System and Stage 4 - Relationship Management System Support and Maintenance. 3. That Council APPROVES the execution of recurring annual licencing agreements with software provider Salesforce (SFDC Australia Pty Ltd) for a maximum duration of four years. 4. That Council APPROVES, through the 2018/2019 Budget Review process, budget of $1,120,000 funded from 2018/2019 general rates revenue in excess of budget.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A capable and efficient City

Priority: Plan for the future, manage resources and measure performance

Strategic Risk

Strategic Risk	Risk Appetite
Funding	The City will take sufficient financial risk to enable it to achieve its strategic objectives, providing it does not significantly impact on the long term financial sustainability of the City.

Relevant Documents and Information

Attachments

Attachment 1 - Contract 18154.2 - Recommendation of Variation and Extension (previously circulated to Elected Members under confidential separate cover)

Available for viewing at meeting

Nil

Linked Documents

Nil.

12.2/TE1 63486 PROPERTY AND BUILDING MAINTENANCE SERVICES

Business Unit:	Facilities, Projects, and Assets	Service: Facility Management
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/045

Moved Councillor Creado, seconded Councillor Proud

That the tender for the Property and Building Maintenance Services be ACCEPTED as detailed in Confidential Attachment 1.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Recommendation

That the tender for the Property and Building Maintenance Services be ACCEPTED 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 invited tenders for suitably qualified and resourced contractors to perform unplanned and planned building and property maintenance services on City assets. Works encompass approximately 235 buildings and 200 associated minor asset structures.

The contractors are required to provide the following services:

- Reactive Maintenance - unscheduled repairs due to faults or breakdowns within the City's buildings or of assets.
- Renewal Maintenance - work performed from time-to-time to bring an item back to its original state or functional condition.
- Routine Maintenance - work performed cyclically to maintain efficient operating life; or avoid potential failure of components and/or to comply with statutory requirements. This includes various service contracts such as grease traps and RPZ valve servicing.
- Minor Works - improvements or works that add to, alter, or upgrade the building or specified building components. The improvements largely arise from changed functional or business needs of building occupants.

Tender Details

IFT Number	63486	
IFT Title	Property and Building Maintenance Services	
Recommended Tenderer(s)	As per confidential Attachment 1	

Expenditure under this Contract is not capped or fixed. The estimated Contract award value is based on estimated expenditure at this time but may vary depending on budget availability.

Contract Term	Initial:	Three years
	Extension Options:	Two options to extend for one year each
Tendered Rates/Cost	Provided in Attachment 1 to this report (confidential)	
Panel Allocation	Provided in Attachment 1 to this report (confidential)	
Advertising:	Saturday 28 June 2025	The West Australian
Tender Deadline:	Wednesday 30 July 2025	2.00pm
Tender Opening:	Wednesday 30 July 2025	2.00pm

Tender Submissions

Thirteen tenders were received, including alternative and non-conforming Tenders:

Tenderer	Trading Name
Futureproof Building Services Pty Ltd	
National Development Construction Pty Ltd	
OBAN Group Pty Ltd	
Orixon Pty Ltd	
Premier Services Australia Pty Ltd	
Prova Construction Pty Ltd	
R.B.D. Building & Maintenance Pty Ltd	
Reliable Asset Maintenance Pty Ltd	
Solution 4 Building Pty Ltd	
Hoskins Investments Pty Ltd trustee for the M R Hoskins Family Trust T/A AE Hoskins Building Services	AE Hoskins Building Services
West Coast Construction & Demolition Pty Ltd trustee for the Macbond	West Coast Construction & Demolition
West to West Indigenous Corporation Pty Ltd	
Workzone Pty Ltd	

Contract

Commencement Date of New Contract: January 2026

Completion Date of New Contract: January 2028

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, from the anticipated commencement date.

Evaluation Justification

Provided in Confidential Attachment 1 to this report.

Comment

All members of the evaluation panel have made a conflict-of-interest declaration.

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
Removed as a scoring evaluator.	
Has the recommended Tenderer(s) undergone Occupational Safety and Health assessment and been deemed acceptable?	YES

Financial Assessment and Implications

Provided in Confidential Attachment 1 to this report.

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: A liveable City

Priority: Improve the quality, liveability and identity of local areas

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 - Evaluation and Recommendation (previously circulated to Elected Members under confidential separate cover)

Attachment 2 - List of Directors (previously circulated to Elected Members under confidential separate cover)

Available for viewing at meeting

Nil.

Linked Documents

Nil.

12.2/TE2 S0022 SWEEPER

Business Unit:	Waste and 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

1125/046

Moved Councillor Creado, seconded Councillor Proud

That the Quotation for the Supply and Delivery of one Sweeper be ACCEPTED as detailed in Confidential Attachment 1

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That the Quotation for the Supply and Delivery of one Sweeper be ACCEPTED as detailed in Confidential Attachment 1.

Officer's Recommendation

That the Quotation for the Supply and Delivery of one Sweeper be ACCEPTED 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

The City of Stirling manages a diverse fleet of more than 1,000 assets, including garden equipment, trucks, engineering machinery, excavators, and loaders. This fleet is essential for delivering core services and maintaining public infrastructure across the City.

As part of the ongoing fleet renewal program, the City seeks to replace the Engineering Road Sweeper (Asset ID: S0022) to support Engineering Maintenance Works. The new sweeper will be deployed for street sweeping operations, ensuring clean road surfaces, improved safety, and enhanced public amenity.

This procurement addresses the replacement of a unit nearing the end of its service life, safeguarding operational continuity and efficiency.

Quotation Details

IFQ Number	VP465498
IFQ Title	HFQR09 Truck Mounted Street Sweeper
Recommended Respondent(s)	As per confidential Attachment 1

Expenditure under this Contract is not capped or fixed. The estimated Contract award value is based on estimated expenditure at this time but may vary depending on budget availability.

Contract Term	Initial:	6 months
Quoted Rates/Cost	Provided in Attachment 1 to this report (confidential)	
Quotation Deadline:	Sunday 13 July 2025	10.00pm
Quotation Opening:	Sunday 13 July 2025	10.00pm

Quotation Submissions

Two quotations were received, including alternative and non-conforming quotations:

Respondent	Trading Name
Bucher Municipal Pty Ltd	Bucher Municipal Pty Ltd
Rosmech Sales & Service Pty Ltd	Rosmech Sales & Service Pty Ltd

Contract

Commencement Date of New Contract: December 2025

Completion Date of New Contract: June 2026

Price Basis of New Contract: Fixed Price Lump Sum

Quotation Evaluation Panel

The evaluation panel comprised of 3 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 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 Tenderer(s) recommended in this report be accepted at the estimated Contract value and Contract term provided, from the anticipated commencement date.

Evaluation Justification

Provided in Confidential Attachment 1 to this report.

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?	YES
Reference Checks underway – To be updated	
Has the recommended Respondent(s) undergone Probity assessment and been deemed compliant?	NO
Probity assessment underway – To be updated	
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
Has the recommended Respondent(s) undergone a Work Health and Safety assessment and been deemed acceptable?	NO
Not required	

Financial Assessment and Implications

Provided in Confidential Attachment 1 to this report.

Stakeholder Engagement

Not Applicable. This procurement was conducted via an 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 2022-2032

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
Environment	The City will prioritise protection, enhancement and sustainability of the natural environment unless this cannot be achieved without significantly compromising the City's economic or social sustainability.

Relevant Documents and Information

Attachments

Attachment 1 - Evaluation and Recommendation (previously circulated to Elected Members under confidential separate cover)

Attachment 2 - List of Directors (previously circulated to Elected Members under confidential separate cover)

Available for viewing at meeting

Nil

Linked Documents

Nil

12.2/GOV1 APPOINTMENT OF COMMUNITY MEMBERS TO ACCESS AND INCLUSION ADVISORY GROUP

Business Unit:	Community Development	Service: Community Development
Ward:	Not Applicable	Location: Not Applicable
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/047

Moved Councillor Creado, seconded Councillor Proud

That Council ENDORSES the recommended community representatives for the Access and Inclusion Advisory Group, as per confidential Attachment 1, for the period 29 October 2025 to 16 October 2027.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That Council ENDORSES the recommended community representatives for the Access and Inclusion Advisory Group, as per confidential Attachment 1, for the period 29 October 2025 to 16 October 2027.

Officer's Recommendation

That Council ENDORSES the recommended community representatives for the Access and Inclusion Advisory Group, as per confidential Attachment 1, for the period 29 October 2025 to 16 October 2027.

Purpose

To seek Council's endorsement of the recommended external community representatives to the City's Access and Inclusion Advisory Group.

Details

At its meeting held 26 August 2025, Council resolved (Council Resolution Number 0825/045) to adopt changes to the City's Advisory and Working Group External Members Policy. The new approach included a revised structure where advisory groups would be established to focus on adherence to specific legislation and regulatory requirements.

Under the *Disability Services Act 1993* public authorities (including local governments) are required to develop and maintain an Access and Inclusion Plan, and to undertake public consultation when preparing, reviewing or amending the plan. Outcome Six within the City of Stirling's Access and Inclusion Plan 2021-2025 (AIP) identifies that the City will *"maintain networks with community and key stakeholders that can provide advice and guidance, including the Access and Inclusion Advisory Group".*

In line with the revised policy and the October 2025 local government elections, the City called for nominations from community members to join the Access and Inclusion Advisory Group (AIAG). The Expression of Interest process attracted a significantly higher number of nominations than previous years, with a total of 42 nominations received. This resulted in a very competitive selection process.

A panel assessed all nominations through a structured process to select 15 representatives. Each panel member individually reviewed de-identified nomination forms using a weighted assessment criterion. In addition to scoring, the panel considered diversity across disability types, age groups, cultural backgrounds, and lived experiences to ensure broad representation. The final selection also aimed to balance returning and new members, supporting both continuity and the inclusion of fresh perspectives.

Financial Assessment and Implications

Under the revised Terms of Reference for the AIAG, community representatives may be remunerated for their participation. In alignment with disability sector standards for lived experience consultation, the recommended rate is $35 per hour. The AIAG will include 15 community members, meeting five times per year for two hours per meeting. Based on this arrangement, the estimated annual cost for member participation is $4,550. This cost will be incorporated into the City's annual budgeting and integrated planning process to ensure appropriate resourcing for the operation of the group.

Stakeholder Engagement

In August 2025, all current members of the Access and Inclusion Advisory Group were advised that their current term was due to expire and were encouraged to re-nominate.

Expressions of interest were advertised 30 September 2025 to 23 October 2025. Advertising methods included social media, e-newsletters, the City website and a dedicated mailout to people who participated in the Everyone Belongs engagement process.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Disability Services Act 1993

Access and Inclusion Plan 2021 – 2025

Meeting Date	Council Resolution Number	Council Resolution
7 November 2023	1123/018	3. That Council ENDORSES the recommended community representatives for the Access and Inclusion Advisory Group as per confidential Attachment 3 for the 2023-2025 term.
26 August 2025	0825/045	1. That Council NOTES the Advisory and Working Group Review as detailed in this report to ensure meaningful and inclusive community engagement outcomes. 2. That Council ADOPTS the revised Committee and Advisory Group External Members Policy (Attachment 1) to be renamed the Advisory and Working Group External Members Policy. 3. That Council REQUESTS Expressions of Interest from community representatives for membership of Access and Inclusion Advisory Group and Local Emergency Management Committee.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Provide local government sector leadership

Key Result Area: Our community

Objective: An inclusive and harmonious City

Priority: Facilitate social connections and access to services locally

Priority: Build strong relationships with our multicultural and diverse community

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.
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 - AIAG Recommendations (previously circulated to Elected Members under confidential separate cover)

Available for viewing at meeting

Nil

Linked Documents

Nil.

12.2/GOV2 REVISED GOVERNANCE FRAMEWORK

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

1125/048

Moved Councillor Creado, seconded Councillor Proud

That Council ADOPTS the City's revised Governance Framework, as detailed in Attachment 2.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That Council ADOPTS the City's revised Governance Framework, as detailed in Attachment 2.

Officer's Recommendation

That Council ADOPTS the City's revised Governance Framework, as detailed in Attachment 2.

Purpose

For Council to adopt the revised Governance Framework.

Details

Governance is an important concept which impacts all aspects of the City and the broader community. The practice of good governance is increasingly seen as critical for ensuring that:

- The City meets legal and ethical compliance;
- Decisions are made in the interests of stakeholders and the broader community; and
- The City behaves as a good corporate citizen should.

The principles and practices of good governance plot the specific processes of decision-making, and the processes by which the City is directed, controlled, and held to account. Good governance ensures the City can manage its many complex responsibilities effectively in the best interests of the entire community. There also needs to be a clear understanding about its strategic direction, management responsibility, and accountability.

At its meeting held 27 September 2016 Council adopted (Council Resolution Number 0916/047) a Governance Framework (see Attachment 1). The purpose of the Governance Framework is to bring together key information on the major processes, systems, roles and relationships involved in providing good governance at the City. The City's existing Framework has not been updated since its original adoption.

In view of the above and being cognisant of governance and legislative arrangements affecting local governments, a new Governance Framework has been developed (see Attachment 2). This new Framework has been developed on the basis of the following four key principles required to achieve excellence in governance:

- Culture and vision.
- Roles and relationships.
- Decision-making and management.
- Accountability.

Under each key principle, various systems, policies, processes and practices of the City have been detailed or summarised in support of that principle being put into effect at the City.

Financial Assessment and Implications

There are no financial implications associated with Council adopting the Governance Framework.

Stakeholder Engagement

Internal consultation occurred with the Executive Team and Management Team in the development of a revised Governance Framework. Elected Members were also invited to comment on the draft Framework prior to it being submitted to Council for consideration.

In the development of the City's revised Framework, existing frameworks and best practice examples were reviewed, including an assessment of various guidelines, documents and other reference documents of other agencies and statutory bodies.

Options Summary

The following options were considered.

OPTIONS	
1.	That Council adopts a revised Governance Framework.
2.	That Council retains the City's existing Governance Framework.

Recommended Action

It is recommended that Council adopt a revised Governance Framework to highlight the City's commitment to providing good government for its community. This is achieved by defining systems, policies, processes and practices for ensuring accountability, probity and openness in the conduct of City business.

Although the Framework is not enforceable, there are a range of benefits that can be derived from the development and implementation of an effective Framework including:

- Providing clear guidelines for the roles of the Council, Elected Members and the CEO, ensuring that all responsibilities are properly allocated, and performance expectations are well understood;
- Enshrining best practice in relation to 'board processes' (which are relevant to the elected Council body);
- Assisting the City in delivering good government for the entire community;
- Ensuring legal and ethical compliance is known and articulated;
- Influencing processes throughout the organisation by setting guidelines for strategic planning at all levels; and
- Assisting as an induction tool for new Elected Members and employees.

The City's Governance Framework will assist Elected Members and employees to understand the increasing governance demands placed on them within the local government industry. The Framework also communicates to the community the governance arrangements in place to ensure the City is performing at an optimum level and making progress towards its strategic goals.

Relevant Policies, Legislation and Council Resolutions

The *Local Government Act 1995* is the primary piece of legislation governing the operations of all local governments in Western Australia and contains many sections that relate to the roles and functions of the Mayor, Councillors, Chief Executive Officer and employees.

Local governments are responsible for administering, or have responsibilities under, a vast array of legislative requirements, and where appropriate have been referred to in the City's revised document. The adoption of the Governance Framework has impact on all City policies and the implementation of them.

Meeting Date	Council Resolution Number	Council Resolution
27 September 2016	0916/047	That Council ADOPTS the City of Stirling Governance Framework contained within attachment 1.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

Priority: Comply with legislation, standards and obligations

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 - Existing Governance Framework 2016 ⇩

Attachment 2 - Revised City of Stirling Governance Framework - 25 November 2025 ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil

City of Stirling Governance Framework

A framework for the suite of processes, systems, rules and corporate relationships by which the City is directed and controlled and by which decisions are made and our local government is held to account.

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1. Governance

Governance is a one word description for a large suite of processes, systems, roles and corporate relationships by which the City is directed and controlled and by which decisions are made and our local government is held to account.

The Council has many complex responsibilities and is required to comply with a myriad of legislative and regulatory provisions. In addition the Council itself adopts practices such as our Statement of Business Ethics and Code of Conduct that place a high degree of emphasis on ethical behaviour and decision making. All these things contribute to good governance at the City as they lay the foundations for the way in which the Council leads the organisation and influences interactions with community members and other stakeholders.

1.1 Purpose of this Governance Framework

The purpose of this document is to bring together the major processes, systems, roles and relationships that are involved in governance at the City of Stirling. It underpins the confidence people can have in the way the Council leads the City and can be used for a variety of purposes such as:

- it provides the community with an insight into the complexities of local government and the role of Councillors
- it affirms good governance principles that are integral to Council and the Administration
- it provides an addition to the induction kit for new Councillors

2. The System of Local Government

2.1 Government in Australia

The City of Stirling is proud to be part of our National system and acts as the third sphere of government alongside the State and Federal Parliaments.

The Australian Constitution that came into force on 1 January 1901 sets out the way in which the Commonwealth of Australia is to be governed. Powers are divided between State Governments and the Federal Government. State Governments are responsible for the system of local government in each State.

In Western Australia the relevant State legislation is the *Local Government Act 1995* in which local governments are given legislative responsibility for many functions and activities. The Act establishes a Council for each local government that makes decisions that impact strongly on the quality of life experienced by local communities.

2.2 Democracy

Through a cycle of regular elections, the Council is made up of elected Councillors who are representatives of the local community. The principles of democracy require that these local representatives have the authority to make decisions on behalf of the whole of the community.

About our Community

When used in relation to governance the collective term community does not refer to one single entity. Within the City of Stirling there are many different communities and subsets within them. These can be identified through factors such as neighbourhoods or people with interests in common, lifestyle, sport, business, educational institutions, developers, industry and such things as social values. Often such diverse communities do not share the same aspirations and goals as the needs and desires of people evolve and change.

A challenge for the Council is to govern so that the different and sometimes competing interests of the community can be recognised and taken into account.

A right to be heard

Community members are encouraged to make their views known and at the same time to understand that Councillors wish to hear from a wide variety of people. Because of this Councillors are not ‘delegates’ in the sense that they must act on instructions from ratepayers because of the possibility of widely divergent views. Instead, Councillors are representatives who are required to exercise their vote after debate according to their own judgment about an issue. In reaching that judgment they seriously weigh in the balance all the information available to them. This includes, but is not limited to, the views expressed by individuals or community groups.

Decisions are made by a Majority Vote

All Councillors have equal rights to vote and responsibilities to spend time making sure they are well informed about issues (due diligence). This involves reading and researching and listening to and analysing different viewpoints.

Decisions are made based on a majority of votes. If there is an equality of votes then the Mayor has a second vote to break the deadlock. In certain circumstances, the *Local Government Act 1995* sets out special rules for how a majority vote is to be calculated.

For Councillors to have a central role in our democratic system in local government, strong characteristics of leadership and commitment to their responsibilities are important.

Key governance concept –representative democracy

The Council operates within our system of democracy where representatives are elected to make decisions on behalf of the community as a whole. Councillors carry out their duties with due diligence that includes taking account of all information available and listening to and evaluating community views on issues that come up for decision.

2.3 How the City is set up

Local governments are set up through an Act of State Parliament to govern local districts. The *Local Government Act 1995* mandates the way in which the City is established and sets out many of its structures and processes. It is the Council that adopts strategies and policies that underpin these arrangements.

Because all local governments in WA are established in the same way, the success or otherwise of each local government depends on the quality of the people involved and especially those Councillors elected onto Council who have a major leadership role. The Councillors at the City of Stirling are dedicated to excellence in government.

The City of Stirling is a corporate body that is recognised by the legal system and it can sue in the courts or be sued, own property and enter into legal agreements.

The Mayor and Councillors are empowered to make decisions subject to some established governance processes.

- Councillors must formally make a Declaration of Office before they can act in the position
- Decisions must be made at Council meetings unless the relevant power has been formally delegated or power vested in the Chief Executive Officer
- Decisions must be based on sound advice and be made by well-informed Councillors
- Council meetings must be called and convened in accordance with relevant laws and official protocols
- The result of the vote must not be secret
- Minutes must be kept and made available to the public

Key governance concept - established under the law

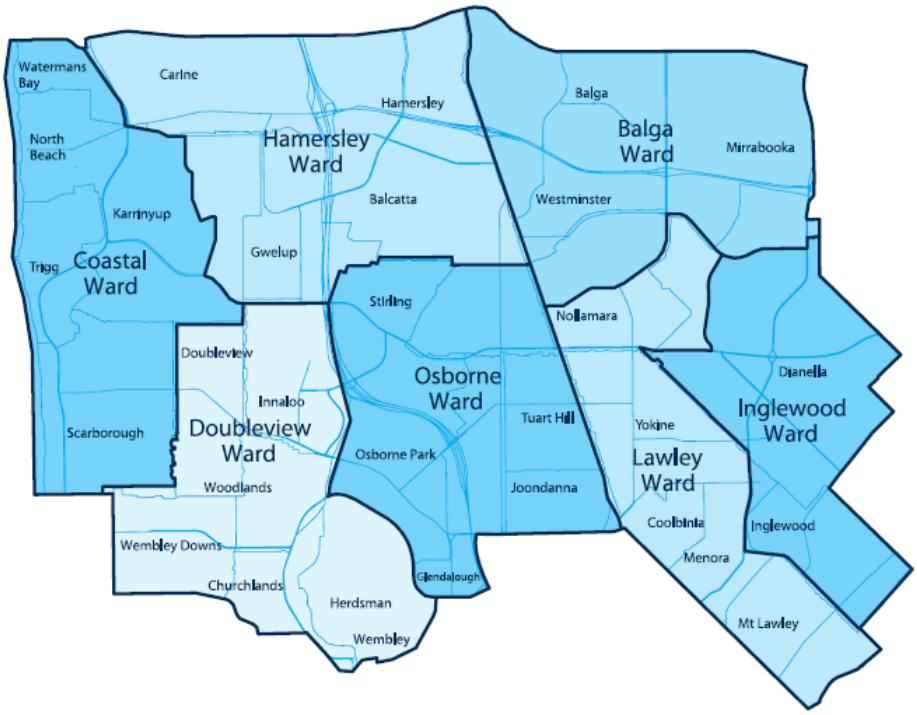
Western Australian local governments, including the City of Stirling, are established through an Act of Parliament. The effective governing of the local government area is entrusted to the Council, made up of Councillors who are a vital part of good local governance.

2.4 Composition of the Council

It is the prerogative of the Council to make recommendations to the Local Government Advisory Board about the number of Councillors and whether the district will be divided into Wards.

The Council at the City of Stirling favours a Ward system for election purposes. The law states that once elected all Councillors must represent the interests of all electors, ratepayers and residents of the whole district irrespective of the Ward they come from. However the benefit of a Ward system is that it ensures that an equal spread of Councillors across the City bring a wealth of deep seated local knowledge to the table.

The City is divided into 7 electoral Ward boundaries with 2 Councillors elected by the community in each Ward. After each Local Government Election the position of Mayor and Deputy Mayor are then elected by the Council from amongst the Councillors for a 2 year term. Councillors are generally elected for four year terms with half the Councillors' terms expiring at each biennial election.



Ward boundaries are regularly reviewed to maintain the ratio of Councillors to electors for the various Wards.

Election Caretaker Process

An important part of democracy is to ensure that eligible members of the community are able to nominate for election and that there is fair competition for the seats on Council. To avoid any perception that decisions could be made prior to the election that might be construed as favouring sitting members, the Council has adopted a "Council Election Caretaker Policy". The Policy stipulates the caretaker period and those matters that are affected - for example types of decisions by the Council, published material, attendance at functions and events and access to information.

Key governance concept – equity in representation

The Council supports a Ward system for election purposes and maintains equity through periodic reviews to retain a fair ratio of Councillors to electors in each of the Wards. The Council has adopted a policy that ensures there can be no perception that incumbency gives sitting Councillors an unfair advantage in election campaigns.

2.5 The Council is separate to the Administration

All local governments have two distinct parts – the Council which is the governing body that makes all high level decisions and a separate Administration staffed by public servants that run the day to day services and provide executive support.

The Council puts into place an administrative structure that is capable of delivering the community outcomes that the Council desires. This structure is a reflection of the emphasis the Council places on particular local government functions.

The Chief Executive Officer is the highest position on the Administration side of the organisation. Through a contract arrangement, the Council engages the Chief Executive Officer and adopts key performance indicators whereby the Council can monitor and assess the performance of this position. The Chief Executive Officer is responsible to the whole Council.

Through provisions in the *Local Government Act 1995*, the Chief Executive Officer is empowered to employ and manage all the other staff. This power extends to deciding on the levels and conditions of employment of staff which must fall within budget constraints that are set by the Council.

Councillors acting individually do not have the authority to influence the activities, duties and operations of local government employees. Instead, staff deliver a range of services decided on by the Council as a whole and implement the decisions of the Council but are responsible to the Chief Executive Officer for their work performance. In this way proper industrial relations issues and employment channels are observed.

Although Councillors are not empowered to become directly involved in the Administration side of the organisation – the Council as a whole is able to influence and guide the way the Administration goes about its work through mechanisms such as adoption of policies, strategies, master plans and long term financial planning.

The Council receives reports on the performance of the Administration and financial reports on a regular basis so that the Council is in a position to monitor performance. The Mayor and Chief Executive Officer meet to keep each other informed about what is happening and to liaise about the City's business affairs.

The Administration must ensure that it is not perceived as being 'politicised' by aligning itself with any particular group of Councillors but must carry out its functions without fear or favour.

Key governance concept – separation of powers

*Legislation s*tresses the strong leadership and decision making powers of the Council and a high degree of independence to be exercised by the Chief Executive Officer when implementing those decisions and in employing and managing staff engaged in providing direct services to the public.

2.6 The strategic leadership role of the Council

Strategic issues – those that are multi-faceted and with long term consequences - are addressed by the Council as it governs the affairs of the City. Under legislation the Council must use its best endeavours to meet the needs of current ratepayers and residents and at the same time is accountable for the impact of those decisions on any future generations.

The Council is charged with environmental protection, social advancement and economic prosperity. It must weigh issues carefully to achieve a balance between sometimes competing interests. This requires leadership of a high order since there may be divergent views in the community and also amongst Councillors. Ultimately the job of the Council – either unanimously or through a majority vote - is to make decisions that it believes are in the community interest.

The Council has five important roles – it:

- Governs the City's affairs and is responsible for its functions
- Allocates sufficient finances and resources for the services the City provides
- Decides policy on issues needing strategic direction
- Makes Local Laws
- Decides issues within its jurisdiction under laws of the State

Key governance concept – Council's role is strategic

The Council recognises the high degree of expectation placed on Councillors set out by the description of the role of the Council and maintains a strong strategic focus that ensures frameworks are adopted and plans put in place to provide leadership and to respond to the needs of the community for local government services.

2.7 Jurisdiction

The Council has different decision making roles as defined by different legislation. For example under the *Local Government Act 1995* the Council is the governing body of the City and is required to provide good government to the local district. When performing this role the Council adopts a Strategic Community Plan and makes other high level decisions that are designed to increase social wellbeing, protect the environment and improve amenity.

Under the *Planning & Development Act 2005* the Council is the responsible authority for planning the local community by ensuring appropriate planning controls exist for land use and development. For this purpose the Council prepares local planning schemes that set out the way land is to be used and developed, classify areas for land use and include provisions to coordinate infrastructure and development within the local government area.

Under the *Health Act 1911* the Council adopts Health Local Laws and adopts waste minimization strategies in line with requirements of the *Waste Avoidance & Resource Recovery Act 2007.*

The Council must also have regard to various State Government initiatives such as 'Directions 2031 and Beyond' published by the Western Australian Planning Commission and the State Government 'Towards Zero Waste' strategy.

When making decisions the Council ensures that it has clear understanding about its powers and functions and decisions are made that meet the specific objectives of the legislation in question.

Key governance concept – ultra viries

Jurisdiction defines the lawful powers of the Council in a particular case. Various Acts grant powers and functions to local governments. Each Act is independent from others and the Council is required to act only within the powers it has been given and the objectives of the legislation at hand. Jurisdictional errors render a decision ultra viries (beyond the Council's legal power or authority).

2.8 The framework for excellent governance

Local government is the level of government closest to the community and as such is given functions and powers across a wide spectrum of laws. The Council is called upon to provide local solutions to problems within the powers and also the constraints imposed by these laws.

The Council is granted a broad ranging mandate to do what is within the powers of a local government to benefit the community. This places a high degree of public trust in the Council as the governing body. Expectations are high that the Council will act ethically and fairly and be deserving of trust. Excellent governance systems provide the foundation for this to happen in a consistent way.

The Council is committed to the importance of excellent governance systems and processes because they:

- underpin the confidence that people have in the City and the services we provide
- affect the quality of what we do through good planning and decisions
- improve our capacity to be open to new ideas, and to be prepared to innovate to meet the changing needs and expectations of stakeholders
- ensure we meet our legislative responsibilities and minimise risk
- act as a reminder to everyone at the City of Stirling that we are ultimately accountable to the community we serve.

To ensure the level of consistency required, excellence in governance needs to be based on a number of principles and practices that emphasise clarity of goals, ownership of processes, opportunity to participate, goodwill, roles and relationships and accountability.

Governance practices within Council and throughout the City of Stirling will be in line with a principled approach. These underpinning principles are based around the following nationally recognised governance elements:

Principle 1: **Vision and Organisational Culture**

Principle 2: **Roles and Relationships**

Principle 3: **Decision Making**

Principle 4: **Accountability**

Key governance concept – underpinned by sound principles

The Council supports nationally recognised principles that emphasise clarity of goals, ownership of processes, opportunity to participate, goodwill, recognition of key roles and relationships and accountability.

3. Principles and practices for excellent governance

3.1 Principle 1A: City Vision

The Council ensures there is a clear vision for the district and a strategic plan that is produced through a comprehensive and inclusive process and is owned by all sectors of the City.

3.1.1 Vision and Mission

The vision adopted by the Council after consultation with the community reflects the way in which the district will develop. The vision is “a place where people choose to live, work, visit and invest – to have safe and thriving neighbourhoods with a range of housing, employment and recreational opportunities - to engage with our diverse community to help shape our future into the City of Stirling – a City of Choice”.

Our mission is to be a leader in the delivery of responsive, sustainable services to the City’s diverse community and in doing so to preserve and enhance its environment and lifestyle, now and into the future.

Integrated Planning and Reporting Documents

The Council has adopted a suite of documents that set a clear direction for the City through a strategic planning system that delivers accountable and measurable linkages between community aspirations and what the City as a whole delivers.

The Strategic Community Plan is a directive at the highest level and identifies the priorities of the Council for a period of ten years into the future using six key focus areas:

- Liveable City and Thriving Neighbourhoods (a sense of place)
- Sustainable Environment (value, protect and improve)
- Engaged Communities (respect and inclusion)
- Accessible and Connected City (transport solutions and improved technology)
- Prosperous City (foster business and employment)
- Making it Happen (commitment and continuous improvement)

The Strategic Community Plan is the primary document that the Council adopts in relation to its responsibilities under the *Local Government Act 1995.*

The City vision is also brought to fruition through the Council's role as the responsible authority for land use planning under the *Planning & Development Act 2005*.

The City has put in place a Local Planning Framework for land uses. At the core of the Framework is the Local Planning Strategy which sets out the long-term planning directions for the City, applies state and regional planning policies and provides the rationale for the zones and other provisions of the Local Planning Scheme. The Scheme itself provides the legal framework for a range of land use functions that provide housing choice, variety and amenity, assist economic development and creation of employment opportunities, establishes high quality open space areas and protect areas of environmental or heritage significance. The Scheme provides a framework for an integrated transport network that serves the diverse travelling needs of the community.

3.2 Principle 1B: Organisational Culture

Throughout the City there is a positive culture that promotes ethical behaviour, openness and honesty, makes accountability and responsibility clear and encourages questioning.

3.2.1 Ethical Behaviour

The organisational culture within the City is grounded in legal and ethical frameworks and in the personal integrity of every person.

The community puts its faith in those who govern and participate in governances processes and rightly expect honesty and integrity from public officials. That trust is respected at the City of Stirling through the high expectations of legal and ethical conduct placed on the position of Mayor and Councillors, the Chief Executive Officer and everyone involved in making decisions in the community interest and providing local government services.

Fundamental legal requirements on how Councillors will act whilst engaged in governing the district are contained in the following documents:

- Local Government (Rules of Conduct) Regulations 2007
- *Corruption, Crime and Misconduct Act 2003*
- *Local Government Act 1995*
- Meeting Procedures Local Law 2009
- Register of Disclosure of Gifts, Benefits & Hospitality

The Council has also taken responsibility to set down standards of behaviour above and beyond these legal requirements to guide the culture of the whole organisation towards ethical and principled decisions and choices.

These standards are adopted as a Statement of Values on behalf of all at the City who are held accountable for their own personal contribution to the City's organisational culture of commitment to integrity, diversity, environment, respect, community participation and accountability.

The Council has adopted a **Code of Conduct** which assists Councillors, members of committees and employees to decide what appropriate and acceptable ethical standards of behaviour to apply in various circumstances. The standards set by the Code of Conduct are high and the Council expects them to be met.

The Council has adopted a **Statement of Business Ethics** to guide the way in which the City interacts with providers and suppliers of goods and services to ensure that public resources are managed in an ethical, accountable and transparent manner.

Taking Responsibility

Maintaining our legal and ethical codes of behaviour is the responsibility of everyone at the City. Governance processes include the ability of anyone to draw attention to possible misconduct and this includes members of the public who may also make complaints.

Allegations of failure to observe the *Local Government (Rules of Conduct) Regulations* are managed by the Local Government Standards Panel. Complaints can be made by anyone and must be put in writing and submitted to the City's designated Complaints Officer who is required to send the complaint to the Standards Panel.

The Chief Executive Officer is required by the *Corruption, Crime & Misconduct Act 2003* to notify the Crime and Corruption Commission in writing of any matter that they suspect on reasonable grounds, concerns serious misconduct. However anyone can report suspected serious misconduct which must involve corrupt and/or criminal conduct involving a public official.

The Council has set out a complaints mechanism in the City's Code of Conduct.

3.2.2 Good Communication

Good communication is part of our organisational culture because it helps us to achieve our goals, maintain our values and maintain contacts within and between the City and all our stakeholders.

Governance systems and processes require Councillors and the Chief Executive Officer to interact frankly and openly at the strategic level.

The Council has adopted an **Elected Members Communications Policy** to establish proper communication protocols between Councillors and the Administration and between Councillors and other stakeholders and this policy is to be adhered to.

Councillors welcome contact from their constituents. When this happens Councillors are encouraged to explain their strategic leadership role within the organisation to members of

the public so that the community comes to realise that the Administration handles issues about direct services and the Council makes high level decisions. Contacts that involve the provision of direct services or regulatory matters are passed through to the Administration via the Councillor Enquiries Email system or residents can do this for themselves through the City Contact Centre

Internal Communications

Councillors are likely to interact with the Administration when performing their role as a strategic decision maker but also when a community member has asked for assistance.

In line with Council's directions, the Chief Executive Officer has designated certain positions to interact with Councillors. A Co-ordinator for Councillor Enquiries handles queries of a routine nature such as dates of meetings and Directors or Business Unit Managers are authorised to deal with an issue that falls within their area of responsibility. Councillors do not make contact with employees at other levels within the organisation. The Chief Executive Officer is to reinforce this requirement with general employees who must direct Councillors to an officer who has the necessary authority to respond on behalf of the Chief Executive Officer.

Interactions with authorised officers will recognise the separation of powers inherent in governance processes in local government. Councillors can raise a matter with properly authorised officers but must not issue an instruction or attempt to influence an officer in his or her duties.

If the interaction has come about because a member of the community has made contact with a Councillor the matter will be dealt with by the Administration and the Councillor kept informed about progress towards resolution of the matter. Updates will not include private information about a person and will not include details of purely operational matters.

If a Councillor, on their own behalf, raises a query about the work of the Administration the response from the Director or Business Unit Manager will be directed at the strategic issues involved in the issue - in line with the strategic leadership role of the Council.

External Communications

Councillors value communications from residents and this is a two-way process. It provides a chance for Councillors to hear about the desires, concerns and opinions of community members and also creates an opportunity for Councillors to provide information about

governance processes at the City and matters on the agenda for decision. If the matter involves an application that does or may require a decision from the Council as a whole then a Councillor should refrain from providing comment and if a comment is provided the Councillor must ensure that the comment is not, and cannot be perceived to be, either in favour or against the application in line with *Administrative Law* principles of procedural fairness, including the prohibitions against prejudgment and bias.

The position of Mayor is the only member of the Council that may lawfully act as official spokesperson for the City. The Mayor has authorised the Chief Executive Officer to speak publicly on behalf of the City in agreed circumstances.

3.2.3 Support for Frankness, Honesty and Questioning

Elected Members are to debate issues openly and honestly and the views of each Councillor are respected and recognised as part of our democratic system.

It is understood in local government that various technical and specialist staff will assist the Chief Executive Officer in providing advice to the Council and this situation exists at the City of Stirling. Sound, frank and timely advice is the cornerstone of good decision making. The Council holds the Chief Executive responsible for the quality of information and advice provided by the Administration which must be capable of being relied on. The independence of the Chief Executive Officer in providing advice without fear or favour is an essential part of good governance at the City.

Questions relating to matters on the agenda

Questioning is an important part of accountability. Where a Councillor wants to clarify an issue the earlier questions are asked the better. Until there is clarity surrounding the issue Councillors cannot properly evaluate a situation.

The Chief Executive Officer is required to create opportunities for questions from Councillors to be dealt with expeditiously when they relate to an agenda for a committee or Council meeting so that Councillors are in a position to make informed decisions. Questions of a general nature will be dealt with as part of the usual business of the City and are covered in the **Elected Members Communications Policy.**

Answers to questions are to be full and frank and information is to be provided in a non-biased way. Councillors are to respect advice provided by the officers. In turn, the Chief

Executive Officer is to ensure that the Administration is open to new ideas and approaches to issues.

The Council accepts that the Chief Executive Officer may not be in a position to answer some questions or give out information where they relate to the private affairs of an individual, where matters are of a purely operational nature or outside the scope of the performance of the functions of a Councillor.

The Mayor at Council meetings and Presiding Members of committees are encouraged to allow time for an appropriate level of questioning from Councillors to be dealt with before a vote is taken.

3.2.4 Confidentiality

The Council supports the concept of open government. On limited occasions this is not possible. It is recognised that where private individuals interact with government then there may be instances were personal privacy, commercial in confidence or other sensitive information is not made publicly available.

Councillors and employees must handle information held by the City in a way that maintains public trust and confidence in our integrity. The Chief Executive Officer is required under the *Local Government Act 1995* to ensure the proper management of City records and documents and as such is held accountable for ensuring that any requests (whether from Councillors, employees or external parties) for information held by the City will be dealt with according to law.

The Council and the Chief Executive Officer are empowered to decide whether a matter that the Council is dealing with is confidential in accordance with provisions in the *Local Government Act 1995* and where such a decision is made it is to be strictly adhered to.

Councillors and officers are required to respect the possible sensitivity of information discussed at briefings and workshops when the public is not present. In these situations strict personal standards of ethics are expected and Councillors and officers are to check confidentiality before discussing information publicly.

3.3 Principle 2: Roles and Relationships

The Council promotes and supports effective working relationships within and between the Mayor, Councillors and Chief Executive Officer.

3.3.1 The Role and Responsibilities of Councillors

The formal 'job description' of a Councillor is set out in the *Local Government Act 1995.* This requires Councillors to provide leadership to the community, ensure that consultation links between the community and the Council are suitable and easy to follow and as a decision maker to participate in Council and committee decisions.

Each Councillor brings to their position a wealth of experience and commitment to the community. Councillors come from different backgrounds and all bring to Council a strong sense of purpose and commitment to the shared vision we have for the City. Whilst there are differences in the characteristics of individual Councillors all are required to serve the community with due diligence. This service at the local level involves:

- extensive reading and research in preparing for meetings
- planning for the needs of the community
- providing strategic direction through policy initiatives
- overseeing the financial stewardship of the City
- abiding by the provisions of the many different Acts of Parliament and other legislation the Council must deal with
- keeping up to date with issues that may impact on the City and its community

These things place demands on a Councillor's time and it is acknowledged that the role of a Councillor is performed in addition to other work, business and family commitments they may have and their involvement in the community.

Limitations of the position

Neither the Mayor nor any other Councillor can unilaterally require the Chief Executive Officer to carry out an action that has not been authorised by the Council as a whole or commit the Council itself to any action or decision that the Council has not already resolved.

Improper use of their position

Local Government (Rules of Conduct) Regulations 2007 state that a Councillor must not make improper use of their office to cause detriment to the local government or any other person. This provision has relevance to what a Councillor can say and how they act whilst performing their role and carrying out their duties as a Councillor.

Maintaining links within the community

To be effective, Councillors need to maintain links with the local community they represent. This is achieved through:

- attending meetings of local organisations
- being available to residents
- attending events and functions
- keeping up with all kinds of communications

Skill levels and interaction

Councillors require a broad range of skills to enable them to make an effective contribution across the breadth of their responsibilities. Individual Councillors have different sets of skills developed through education, business, sporting interests and other life experiences.

All Councillors need strong analytical skills, good communication and debating skills, lobbying and negotiation skills, problem solving and time management. As in any field of endeavour, Councillors come with existing skills and acquire new ones through the wide variety of tasks and experiences they are exposed to on Council and also through a commitment to training and professional development which has the support of the Council.

Relationships between Councillors

Councillors need to achieve their individual and collective goals within a democratic system that stipulates that the majority vote prevails after debate. Given this, Councillors respect the views of other Councillors and acknowledge that, while agreement may not be reached on all issues, the contribution of all Councillors to the debate is important and the decision of the Council is respected. This is part of a Councillor's duty of fidelity to the Council and the City.

3.3.2 Role of the Mayor and Relationships between Mayor and Councillors

The position of Mayor has special significance in local government as the holder of this office performs the role of a Councillor and has additional civic and ceremonial duties. The Mayor has the responsibility for presiding at Council meetings and controlling the debate. The position has authority at Council meetings to control behaviour of Councillors and also members of the public who attend.

To facilitate good relationships between the Mayor and Councillors the Mayor encourages different points of view to be expressed and ensures that all Councillors who wish to join the debate are able to do so in a fair and equitable manner. The Mayor controls the flow of business through the meeting and sets the tone of the meeting which is welcoming and constructive.

When speaking on behalf of the City the Mayor reflects the position taken by the Council rather than a personal view.

The position of Mayor has a stabilizing influence within the City by:

- spending time on building good corporate relationships
- being a positive influence
- leading by motivating others
- promoting change when necessary
- taking a thoughtful and well informed approach in conflict situations

3.3.3 Role of the CEO and Relationship with Councillors

The Chief Executive Officer is the principal advisor to the Council providing information and advice on the many and varied decisions the Council must make. The Chief Executive Officer is also responsible to the whole Council for the overall management and performance of the Administration.

The complementary but separate roles performed by the Council and the Administration are a fundamental part of many of the governance processes and systems that the Council operates under. The Council adopts high level documents that spell out the objectives, strategies, plans and policies of the Council. These form the basis for a set of key performance indicators (KPIs) that are used to assess the performance of the Chief Executive Officer who is required to put the plans and policies into practice.

Whilst the Chief Executive Officer has statutory powers to employ staff and decide on their conditions of employment and the work they are to do – this can only be done within monetary policy set by the Council through its long term financial plan and budget parameters.

Legislation requires that the Mayor and the Chief Executive Officer liaise with each other about the business affairs of the City. Consequently it is vital that a good relationship exists between the two.

Features of the relationship between the Mayor and the Chief Executive Officer are:

- trust and respect
- regular communication
- understanding that each have different roles
- being open to others and not seeking to concentrate power in the relationship.

Unlike for the Mayor, there is no specific relationship identified between Councillors and the Chief Executive Officer in legislation. However Councillors and the Chief Executive Officer are likely to be in contact during the course of performing their respective roles at the City. Factors in this relationship include:

- trust and goodwill
- good communication
- understanding of limits on power contained in legislation
- observance of structures and protocols

In addition to the legal requirement to provide advice and information to the Council and to manage the Administration other powers are conferred on the Chief Executive Officer through provisions in the *Local Government Act 1995* and through other Acts, for example:

- ensures that proper accounts and records are kept of the transactions and affairs of the local government;
- may represent the local government in court proceedings;
- is empowered to authenticate documents.

Powers (or obligations) conferred on the CEO under legislation also include:

- *Planning & Development Act* enables a CEO to appoint designated persons to issue infringement notices;
- CEO is authorised to prosecute for certain offences under the *Environmental Protection Act;*
- Under the *Corruption, Crime and Misconduct Act* the 'principal officer' of a local government is obliged to notify the CCC of suspected serious misconduct by a Councillor or an employee; and
- the 'principal executive officer' under section 23 of the *Public Interest Disclosure Act* must designate a position in the authority to receive disclosures, provide protection from detrimental action, prepare and publish internal procedures on the authority's obligations under the Act and ensure that the public authority complies with the Act.

3.4 Principle 3: Decision Making

The Council ensures that there are effective decision-making processes in place that reflect legal requirements and the transparency and accountability which underpin excellence in governance.

3.4.1 Meetings in Local Government

Types of meetings

The decision making framework for local governments is controlled through the *Local Government Act 1995* and subsidiary legislation. The framework also provides for:

- Ordinary Council Meetings (held fortnightly)
- Special Council Meetings (held as needed)
- Committee Meetings (held as established by Council)
- Audit Committee Meetings (mandatory)
- Electors' General Meeting (mandatory)
- Electors' Special Meetings (by request)

Meetings are open to the public

As a general rule meetings of Council and committees are open to the public. There are certain circumstances - controlled by legislation - in which a meeting or part of a meeting can be closed to the public.

Public Question Time

Members of the public are entitled to ask questions and have these responded to during Public Question Time. For ordinary Council meetings, the questions must relate to the functions of local government. For special meetings, questions can only relate to the matter to be considered at that meeting. A summary of questions and answers is included in the minutes.

Petitions

Members of the public can submit petitions to the Council on any matter that concerns local government. The Council will receive petitions at formal Council meetings and they will be referred to the Chief Executive Officer for action and subsequent report to the Council if the matter concerns an issue that the Council needs to deal with.

Deputations to a committee

The Council has made arrangements through a meeting procedures local law for members of the community and people who have an interest in a matter to make a presentation to the relevant committee in the form of a deputation. Applications to be a deputation are to be put in writing and some other formalities observed. Permission to address the meeting is granted by the Presiding Member of the committee.

Quorum

In order for a decision to be valid, a quorum of at least 50% of the members of Council or a committee must be present before business can be transacted. In rare situations the required number may be varied. If a quorum is not present within half an hour from the time fixed for the meeting to start then the meeting is adjourned.

Meeting Procedures

The Council has adopted standardised meeting procedures in the form of a local law. Councillors must abide by the City of Stirling Meeting Procedures Local Law 2009. This law sets out the way in which decisions are made, controls debate and behaviour of Councillors and also members of the public in attendance.

Agenda and Minutes

The Chief Executive Officer is responsible for convening meetings. This involves preparing an agenda and giving notice of the date, time and place the meeting is to be held. The agenda includes reports on the matters to be determined. The Chief Executive Officer is responsible for the content of the reports although they may be prepared by other senior officers. Each report contains information on the background, detail and implications of the issue and includes professional comments relevant to the matter.

Under the *Local Government Act 1995* the Chief Executive Officer is required to provide a recommended course of action to the Council or committee. The Council or committee may adopt this recommendation, amend or reject it and instead decide something different. When this occurs the Council or committee is required to provide a reason for not accepting the recommendation and this is recorded in the Minutes.

If they wish to do so, Councillors can also include items for consideration using the order of business – Notice of Motions.

3.4.2 Making Decisions

The Council has different decision making roles

The Council is entrusted with a variety of decision making roles. It operates under 'head of power' principles that mean it can only make decisions within its jurisdiction. Under the *Local Government Act 1995* the Chief Executive Officer is required to advise the Council on its functions under legislation. This is done by using a header section in each of the agenda reports that explains the particular function involved in that items of business.

The Council has authority or discretion to make decisions relating to:

Advocacy when Council advocates on its own behalf or on behalf of our community to another level of government/body/agency.

Executive when Council sets direction and includes oversight e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

Legislative when Council adopts local laws, local planning schemes and policies. The Council is required to review each local law within eight years from the time of its creation but may do so sooner.

Quasi-Judicial when Council determines an application/matter that directly affects a person's rights or interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial decisions include development applications, building permits, applications for other permits/licences (e.g under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.

Particular issues surrounding quasi-judicial decisions

Councillors must remain objective and deal impartially with applicants or affected persons when quasi-judicial decisions are involved. Determinations are to be based on sound legislative rationale and on available evidence. If they involve development applications the decision is made under the provisions of the local planning schemes and any discretions allowed under the schemes. If other decisions then the relevant laws are applied. Councillors will consider existing laws and policies and to avoid prejudicing the eventual decisions,

Councillors cannot 'prejudge' a matter by deciding or telling others how they will vote before evaluating the officer report and listening to the debate at the meeting.

Administrative Law Principles

The principles of Administrative Law apply in circumstances where individuals interact with government institutions. These principles guard against abuse of power by organisations that make decisions that directly impact on peoples' lives.

Councillors and also City Officers under the supervision of the Chief Executive Officer must apply administrative law principles in their decision making.

Principle 1. To act for proper purposes and in good faith

The Council is acting for proper purposes and acting in good faith when it exercises discretionary power in such a way that is designed to achieve a purpose or object authorised by the legislation granting that power.

Principle 2. To take into account only relevant considerations

The duty to take into account only relevant considerations acts in the positive and also the negative, i.e. not to take into account matters not relevant to that particular decision.

Principle 3. To act reasonably

The Council is seen to be acting reasonably when it applies legislation or policies according to the intent of the law or policy in a non-discriminatory way.

There is a duty on the Council to ensure that there is evidence upon which any decision is based. A person may challenge a decision where there is no evidence or other material to justify the making of the decision.

Principle 4. To provide procedural fairness

The Council is seen to provide procedural fairness when it sets down clear rules relating to the decision-making process and ensures the rules are followed by applicants and the Council itself. If the Council strays from these rules it may be regarded as procedurally unfair, either to an applicant or third parties.

Procedural fairness includes the right to be heard

Applicants are able to put their case when they apply and are also given an opportunity to present other arguments during the application process.

A person who may be adversely affected by an application from another person is given the right to comment and have relevant objections taken into account by a decision-maker. However there is no right of veto and the comments of objectors must be weighed in the balance against the rights of applicants.

Procedural fairness includes the rule against bias

Bias is a term that means some deviation from an objectively neutral position. To be biased is not to conform to the expected accepted standard of fairness or to create in the mind of an observer a reasonable apprehension of failing to do so. The requirement that Councillors approach their decision making with an open mind is implicit in the way that Council decisions are made.

Policies assist procedural fairness

Because of the need for Councillors to come to fair and just decisions and for the principles of procedural fairness to be applied, Council has adopted policies to help guide decision making at Council level and within the Administration.

A written policy is a predetermined view of the way in which the City is likely to deal with a matter. Policies state the objectives and underpinning principles that will be applied to any application or decision. Policies can assist the Council to apply similar objectives and principles to each decision. This helps achieve a degree of consistency in its decision-making in situations that are the same or significantly similar. However a policy is not a law and as such its application can be waived or varied at the discretion of the Council based on the merits of the case.

The Council adopts three types of policies:

- Council policies with an external focus that impact on and are of concern to the community
- Organisational policies that have an internal focus and influence the Administration
- Local planning policies that have town planning implications and form the basis of assessment of development applications. These policies support and guide the consistent application of local planning schemes and other planning issues.

3.4.3 Conduct at Meetings

Meeting behaviour

Everyone present at a Council or committee meeting must show respect for others, whether Councillors, employees or members of the public.

Each Councillor at the City of Stirling accepts responsibility for their conduct and contributes to a culture of constructive debate without conflict, grandstanding, bullying or aggression. The Presiding Member has powers to call to order any Councillor or member of the public that does not behave in a manner set out in the meeting procedures local law.

Debate

In Western Australia each Councillor has an autonomous vote and party politics does not have a place in local government decisions.

At the City of Stirling each Councillor forms a judgement about issues through the assimilation of information contained in officer reports and by listening to different points of view, including those expressed by community members and in debate by other Councillors. This deliberative process is an important part of our democratic system. Each Councillor considers alternatives, weighs up reasons and arguments and considers the reasons for support or objection against particular proposals. Councillors form a preliminary view about an issue before entering the meeting but may modify their original views after listening to argument and counter argument in the debate. The end result is that each Councillor acting as a representative of the community has contributed to a process whereby the Council itself expresses its will through reasoning and judgment.

Casting a vote

Each Councillor must vote if they are present at a Council meeting and it is not permitted to abstain from the vote. Votes cannot be secret and the Presiding Member will ensure that Councillors comply with their responsibilities in this regard.

The Presiding Member will first call for those in favour of a motion to cast their vote and then call for those against the motion to indicate their vote. If there is an equality of votes the presiding member casts a second vote. The result of the vote is recorded in the minutes.

Participation by instantaneous communications

With the prior approval of the Council by absolute majority vote, a Councillor who is not able to attend physically may attend the meeting via telephone, video conference or other electronic means. To be eligible the Councillor cannot be outside the State of Western Australia at the time since State Government regulations cannot extend beyond State boundaries. In giving its permission the Council approves a suitable distant place for the person to be physically present during the course of the meeting. If the link is lost during the meeting the Councillor is taken to be no longer in attendance and the minutes will record this. This disengagement may impact on the numbers for a quorum.

3.4.4 Committees and Other Forums

Committees

The Council has a committee system where issues can be clarified and explored thoroughly before a recommendation is made to the Council.

Current committees are:

- Planning & Development Committee
- Community & Resources Committee
- Audit Committee
- CEO Performance Review Committee
- Strategic Property Committee

Working Groups and Advisory Panels

Less formal than established committees but of importance to the Council are various working groups and advisory panels. The views of community members that serve on these groups are valued by the Council and taken into account when decisions are made within the relevant area of interest. Current groups are:

- Disability Advisory Panel
- Heritage Advisory Panel
- Natural Environment Working Group
- Crime Prevention Working Group
- Road Safety Working Group
- Local Emergency Management Committee

Workshops and Briefings

Workshops with Councillors may involve employees under the direction of the Chief Executive Officer and other invited participants. They provide an opportunity for Councillors to be briefed on complex issues and create an opportunity for questions to be raised. No decisions are made at these forums which are for the exchange of information only.

3.4.5 DECISION MAKING POWERS ASSIGNED TO OTHERS

Delegation

Delegating a decision making power to another means that the delegate has the power to make that decision, subject to any conditions or restrictions set out in the delegation. In local government, both the Council and the Chief Executive Officer have delegation powers. The Council may delegate powers to the Chief Executive Officer or a properly constituted Committee. The Chief Executive Officer may delegate powers to another employee. A delegate is able to use their own judgement and make the decision they believe is right in the circumstances. Decisions made under delegation are binding on the local government. In local government, all delegations are recorded in a register.

The *Local Government Act 1995* places certain limitations on the powers that may be delegated but use of delegated authority means that a large volume of routine decisions of the Council can be effectively managed and acted on promptly leading to greater efficiency. Using this approach the Council delegates a range of functions and duties to the Chief Executive Officer.

In some circumstances the Chief Executive Officer will in turn on-delegate to other employees the power to make formal decisions on behalf of the City. This responsibility is taken seriously and these employees are subject to various legislative disclosure requirements detailing their personal interests as a means of ensuring conflicts are avoided. Where a conflict exists the employee is not permitted to exercise their delegated powers in that instance.

The City's Local Planning Scheme No. 3 allows for certain decision making powers to be delegated to the Chief Executive Officer or a Committee.

Acting through another

The delegation powers under the *Local Government Act* do not prevent the Council or the CEO from performing any of their functions by 'acting through' another person. Generally, this enables the Council or the CEO to authorise another person to take administrative actions on their behalf – such as communicating to a third party a decision made by the Council or CEO.

Authorised Persons

The Council or the Chief Executive Officer may appoint persons or classes of persons to perform functions under particular legislation. Employees who are appointed as authorised persons are required to have a certificate of appointment or other form of identification to confirm their appointment.

3.5 Principle 4: Accountability

The City must account for its activities and have systems that support this accountability.

3.5.1 Corporate Accountability

Stewardship and Financial Performance

The Council is accountable for long term financial planning for the City, the annual budget and for monitoring financial performance.

The Council ensures that:

- the City is financially sustainable
- infrastructure is maintained through adoption of an asset management strategy and policies
- budget reviews and other financial information is reported to the Council in a consistent and accurate way
- there is a considered strategic position in relation to funding and resourcing services that are evaluated for effectiveness
- an equitable, transparent and accountable rating system is in place
- borrowings and financial assets are aligned to strategic objectives
- the integrity of financial systems and reports are safeguarded

The Council ensures compliance with its legal obligations to:

- prepare and adopt an annual budget in the prescribed manner
- forward a copy of the budget to the Director General of the Department of Local Government & Communities
- prepare an annual financial report and other financial reports as prescribed and submit these for audit in each financial year
- establish a municipal fund and a separate and distinct trust fund
- establish and maintain reserve funds for holding money set aside for specific purposes

Audits

The City appoints external auditors and the Chief Executive Officer is required to assist the auditor carry out his or her duties. The Council ensures that an audit is conducted every year and ensures any action recommended by the auditor is followed up and requires the Chief Executive Officer to provide a report to Council on any matters raised in the report of the auditor. A copy of that report is provided to the Minister for Local Government.

Audit Committee

Council has established an Audit Committee as required by the *Local Government Act*. The function of the Audit Committee is to provide assistance to the Council in relation to the appointment of an external auditor, matters to be audited, the scope of audits and other matters associated with financial management.

The primary objective of the Audit Committee is to accept responsibility for the annual external audit and liaise with the auditor so that Council can be satisfied with the performance of the City.

The Audit Committee reviews the bi-annual report of the Chief Executive Officer on the appropriateness and effectiveness of the City's systems and procedures in regard to risk management, internal control and legislative compliance and reports to the Council the results of those reviews.

Internal Audit Reporting

The internal audit functions help all levels of the Administration to achieve sound management review and control over all activities to ensure they are carried out effectively and efficiently. The Internal Auditor reports to the Audit Committee through the office of the Chief Executive Officer.

Risk Mitigation Focus

The Council has adopted a Risk Management Framework to:

- embed the risk management process and ensure it is an integral part of the City's planning process at the strategic level
- provide a standardised and structured approach to risk management
- ensure appropriate plans are in place to mitigate risks identified
- create a risk awareness culture

Annual Reporting

The Council adopts an Annual Report each year that includes reports from the Mayor and the Chief Executive Officer, an overview of the Strategic Community Plan and its progress and alerts the community to major initiatives that will continue in the next financial year. The Annual Report contains the financial report and Auditor's Report for the financial year past.
The Council presents the Annual Report to electors at the Annual Electors Meeting where members of the community can ask questions.

Strategic Activities Progress Reporting

The Council has adopted a number of strategic activities that are incorporated into the Strategic Community Plan. As part of the Council's Integrated Planning Framework progress on strategic activities is regularly monitored by the Chief Executive Officer and a report provided to Council twice yearly in February and August.

Review of the Performance of the Chief Executive Officer

The Council has established the CEO Performance Review Committee to assist with the task of reviewing the performance of the Chief Executive Officer. Key Performance Indicators are set by the Council and progress on these crucial issues is undertaken by the committee. The committee meets regularly with the Chief Executive Officer and a formal evaluation is conducted annually that is facilitated by an external consultant with relevant human resource management experience. The results of the formal evaluation are reported to Council.

Statutory Compliance Return

The Council receives a report each year on its compliance obligations and responsibilities under the *Local Government Act 1995* and Regulations. This report is submitted to the Director General of the Department of Local Government & Communities.

The Compliance Audit Return provides prompts in relation to statutory obligations in a number of areas such as local laws, tenders, meeting processes, disclosure of financial interests and final management matters.

Consultation

Community consultation allows the Council access to wider sources of information, points of view and potential solutions. It gives the community a better understanding of issues behind the decision making process and related constraints or opportunities that exist. Through policy the Council ensures that a range of mechanisms to interact and engage with the community are used. Statutory notices, Council news, events and announcements are communicated to the public through forums, publications, community notice boards, electronic channels and social media platforms.

Customer Service Charter

The Council has adopted a Customer Service Charter to ensure that the Administration is accountable for a high level of service standards. The Chief Executive Officer is required to ensure that customer service standards and performance are measured and when required to identify areas for improvement and compliance with the Charter.

Public rights of access to information

The Council supports the concept of open government and is accountable to the community, however some information held by the City relates to the private affairs of individuals and some confidential matters and therefore constraints on the right of access exist.

The *Local Government Act 1995* guarantees rights of access to certain information held by local governments. Where documents are sought outside the general rights of access, members of the public may request documents subject to the *Freedom of Information Act 1992*.

3.5.2 INDIVIDUAL ACCOUNTABILITY

Fiduciary Duty

A fiduciary duty is a legal duty to act solely in another party's interests. A person owing this duty is called a fiduciary. The party (generally an organisation) to whom the duty is owed is called a principal.

Councillors make a declaration of office when they are elected to Council. This declaration requires a person elected to formally take on the office of a Councillor at the City of Stirling and sets up a fiduciary duty to the City (the principal) which is exercised according to the best of their judgment and ability for the good government of people in the district.

Under this fiduciary duty, a Councillor, when dealing with any matter in their capacity as a Councillor, must always act in the best interests of the City of Stirling. This duty overrides any personal interest that the Councillor may have, and any other interest that any other person may have. For example, where there is a conflict between what would be in the interests of the City, and what would be in the interests of a particular Councillor or a group of ratepayers, the Councillor must vote and otherwise act in the best interests of the City.

Disclosures of Interest

The *Local Government Act 1995,* various Regulations and the City's Code of Conduct place specific obligations on Councillors, committee members and employees who have financial, proximity or impartiality interest in an item before a meeting. These provisions support the principle that elected members and employees must be open and above reproach.

A Councillor or committee member who attends a meeting and who has an interest in any matter to be discussed at a Council or committee meeting must disclose the nature of the interest –

a) in a written notice given to the CEO before the meeting; or
b) if verbally given at the meeting, stated immediately before the matter is discussed.

On some occasions a Councillor or committee member may also need to disclose the extent of the interest when a financial or proximity interest is held in an item before the meeting.

Employees are also required to disclose any financial, proximity or impartiality interest when providing advice or a report to the meeting.

Financial and Proximity Interests

A Councillor, committee member or employee will have a financial interest in a matter before the Council or a committee if it is reasonable to expect that the matter will, if dealt with in a particular way, result in a financial gain or loss to them, or to a person who is 'closely associated' with them (such as a spouse, partner or employer).

A proximity interest is established by the location of land and exists if a Councillor, committee member or employee, or a person 'closely associated' with them, has an interest in land and the matter before the Council or a Committee affects land adjoining theirs and concerns:

- a proposed change to a planning scheme;
- a proposed change to the zoning or use of land; or
- a proposed development of land (development includes maintenance or management of land or of services or facilities on the land).

Financial and proximity interests are dealt with under provisions in the *Local Government Act* and generally require a Councillor to leave the meeting room while the item is debated unless (in special circumstances) approval is given by the Council or committee for the Councillor or committee member to re-enter the room and be present or to participate and vote.

Failure to disclose a financial or proximity interest is a serious matter and requires a report to be made by the Chief Executive Officer to the Corruption and Crime Commission. The matter may also be dealt with by the Director General of the Department of Local Government & Communities.

Impartiality Interests

An impartiality interest is an interest that could adversely affect, or could reasonably be perceived to adversely affect, the impartiality of the person having the interest. It includes an interest arising from kinship, friendship or membership of an association.

This type of interest is distinct from financial interests as it involves a connection with the matter to be decided that would not result in financial gain or loss. Impartiality interests of Councillors are dealt with under the *Local Government (Rules of Conduct) Regulations 2007*. Similar requirements apply to employees under the City's Code of Conduct. Councillors who have an impartiality interest participate in the Council or committee meeting after declaring they will deal with the matter in an objective and unbiased way.

Primary Returns and Annual Returns

Councillors and those employees who exercise delegated powers are required to lodge primary and annual returns that provide information on the person's interests. A primary return is completed within three months of commencing duties. An annual returns is completed at the end of each financial year disclosing any changes to the information previously disclosed.

Gifts and travel contributions

Councillors and employees are required to disclose gifts or travel contributions that they receive. They are also prohibited from accepting gifts in some situations.

A disclosure must be made in writing to the Chief Executive Officer within 10 days of receiving a gift or travel contribution. The disclosure must include details such as the name and address of the person giving the gift or travel contribution, its description and an estimate of its value. These details must be included in a City register and are generally required to be published on the City's website.

Gifts that are required to be to be disclosed include hospitality or other benefits that are –

- given to a Councilor without payment or other 'consideration';
- worth more than $50 – if it is given by a person who is undertaking or intending to undertake 'an activity involved in a local government discretion' (such as a person who has a commercial dealing with the City or who has or requires an approval or permit from the City);
- worth more than $200 - if it is given by someone else.

A contribution to travel (including incidental accommodation costs) is required to be disclosed if it is worth more than $200.

There are some exceptions to disclosure requirements, including where a gift or contribution to travel is given by a 'relative' (but not, for example, a cousin or in-law).

A Councillor is prohibited from receiving a gift worth more than $300 if the gift is offered by a person who is undertaking or intending to undertake 'an activity involved in a local government discretion'.

3.5.3 Protection from Liability

Defamation

In a Council or Committee meeting, Councillors fulfil a public duty by debating issues. Therefore they have some protection from legal actions for defamation against them. The protection applies if statements they make are made in good faith and for the purpose of performing their functions as a Councillor. Statements made with malice or recklessly are not protected.

Other Liability

Provided that the person has acted in good faith, the *Local Government Act 1995* provides protection from liability for wrongdoing for Councillors, committee members and employees relating to or arising from actions that the person has done or has not done in the performance of their local government functions.

However, protection may not be afforded for matters involving some Federal legislation.

3.5.4 The City may be held to account

The systems and processes described in this framework are the inputs to good governance – the outcomes can be measured in terms of the:

- efficiency and effectiveness of the City to act as a local government
- quality of the Council's decision making
- evidence of sound and professional working relationships
- levels of engagement with and accountability to our community.

The standard of good governance at the City may be judged by reference to a number of independent outside authorities and to whom the Council is accountable. Examples are given below:

The electors	The community will judge the performance of the Council and individual Councillors at each election.
State Government	The Director General of the Department of Local Government may undertake an Authorised Inquiry into local governments and aspects of their operations and affairs. If the findings warrant this, the Minister may suspend a Council and order that further inquiry is initiated. The Minister may dismiss a Council for not providing good government and install a Commissioner until new elections can be held.
State Administrative Tribunal	Decisions made by a local government may be subject to review by the State Administrative Tribunal (SAT) for example where applicants are aggrieved by a decision that is covered by SAT jurisdiction (e.g. Development Applications). The SAT may hear complaints against individual Councillors when referred by the Director General of the Department of Local Government.
Ombudsman	The Ombudsman is an independent officer of Parliament with responsiblity to investigate the actions of various government institutions including local governments.
Disabilities Services Commissioner	People with disabilities have the same right as other members of society to services and to participate in decisions affecting their lives. A complaint can be lodged under the *Disability Services Act 1993* about public service providers, including local governments.
Equal Opportunity Commissioner And Tribunal	Most commonly thought of as relating to discrimination in the workplace, the Act also covers access to public places and provision of goods and services. The Commissioner has extensive powers to pursue a complaint. In addition the Tribunal has the power to award damages for compensation to a complainant if a complaint is substantiated.

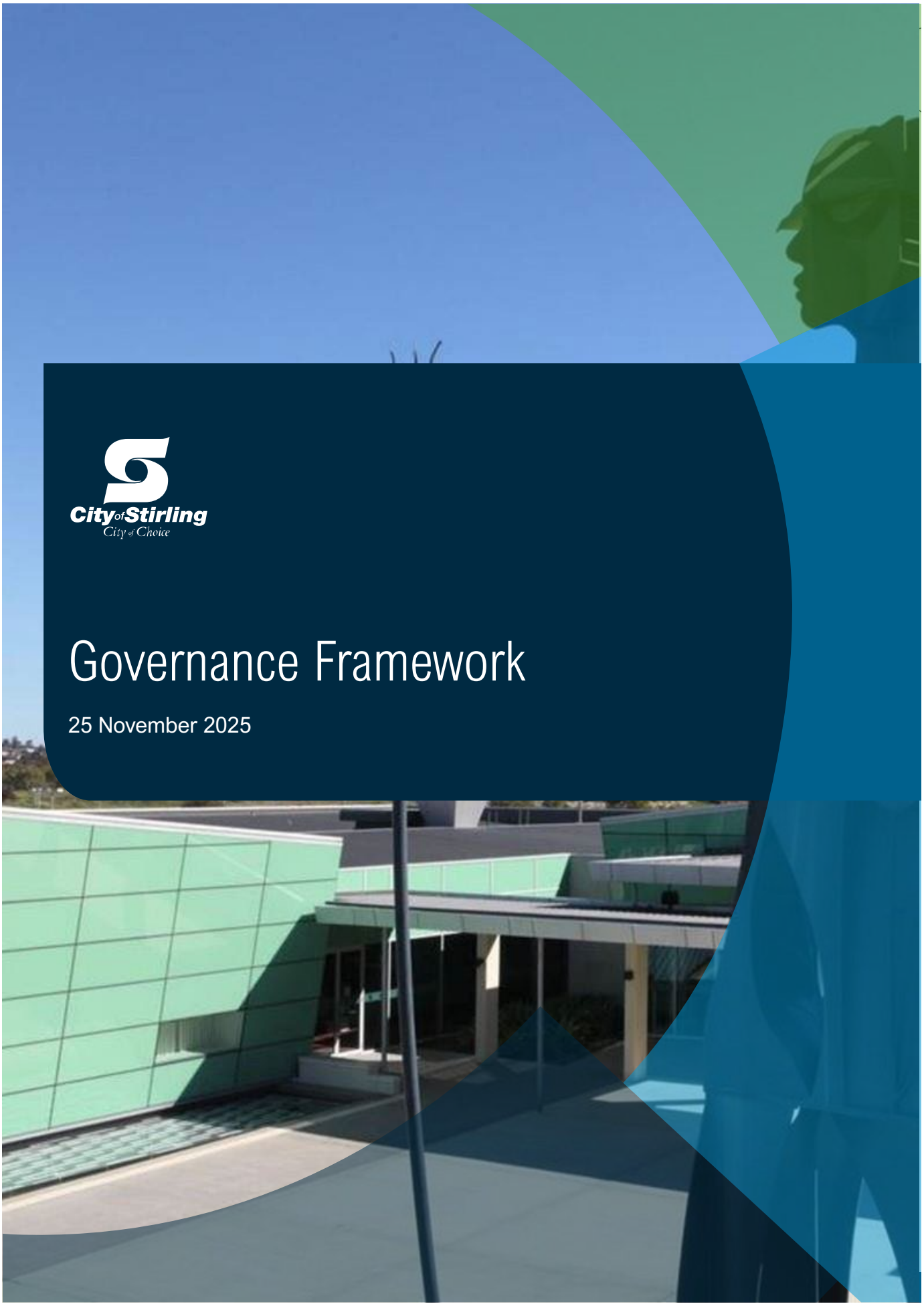
4. The ever developing systems of good governance

4.1 Our commitment to leadership in governance

Good governance is an ever developing suite of processes, systems, rules and corporate relationships that influence the conduct of all those involved in local government. Many of them are enforceable directly or indirectly by the State Government or the local government itself. Many of them rely on the strong ethics and acceptance of personal responsibility shown by Councillors who come onto Council to serve the community to the best of their ability and judgment.

Governance systems can be amended by State Parliament *legislation* or *regulations* or by the Council through policy change with new duties and rights and obligations introduced and others removed. This means that Councillors have to be ever diligent in ensuring that we keep up to date, improve our professionalism in the role and find new ways to maintain our vision and mission.

In doing so, we recognise that the most fundamental governance task the Council has is one of strategic leadership. We constantly strive to achieve a strong sense of shared purpose and commitment that will allow us to continue on our path of excellent governance and enable us to adapt to the changing needs and desires of the community we serve.



Governance Framework

25 November 2025

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Introduction

The City of Stirling (the City) requires a corporate governance framework to be able to provide services and facilities, by proper and democratic government, to the broad range of people who have a stakeholder interest in the region, including residents, commercial and retail business, workers, and local, national and international visitors.

The practice of good governance is increasingly seen as critical for ensuring that:

- the City meets its legal and ethical compliance obligations;
- Council, Elected Members and the Administration act ethically;
- decisions are made in the interests of all stakeholders; and
- the City behaves as a good corporate citizen should.

There are a range of benefits that can be derived from the development and implementation of an effective governance framework in local government. These include:

- providing clear guidelines for the roles of the Council, Elected Members and the CEO, ensuring that all responsibilities are properly allocated, and performance expectations are well understood;
- enshrining best practice in relation to 'board processes' (which are relevant to the elected Council);
- assisting Council and the CEO in delivering good governance;
- ensuring legal and ethical compliance;
- influencing processes throughout the organisation by setting guidelines for strategic planning at all levels;
- acting as a point of reference for disputes; and
- assisting as an induction tool for new Elected Members and employees.

The principles and practices of good governance and guiding documents plot the specific processes of decision-making and by which the City is directed, controlled and held to account. Good governance ensures that the City can manage its many complex responsibilities effectively in the best interests of the community.

For an organisation to demonstrate good governance, there needs to be a clear understanding about responsibility and accountability. This Governance Framework has been produced to set out the roles of Elected Members and the Administration, and their relationships, along with financial, legal and ethical considerations.

The City's Governance Framework consists of four key principles required to achieve excellence in governance:

- **Culture and Vision.**
- **Roles and Relationships.**
- **Decision-making and Management.**
- **Accountability.**

Each principle is divided into sub-categories where the theory of the principle is explained and then how the theory is put into action at the City.

This framework has been modelled on the *City of Joondalup's Governance Framework* with further enhancements and refinement, referencing documents and legislative provisions currently in place or available regarding governance concepts or the practice of good governance in organisations.

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Glossary

Term	Meaning
Act	The Local Government Act 1995.
Administration	Includes senior employees and other employees of the local government, led by the CEO.
Audit	The inspection or examination of a City activity or facility to evaluate or improve its appropriateness, efficiency or compliance.
Business Unit	A functional work group of the organisation that consists of a Manager and employees that perform particular functions of the City.
CEO	The Chief Executive Officer who is the most senior employee in the administration. The CEO is appointed by and directly accountable to the Council.
community	The entire population within the City of Stirling district. It also extends to those who work or invest in the district, or visit the area for recreational or similar reasons. (See also section – Community defined.)
committee member	A member of a committee appointed by the Council but does not include an Elected Member.
Council	The Elected Members meeting as a Council under the Act.
Councillor	An individual elected representative of a local government, but does not include the Mayor.
Committee	A Committee of Council established by Council under the Act and constituted by Elected Members, employees or members of the public.
Council meeting	A meeting of Council conducted in accordance with the Act.
Director	A senior position in the administration engaged by and directly responsible to the CEO.
district	The area of the State prescribed by legislation that a local government is required to control.
Elected Members	The Mayor and Councillors of the City.
employee	A person employed by the local government in accordance with the Act.
Executive Team	The CEO, and directors.
Local government	A body corporate established under the Act.
Long Term Financial Plan	The City's Long-term financial plan summarising the financial impacts of the objectives and strategies in the Strategic Community Plan.
Manager	An employee in the organisation directly accountable and responsible for a Business Unit of the Administration.

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Term	Meaning
City	The local government of the City of Stirling and includes the Council and the Administration.
Mayor	A person elected by electors of the City to hold the position as the civic leader of the City.
Natural justice	The right to be given a fair hearing and the opportunity to present one's case, the right to have a decision made by an unbiased or disinterested decision maker, and the right to have that decision based on evidence.
Regulations	The Local Government (Administration) Regulations 1996.
senior management	Means the CEO, directors and managers.
stakeholders	Individuals and organisations that have an impact on the strategic direction and decision-making processes of the City.
Strategic Community Plan	The overarching plan providing strategic direction for activities and guides the development and provision of the City's services and programs.
ward	A part of the City's district that delineates an electoral boundary.

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Local Government Defined

Local government in Western Australia is established under the Act and is the third sphere of government in Australia. Local government has legislative responsibility for many functions and activities that are relevant to a local community. As the level of government often seen as the 'closest' to the community, local government activities relate to matters that are fundamental to people's lives and impact strongly on their quality of life.

Under the Act each local government throughout the State is established as a corporate body, with perpetual succession and a Common Seal. It has the legal capacity of a natural person which means that it can sue and be sued.

A local government consists of a Council - comprised of Elected Members, and an Administration – consisting of the CEO and employees.

The Mayor and Councillors are the City's Elected Members and form the Council, and the following principles apply:

- Elected Members are able to exercise decision-making authority as a member of Council after they are elected and formally sworn in and when they meet as a Council.
- All lawful decisions are made at Council meetings or through delegations that are formally made by Council to the CEO, an employee or a committee. The CEO can also on-delegate decision-making authority to other employees. However not all decisions made by the City require formal delegation.

The CEO is the only employee appointed by Council and is therefore ultimately accountable to Council. In this regard the role of the CEO, as detailed in section 5.41 of the Act, includes, but is not limited to:

- advising the Council in relation to the functions of the local government
- implementing Council's decisions
- determining procedures and systems for implementing the local government's policies as determined by the council
- managing the local government's administration and operations
- managing the provisions of services and facilities that Council has determined to provide to the community
- liaising with the Mayor on the local government's affairs and its performance
- being responsible for the employment and management of the local government's employees.

All City employees are accountable to the CEO.

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Functions of local government

The Act prescribes the general function of a local government is to provide good government of persons in the district. To this end, local governments must have regard for the need to:

- promote the economic, social and environmental sustainability of the district;
- plan for, and to plan for mitigating, risks associated with climate change;
- consider potential long-term consequences and impacts on future generations when making decisions; and
- recognise the particular interests of Aboriginal people and involve Aboriginal people in the local government's decision-making processes.

In order to consider the issue of good governance in the context of local government, it is also necessary to consider some specific functions of local government which includes the following:

- **Planning and monitoring**

  Planning for the development and wellbeing of the community is a critical role for a local government. The Act requires local governments to develop and adopt a 'plan for the future', which sets overall direction for the City through long-term planning. Examples include the City's Strategic Community Plan, the Long-Term Financial Plan and the Corporate Business Plan. The City's Integrated Planning Framework provides the direction for the ongoing management of City activities.

- **Lawmaking and enforcement**

  A local government makes decisions in areas over which it has legislative authority but cannot duplicate or contradict federal or state law. Laws made by local governments are called local laws and cover such issues as activities permitted on public land, animal management and use of local government facilities. Local laws are enforced by employees.

  A local government is also responsible for enforcing other legislation under which it has authority.

- **Quasi-judicial**

  The City has a range of responsibilities under state legislation and administers laws that affect a person's rights and interests. Decisions made by local governments must be based on relevant considerations and facts, be procedurally fair and follow the principles of natural justice.

- **Policy development**

  An important role of Council is to make policy decisions on behalf of the community. An essential element of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing needs, and allocating appropriate resources. A policy is a decision of Council and sets out agreed views and direction concerning a particular area of responsibility.

- **Representation**

  In a general sense, when Council meets it represents the views of the local government constituents on matters of concern to the community. Elected Members represent the interests of electors, ratepayers and residents of the district. Elected Members need to listen to and be interested in the wider community and not just the people in the ward who elected them.

- **Advocacy**

  Local governments have a role advocating on behalf of their community to other spheres of government, statutory authorities and private interests whose activities may have an impact on the community. Local governments also need to consider collaboration with other local governments in the provision of services and facilities for the community.

- **Service delivery**

  Local governments must ensure that services are delivered in the most efficient and effective manner. The Act provides a degree of autonomy to local governments to determine policies, in consultation with their communities, about the nature and level of services provided. A local government should ensure the delivery of quality services for which it has responsibility.

Community defined

An appreciation of the term community is integral to an understanding of what constitutes good governance at a local government level. When discussed in connection with good governance the term is often used as though it is a homogenous entity and presupposes that there is a single community interest, community demand or community need.

The population within the City of Stirling district consists of a large number of communities, for example, the resident community, the Aboriginal community, the business community and the visitor community. These can be further broken down into subsets, for instance, the retail community, the mining community and the tenant community. Additionally, local communities can be defined by geographical area.

Often such diverse communities do not share the same aspirations, goals and interests. One of the challenges for all levels of government but particularly local government, is how to govern so that different, and often competing interests are recognised, addressed and managed.

When ‘community’ is referred to in this framework, it means the many groups, individuals and interests represented within the City of Stirling district.

Governance in Local Government

Definition of governance

While the definition of governance can vary across different industries, government tiers and business sectors, it generally known as the process by which:

- decisions are made and implemented;
- organisations achieve goals; and
- organisations are directed, controlled and held to account.

Overall, governance can be seen as encompassing:

- authority;
- accountability;
- stewardship;
- leadership;
- ethics and values; and
- culture.

Democratic governance occurs when governments govern as a result of being elected. Good democratic governance exists when a government governs for and on behalf of its community as a whole. This provides the democratic basis, which is essential to an understanding of good governance in the local government sector.

Good governance involves a focus on:

- a clear vision and positive organisational culture;
- clarity of roles and responsibilities;
- robust management practices and systems which support both internal and external accountability; and
- public access to decision-making and information.

Good governance in local government

Good governance in local government is about ensuring the local government can manage its many complex responsibilities effectively and in the best interests of the community. When a local government practices good governance, the community is more connected and engaged, appropriate services are provided and there is more effective use of the local government's resources.

Good governance in local government combines the characteristics of good governance and the definitions and roles of local government. Good governance in local government requires the following:

- Councils being elected by, representative of, and accountable to the community.
- Elected Members making decisions on behalf of and in the best interests of the community.
- Policies and programs reflecting the mandate local governments have been given by their electors.

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- Policy enactment arising from the Strategic Community Plan with appropriate performance management to assess the local government's progress.
- Community participation in decision-making.
- Elected Members providing leadership to the community and reflecting the community's collective aspirations.
- A management structure which implements the local government's goals in accordance with the local government's priorities and approved budget.
- Provision of services which meet the community's needs (sometimes in partnership with other levels of government, business or community organisations).
- Local government being well placed to facilitate coordination and integration at a local level.
- Cooperation between local governments and other spheres of government.

Good governance is fundamental in a local government setting as recognised in the *Report of the Inquiry into the City of Perth* which stated the following:

> *"Governance is the single most significant element of good government. It is essential to a thriving and successful organisation. Governance makes up the structures, rules and processes which direct and control an organisation…and hold people accountable."*

Good governance in practice

Good governance needs to be practiced within the local government, and between the local government, the community and other tiers of government. Key internal and external factors include the following:

Internal Factors

- Effective and positive working relationships.
- Sound, relevant and timely advice.
- Advice is provided through reports, meetings (both formal and informal) and other means of communication.
- Good processes that contribute to good decisions.
- Decisions are made that are clear, accountable and transparent.
- Elected Members need timely and quality information in order to perform their role. Processes are required to meet the legitimate information needs of Elected Members.

External Factors

- To ensure that a local government and its community share a sense of direction and purpose, long term planning is vital. This must be done in a way that all stakeholders feel they have ownership.
- Performance management enables a local government to be accountable to its community. It assesses whether a local government has done what it said it would do with the resources with which it has been provided, and within the defined time frames.
- Balancing 'community-wide' and sectional interests is central to democratic governance.
- Accountability of a local government to its community is a key factor in good democratic governance.
- Good governance means a community feels engaged, knows what is going on, is included in decision-making, and feels part of the governing process.

- Informed decisions are based on well-researched information, and some of the best information comes from the opinions of those who are affected by a decision or interested in an issue. Good consultation methods are needed to elicit these opinions.
- Another important aspect of good governance is community leadership. Sometimes local governments need to lead or influence communities on particular issues.
- Communities expect good services, systems and facilities to be planned and provided.

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Governance Principles

For the purposes of the City's Governance Framework, the principles contained in the '*Excellence in Governance in Local Government*' developed by CPA Australia have been adopted. The principles provide the foundation for good governance and a means for assessing the extent to which good governance is occurring at the City. Contained under each principle in the following sections are a range of activities and actions put into operation at the City to support that principle.

- **Principle One: Vision and Culture**

  There is a clear vision and a Strategic Community Plan that is produced through a comprehensive and inclusive process, which is owned by all sectors of the community.

  There is a positive culture and value system in place that promotes trust, ethical behaviour, openness and honesty, in which constructive and respectful questioning is encouraged and accountability is clear.

- **Principle Two: Roles and Relationships**

  There is clarity about the roles within a local government and there exists a sophisticated approach to defining and implementing these.

  There are effective working relationships that are promoted and supported within and between the Elected Members, the CEO and the Administration.

- **Principle Three: Decision-Making and Management**

  There are effective decision-making processes in place that reflect the transparency and accountability which underpin excellence in local government.

  An adequate organisational structure should be in place that serves the City's operations and progresses the organisation towards the achievement of the City's strategic objectives.

  There should be robust and transparent business management practices established and maintained to meet the City's accountability to its community, particularly in terms of stewardship of community assets and finances, both now and into the future.

  An effective approach to the identification, assessment, monitoring and management of risks should be established and maintained.

  Effective delegations and authorisations should be implemented and maintained to enable Council to focus on strategic issues.

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- **Principle Four: Accountability**

  The City must account for its activities and have systems and processes that support accountability. The City should have an active performance management system in place that enables Elected Members, the CEO and employees to be openly accountable for their performance.

  The City should establish internal structures that provide for independent review of processes and decision-making to assist it meeting its accountability to stakeholders.

  Consultation should be undertaken that is appropriate to the scope and potential impact of the matter. It should respect the position and opinion of all sections of the community. The outcomes of the consultation should be considered when the decision is made, and feedback should be provided to those who participated.

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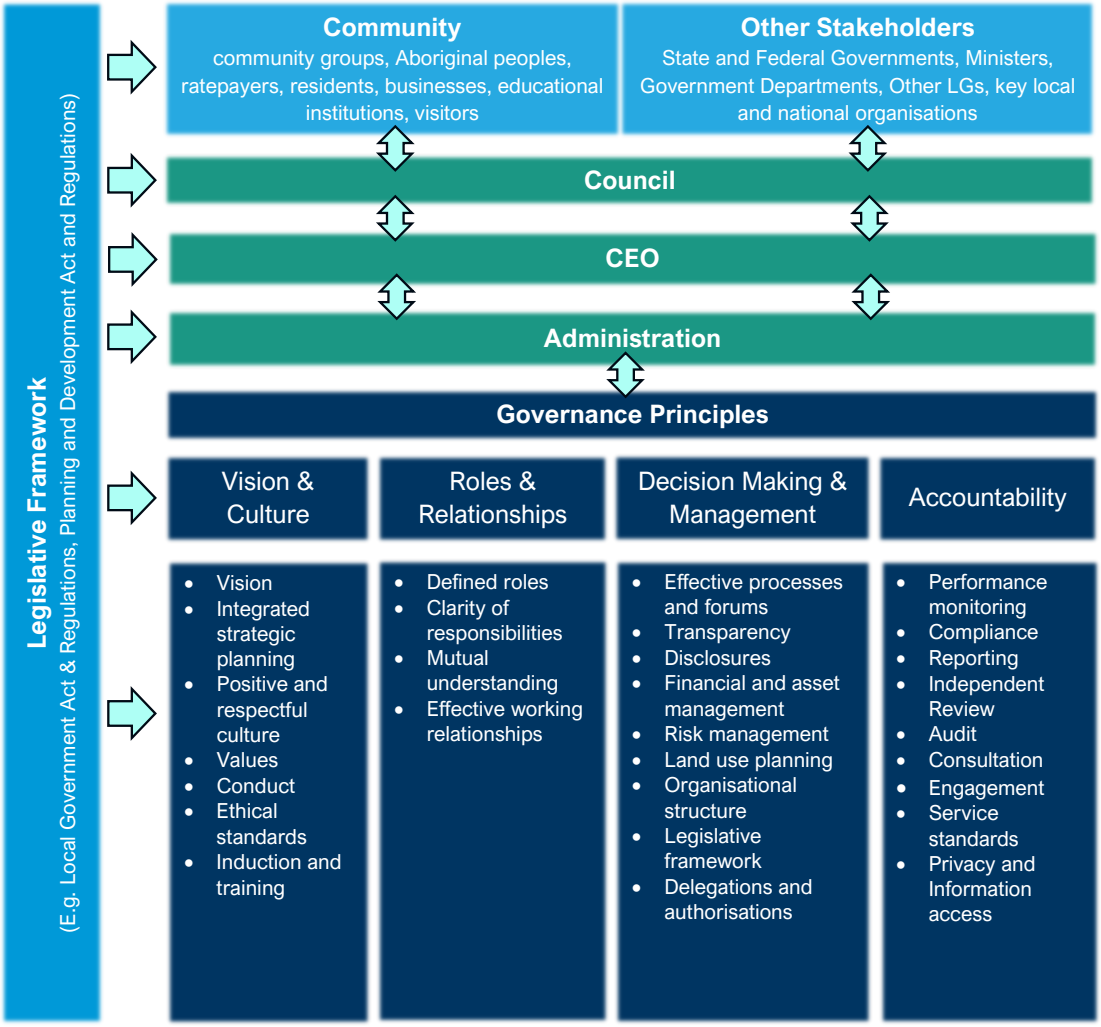
Governance Framework Model



City of Stirling Governance Framework Model.

Principle One: Vision and Culture

Vision

Vision and values

The City's Strategic Community Plan articulates the City's vision and mission statement as follows:

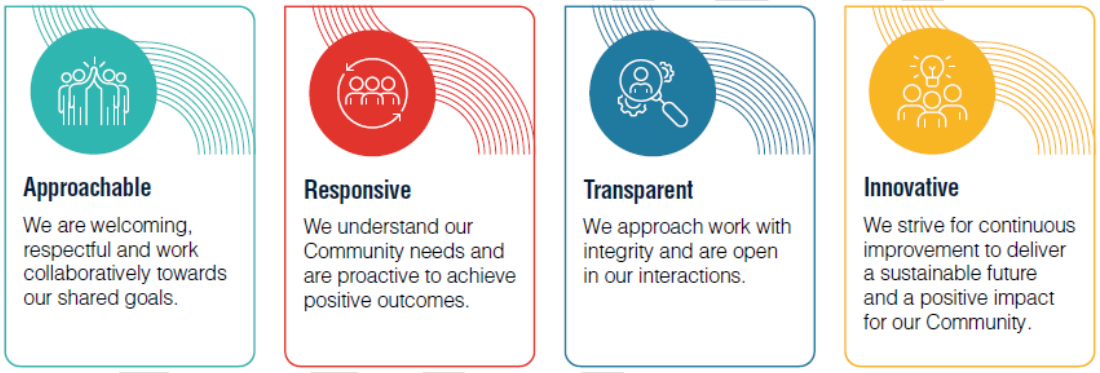
Vision

A sustainable City with a local focus.

Mission Statement

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

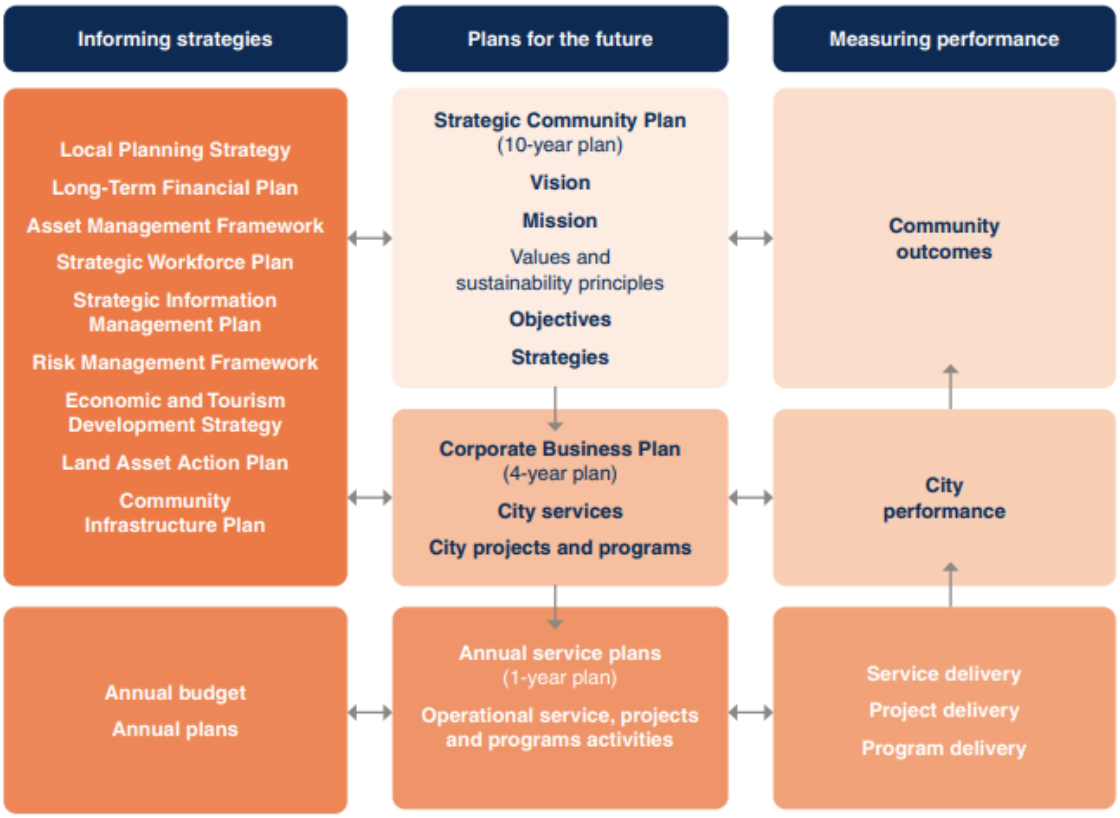
In alignment with this vision, the City has adopted the following corporate values that guide the Administration which should be inherent within any well-functioning and community-driven body:



Good governance is achieved when Council, Elected Members and employees show leadership and reflect the above values. Values shape an organisation's culture and are the fundamental beliefs the City considers to be important; are relatively stable over time; and have an impact on Elected Member and employee attitudes and behaviour.

Integrated Planning and Reporting

To ensure the City's vision operates throughout the organisation, the City has developed an Integrated Planning Framework that aligns with the Department of Local Government, Industry Regulation and Safety's Integrated Planning and Reporting Framework (as detailed below). This approach ensures that the City's planned activities and resourcing requirements over an extended period, is aligned with the City's vision and strategic priorities, thereby forwarding the opportunity for the City's vision in becoming a reality.



City's Integrated Planning and Reporting Framework

The City's Strategic Community Plan Sustainable Stirling 2022 – 2032 is the over-arching document within the City's Integrated Planning and Reporting Framework, articulating the City's vision and setting the highest level of direction for the City for a ten-year period. This is further described by five key result areas, which give direction to the City's commitment to achieve this vision:

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

Each key result area has outcomes, objectives and strategies that outline what the City aims to achieve and how the City will achieve it. Baseline measures have been developed to sit alongside the new High-level plans such as the City's Long Term Financial Plan, Strategic Asset Management Plan, Workforce Plan and Service Plans enable the key themes in City's Strategic Community Plan to be more comprehensively articulated. Actions in these plans are measured against key performance indicators, which enable the City and the community to gauge success in the implementation of strategic priorities and objectives.

As part of the State Government's Local Government Reform agenda, the integrated planning and reporting framework is intended to be simplified, so that local governments can better focus their resources on service delivery and providing facilities instead of extensive planning. In the future strategic community plans will be replaced by a council plan that will provide:

- simplified, short-form council plans that replace strategic community plans and set high-level objectives over an eight-year period;
- simplified asset management plans to consistently forecast costs of maintaining assets; and
- simplified long-term financial plans that outline long-term financial management and sustainability issues, and any investments and debts.

Regulations and other guidance are currently being developed by the Department of Local Government, Industry Regulation and Safety to ensure the framework meets the needs of the local government sector and provide for an avenue for local governments to plan for the short, medium and long term.

Culture

A positive culture promotes openness and honesty, makes accountability and responsibility clear and encourages debate on important issues. It is also more likely that the organisation will retain high calibre employees who want to work and participate in the activities of the City. The City's culture should consist of the following elements in pursuit of excellence in governance:

Support for frankness, honesty and questioning

Elected Members are to debate issues openly and honestly. Employees are to provide frank and timely advice to the CEO and senior management, who in turn are to provide sound and frank advice to Elected Members and Council.

Innovation

The City considers new and better ways of going about its business in the achievement of its goals, through innovation which will be assessed critically by using appropriate risk management and other analysis.

The City has dedicated itself to encouraging a climate of innovation and continuous improvement.

Effective management structures and practices

The City is to have a management structure that meets its goals and needs, characterised by efficient and effective use of human resources with clear accountability.

Internal directives, management practices and other administrative protocols reinforce accountability and outcomes and must also incorporate the nurturing of people's capacities to do their jobs.

Communication and engagement

The City is to have effective communication policies, practices and protocols, internally and externally, and be open to, and encourage, feedback from all stakeholders and the community.

Conduct and ethical standards

For people to have confidence in those who govern and participate in the governance process, they must have trust that governments are acting for the common good. People need to believe that governance is characterised by honesty and integrity and that those in government will behave accordingly.

The Act requires that every local government prepare or adopt two codes of conduct – one Code of Conduct for Council Members (being Elected Members), committee members and local government election candidates (adopted by the Council); and another code of conduct for employees (approved by the CEO).

The City's codes outline the principles, values and behaviours expected of all Elected Members, committee members, local government election candidates and employees. It is not intended to control or prohibit the actions of Elected Members, committee members, local government election candidates or employees, but simply to document the standards of conduct expected of all who either serve the community, or intend to serve the community when they stand as a candidate in the City's bi-ennial local government elections.

In general terms, the community are entitled to expect that the following general principles should guide the behaviours of Elected Members, committee members and employees:

- Act with reasonable care and diligence.
- Act with honesty and integrity.
- Act lawfully and in good faith.
- Identify and appropriately manage conflicts of interest.
- Treat others with respect and fairness.
- Avoid damage to the reputation of the City.
- Not be impaired by mind affecting substances such as drugs and alcohol.

The Code of Conduct for Council Members, Committee Members and Candidates is based on the Local Government (Model Code of Conduct) Regulations 2021 and includes:

- general principles to guide behaviour;
- certain requirements relating to behaviour (which if breached are investigated by the City); and

- provisions specified to be rules of conduct (which if breached are investigated by an external body).

Similarly, the Code of Conduct for Employees includes conduct provisions as required by the Local Government (Administration) Regulations 1996, such as:

- the behaviours expected of employees in relation, but not limited to:
  - the performance of an employee's duties;
  - dealings with other employees and the broader community;
  - the use and disclosure of information;
  - the use of City resources and City finances;
- how records are to be kept;
- gifts and other disclosures; and
- reporting mechanisms and management of suspected breaches of the code and suspected unethical, fraudulent, dishonest, illegal or corrupt behaviour.

The City has also adopted a Statement of Business Ethics which provides guidance about what contractors, subcontractors and suppliers can expect when conducting business with the City and the ethical standards the organisation holds. The City expects all business partners, contractors, and suppliers to act ethically, fairly and legally and provide goods and services in compliance with contract and purchasing requirements.

Fraud, misconduct and corruption

The City expects Elected Members, Committee Members and employees act in accordance with their respective codes of conduct and behave ethically and honestly when performing their functions and during their interactions with each other, the community and all stakeholders of the City.

In support of the behavioural expectations, Council has adopted an Integrity Framework and a Fraud and Corruption Control Plan which articulates the City's "zero tolerance" position on fraud and corruption. It details the internal controls in place and the expectations that are placed on Elected Members, Committee Members, employees and the broader community, to prevent fraud and corruption and to identify and report suspected fraudulent and/or corrupt behaviour.

Confidentiality

Local government business involves significant amounts of confidential information being supplied or maintained. This information could be about commercial matters, individuals or businesses or legal issues. The Act, Regulations and the codes of conduct detail how general information and confidential information is to be treated, accessed and used by Elected Members and employees.

Elected Members, committee members and employees must not make improper use of information in the performance of their duties to gain directly or indirectly an advantage for themselves or another person, or to cause detriment to the City. Confidential information, or information that is deemed confidential by the CEO must not be disclosed, unless authorised by law or the respective code of conduct.

Disclosure of conflicting interests

The nature of the City's business may result in conflicts of interests arising between an individual's personal interests and the performance of their public or professional duties. Conflicts of interests may arise from a number of sources, including friends, relatives, close associates, financial investments, past employment and the like. Conflicts of interests are not necessarily wrong; however, it is not only important to ensure that real or potential conflicts are handled appropriately, but also perceived conflicts of interest.

Elected Members, committee members and employees are to comply with the requirements for disclosure of interests as prescribed in the Act, the City's Meeting Procedures Local Law 2021 and the codes of conduct.

Elected Members, committee members and employees of the City must ensure there is no actual or perceived conflict between the fulfilment of their public or professional duties and their personal interests, which may include the interests of those persons closely associated to them.

Acceptance of gifts

The City's Code of Conduct for Employees and the Act contain provisions in respect of Elected Members, employees and committee members seeking and/or accepting certain types of gifts and gifts of a certain value while performing in their respective roles.

Both the Code of Conduct for Employees and the Act detail the disclosure requirements for gifts accepted in a full and transparent manner.

All disclosures must be made to the CEO (or if the disclosure is from the CEO to the Mayor) in a prompt and full manner and in writing within the appropriate register. These registers are made available for public inspection and in some cases are available for viewing on the City's website.

In support of the gifts framework, WA local governments are also required to adopt a policy relating to the attendance of Elected Members and chief executive officers at events such as concerts, conferences and functions. The policy must address the provision of tickets to events, payments in respect of attendance and approval of attendance by the City; and the criteria for approval. Acceptance of such tickets can affect how Elected Members can participate and be involved in the decision-making process of meetings. The City's Elected Member and Chief Executive Officer Attendance at Events Policy has been adopted for this purpose.

Comprehensive induction programs

The City's objective of a positive work culture is communicated to Elected Members and employees through effective induction. Induction and training for Elected Members is provided to assist in understanding the functions and role of local government, governance in local government and how the administration operates effectively to produce good outcomes for the community.

The City's induction programs for both Elected Members and employees focus on areas such as:

- the differing and complementary roles of Elected Members and employees;
- working relationships;
- decision-making processes;
- responsibility, accountability and delegations;
- conduct and ethical standards of behaviour;
- functions, services and activities of the City; and
- organisational values and culture.

Learning and training opportunities

The City invests in training both for Elected Members and employees and the learning will be focused on what is required to achieve organisational goals. Training for Elected Members and employees is important, and opportunities are offered to assist in the development of skills required to fulfill their roles.

In their first twelve month's from being elected, Elected Members are required to undertake mandatory training around a number of core competencies important for an Elected Member to understand and to help them fulfill their role in public Office.

The Act also requires local governments to adopt a policy for continuing professional development for Elected Members which must be reviewed every two years after the biennial local government elections. For this purpose, the City's Elected Member Training Policy contains the training and development provisions for Elected Members and the parameters and budget allocations made around training and development.

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Principle Two: Roles and Relationships

Overview

An understanding and acceptance of the different roles of Mayor, Councillors and employees, with cooperation between all parties, underpins good governance at the City. The relationship between Elected Members and the CEO respects the diversity of opinion and the rights of all points of view to be heard with courtesy and respect.

The Mayor has a general leadership role for Council and is the City's civic leader. The Act recognises the role of the Mayor, as the spokesperson for the City, to carry out civic and ceremonial functions of the Mayoral office, and to preside at meetings of Council. The City places great importance on the role of the Mayor as the Presiding Member of Council to facilitate good decision-making.

The Mayor's leadership role is very important when it comes to good governance. The Mayor is to ensure that all Councillors are a part of the decision-making process and are well and equally informed. The Mayor must also assist Councillors to understand the need to represent the interests of the entire community, not just their ward constituents.

The Mayor should also facilitate good relationships between the Councillors and the organisation and help to create an environment where good communication thrives.

Elected Members are to focus on outcomes, policy and strategy, and in so doing, are expected to:

- be representative of the entire community at the Council level;
- facilitate communication between Council and the community;
- debate the issues in an open, honest and informed manner to assist the decision-making process;
- keep the entire community in mind when considering and addressing issues and focus on the 'big picture';
- educate and involve the community in all local government activities and processes;
- work together, cooperate and respect diversity; and
- provide model leadership.

The Act recognises the CEO's role in managing the organisation to achieve the goals and strategies endorsed by Council, and the CEO is expected to fulfill these duties in a way that promotes an organisational culture of openness, accountability, fairness and good communication.

The general function of local government as prescribed in the Act is 'to provide for the good government of persons in its district'. This general function in conjunction with other expressed powers set out in the Act is the basis of the City's powers. The Act sets out a framework for the way in which local governments are to operate and specifies the roles and responsibilities that are to be undertaken by various parties within a local government.

The role of Council

Under the Act the Council governs the local government's affairs and, as the local government's governing body, is responsible for the performance of the local government's functions. The Council's governing role includes:

(a) overseeing the allocation of the City's finances and resources;
(b) determining the City's policies;
(c) planning strategically for the future of the district;
(d) determining the services and facilities to be provided by the City in its district;
(e) selecting the CEO and reviewing the CEO's performance; and
(f) providing strategic direction to the CEO.

The following guidance is provided on the range of scope of the above responsibilities:

- **Governs the City's affairs**

  This role encompasses strategic planning activities to ensure the continued sustainability of the City, the setting of strategic objectives for the City and the monitoring of the City's performance against these strategic objectives.

- **Is responsible for the performance of the City's functions**

  This role determines that Council has ultimate responsibility for the performance of the City's functions. Council can exercise this responsibility through the development of appropriate mechanisms including delegations of authority, the provision of services and facilities, and regular reporting against strategic objectives.

- **Oversees the allocation of the City's finances and resources**

  The Council exercises this role by overseeing and adopting an Annual Budget and the City's long-term financial plan. Council is advised by the CEO who is also responsible for the development of appropriate financial controls, management directives, protocols and practices.

- **Determines the City's policies**

  The role of Council in setting policy is most effective when it is linked with a professional organisation that implements these policies through the development of appropriate management directives and work processes. The policies of Council provide the direction for the ongoing management of City activities.

In fostering good governance and a positive work environment Council must have regard to the need to support an organisational culture for the City that promotes the respectful and fair treatment of the local government's employees.

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Role and responsibilities of the Mayor

While there are a number of provisions within the Act outlining the role and functions of the Mayor it should be understood that the Mayor is a key civic leader of the community. In the pursuit of good governance, from an internal and external perspective, the Mayor performs an important function. The Mayor is elected to represent the views and directions of Council in the performance of the role. Section 2.8(1) of the Act defines the role of the Mayor as follows:

The Mayor:

(a) provides leadership and guidance to the council and council members, including guidance as to the roles of the council and council members; and
(b) acts as the principal spokesperson for the local government, and carries out civic and ceremonial duties on behalf of the local government, at all times acting consistently with council decisions; and
(c) presides at meetings of the council, ensuring that meetings are orderly and held in accordance with this Act; and
(d) promotes, facilitates and supports positive and constructive working relationships among council members; and
(e) liaises with the CEO on the local government's affairs and the performance of its functions.

The Mayor also has the following role, which is similar to Councillors as outlined in section 2.10 of the Act:

(a) represents the interests of the electors, ratepayers and residents of the district and takes account of the interests of other persons who work in, or visit, the district; and
(b) participates in the deliberation and decision-making of the local government at council and committee meetings; and
(c) facilitates communication with the community about council decisions; and
(d) facilitates and maintains good working relationships with other councillors, the mayor or Mayor and the CEO; and
(e) acts consistently with section 2.7(3) to (5) (explained in further detail below); and
(f) maintains and develops the requisite skills to effectively perform their role.

The role of the Mayor can be categorised as:

- governance;
- Presiding Member of Council;
- external relations;
- media liaison and public relations;
- supporting the community; and
- civic and ceremonial.

The 'Governance' and 'Presiding Member of Council' functions of the Mayor are critical to good governance as they cover leadership of the City and the community, and ensure that the decision-making processes are fair, equitable and inclusive.

The Mayor should be seen to support good governance by modelling good behaviour and ethics in fulfilling their leadership role. The Mayor has a pivotal role in both the pursuit and demonstration of good governance.

A very specific role that the Mayor has is in representing and advocating the decisions of the Council. Section 2.8(1)(b) of the Act provides that the Mayor speaks on behalf of the City.

The position of Mayor is pre-eminent, and when they speak, they are considered by the community to be articulating the City's views. The Mayor must put aside any individual views and clearly outline the views of a Council decision in an all-inclusive way.

Where the Mayor desires to speak contrary to the position of Council, they should clearly preface their comments that they are expressing an individual opinion and not on the Council's behalf.

The Mayor's role of presiding at meetings of the Council is a very responsible one in achieving a balance of opinion and outcomes that demonstrates leadership by Council in the community. The most important aspect of the role is a good understanding of meeting procedures and a detailed knowledge of the requirements relating to the conduct of meetings. This will enable the Mayor to provide impartial interpretations and to ensure the smooth flow of the meeting's business.

As a community leader the Mayor represents the City at many civic and ceremonial functions including the role as "host" of many City activities. The Mayor should be familiar with etiquette and protocol arrangements and familiarise themselves with the expectations of greeting guests in a formal manner. Any speeches made on these occasions should not be used to present a point of view contrary to a decision of Council.

Role and responsibilities of the Deputy Mayor

Section 5.34 of the Act states the Deputy Mayor may perform the functions of the Mayor if:

(a) the office of Mayor is vacant; or
(b) the Mayor is not available or is unable or unwilling to perform the functions of the Mayor.

Roles and responsibilities of the Elected Members

It is necessary to understand the legislative framework within which the Elected Members operate and from where they derive specific details of their roles and responsibilities. Elected Members have a fiduciary relationship with the City. That is, they have a duty to act with fidelity, trust and in the interests of the City and the overall community - not for themselves or other third parties.

An individual Elected Member has no authority to make decisions or to participate in the day-to-day management or operations of the City. This includes making any form of representation on behalf of the Council or the City, unless they are specifically authorised by Council to do so.

The Code of Conduct for Council Members, Committee Members and Candidates also prevents Elected Members from undertaking tasks that contribute to the administration of the local government unless so authorised by the Council or the CEO.

Elected Members have no direct authority over employees with respect to the way in which they perform their duties.

Section 2.10 of the Act outlines the role of Councillors as follows:

A Councillor:

(a) represents the interests of the electors, ratepayers and residents of the district and takes account of the interests of other persons who work in, or visit, the district; and
(b) participates in the deliberation and decision-making of the local government at council and committee meetings; and
(c) facilitates communication with the community about council decisions; and
(d) facilitates and maintains good working relationships with other councillors, the mayor or Mayor and the CEO; and
(e) acts consistently with section 2.7(3) to (5) (explained in further detail below)*; and*
(f) maintains and develops the requisite skills to effectively perform their role.

The Council and Elected Members have a number of roles to undertake. One of the challenges for good governance from an Elected Member viewpoint is to be provided with the opportunity to raise specific issues so as to get a fair hearing. The Mayor and CEO all have an important role to play in this process as well as the fellow Elected Members.

Role and responsibilities of the CEO

The functions of the CEO are outlined in section 5.41 of the Act. The CEO, as the local government's chief executive official, is responsible for managing the local government's administration and operations, and their executive role includes:

(a) causing Council decisions to be implemented;
(b) managing the provision of services and facilities that the Council has determined the local government is to provide in the district;
(c) determining procedures and systems for:
    (i) implementing the local government's policies as determined by the Council; and
    (ii) otherwise managing the local government's administration and operations;
(d) being responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees); and
(e) ensuring that records and documents of the local government are properly kept for the purposes of this Act and any other written law.

The CEO has a statutory responsibility to manage the organisation through the implementation of goals and strategies that have been approved by Council. The CEO is the Council's principal advisor and procures advice for the Council in relation to the City's affairs and the performance of the City's functions.

A significant role of the CEO in promoting good governance is through the development of a culture that sees the Council as the peak decision-making body and that the Administration exists to support Council in the delivery of good governance.

A key accountability of the CEO is financial management. While Council has overall accountability, the CEO has critical responsibilities for managing the organisation soundly from a financial perspective and reporting the results and performance to Council.

The Act enables Council to delegate in writing to the CEO, the capacity to exercise any of its powers or duties, with the following exceptions:

(a) any power or duty that requires a decision of an absolute majority of the council;
(b) accepting a tender which exceeds an amount determined by the local government for the purpose of this paragraph;
(c) appointing an auditor;
(d) acquiring or disposing of any property valued at an amount exceeding an amount determined by the local government for the purpose of this paragraph;
(e) any of the local government's powers under section 5.98, 5.98A, 5.99, 5.99A, 5.100 or 5.129;
(f) borrowing money on behalf of the local government;
(g) hearing or determining an objection of a kind referred to in section 9.5;
(ha) the power under section 9.49A(4) to authorise a person to sign documents on behalf of the local government;
(h) any power or duty that requires the approval of the Minister or the Governor;
(i) such other powers or duties as may be prescribed.

In summary the CEO is responsible for:

- putting in place appropriate systems to achieve accountability and integrity;
- implementing and maintaining a management structure which can achieve Council's vision and the Strategic Community Plan objectives;
- managing relationships between the various elements in the City;
- ensuring that the City is staffed by suitably qualified and motivated employees and that policies are in place that promote this; and
- ensuring that employees understand the organisation is working for a democratically elected Council and that Council decisions form the basis for the organisation's activities.

For the purposes of ensuring proper governance of the City's affairs, the Act makes it clear that Council must have regard to the following principles:

- the Council's governing role is separate from the CEO's executive role (as described in section 5.41 of the Act); and
- it is important that Council respects that separation.

The table below depicts the separation of roles between the Council (governing the affairs of the local government) and the CEO (managing day-to-day operations):

COUNCIL	CEO
Sets strategic direction	Provides professional and technical advice to the Council
Responsible for the performance of the local government's functions	Implements the decisions of Council
Decides on matters of policy	Liaises with the Mayor
Ensures that services and facilities are integrated with and do not unnecessarily duplicate other public services	Manages the day-to-day operations

COUNCIL	CEO
Oversees the allocation of the City's finances and resources	Responsible for the employment and management of employees
Monitors the City's performance through the CEO to ensure efficiency and effectiveness in service provision	Monitors the performance of employees to ensure efficiency and effectiveness in service provision

Role and responsibilities of employees

Good governance requires all employees to think carefully about their decisions and actions, to be engaged, and to be active participants in the City's management and outcomes. It is not only senior management and Council that is responsible for governance matters – every element that forms part of the City is responsible for good governance. The quality of the City's governance heavily relies on each employee taking individual responsibility as well as being part of a collective team effort.

While on duty employees are to give their time and attention to the City's business and ensure their work is carried out efficiently and effectively, so the standard of work reflects favourably on them and the City.

In carrying out their duties, employees achieve good governance when:

- they reflect the positive values and standards of behaviour the City expects;
- their duties are performed and conducted in a professional way;
- information is managed and maintained appropriately, and records are kept of their duties, decisions and work-related activities;
- resources of the City, including information, is used efficiently and effectively; not misused; and waste is to be minimised; and
- conflicts of interest are identified and reported including disclosure of gifts and benefits obtained from certain parties.

Working relationships

Elected Members are members of a team, elected by their constituents to work collectively in the interests of the whole community. Good governance is dependent on a mature and constructive working relationship between Elected Members.

Elected Members should behave in a manner that generates community trust and confidence in them as individual Elected Members and enhances the role and image of both the Council and the City. Elected Members are expected to:

- conduct their ongoing relationship with other Elected Members, employees and the community with respect and courtesy;
- act within the law at all times;
- act in good faith and not for improper or ulterior motives;
- act in a reasonable, just and non-discriminatory manner; and
- undertake their role with reasonable care and diligence.

As previously referred to, the Act requires Council to prepare and adopt a Code of Conduct to be observed by Elected Members, committee members and local government election candidates. This Code of Conduct is a public declaration of the principles of good conduct and standards of behaviour that the Council agrees individual Elected Members should conform to when carrying out their role. It also provides guidance to Elected Members about carrying out their duties and responsibilities.

Working relationships between the Mayor and Councillors

The relationship between Mayor and Councillors is critical to good governance and effective relationships between the Mayor and Councillors will help to achieve the outcomes within the City's Strategic Community Plan and to promote the credibility of the City.

In summary the important aspects of the Mayor/Councillor relationship are as follows:

- The Mayor is the Presiding Member of Council and this role should be respected by all Councillors.
- The Mayor should facilitate an inclusive approach to decision-making and involvement in Council activities in general.
- The Mayor should assist Councillors to get their issues considered by Council.
- The Mayor should take some responsibility for Elected Member training and development and should work with the CEO to ensure that Elected Members receive necessary training opportunities.
- The Mayor is a source of assistance for Councillors and also has the responsibility for facilitating resolution of any disputes between Councillors.

The Mayor as the Presiding Member of Council needs to play an integral and influential role both within meetings and outside of the formal process, by facilitating and encouraging all points of view to be expressed and respected. This will enable Councillors, who may not have their point of view supported by the majority, be satisfied that they have been given a fair hearing and the process is transparent.

Through this facilitation role, the Mayor can manage conflict and differing opinions in a constructive manner. The complexity and diversity of opinion in the community, and therefore of Elected Members, can be made to work in the broader interest of the City as a whole, rather than be a source of division.

The Mayor is also a first point of contact for Councillors who wish to achieve a particular goal, and this is especially true for newly elected Councillors who may be unfamiliar with a local government setting. Among other things, the nature of any local government business involves the need to bring together many diverse and sometimes-conflicting goals. By advising, supporting and facilitating negotiations, the Mayor can assist this process considerably, and in so doing, assist Councillors to meet their accountabilities to their communities.

This advisory and support role of the Mayor for other Councillors is possibly the single most important contribution to good governance a Mayor can make. It requires great skill and experience and as such, is critical to the overall operation of Council.

Working relationships between the Mayor and CEO

The Mayor and CEO work closely together and the relationship should be characterised by openness and good communication, with each keeping the other informed about important and relevant issues.

Both the Mayor and the CEO have a role in liaising with each other on the City's affairs and the performance of the City's functions. However, this liaison is qualified in that any liaison between the Mayor and the CEO is only relevant to those matters that enable each party to perform their statutory role.

Both parties have a crossover of responsibilities in speaking on behalf of the City. While this right rests with the Mayor there are occasions when it is considered prudent and more applicable for this function to be undertaken by the CEO. As such these matters involve the development of a clear relationship and an understanding of the limits of each other's authority.

While the Act does not detail how the liaison is to occur, this liaison function should be seen in the context of the separation of powers described in the Act, between the governing role of Council and the managing role of the CEO.

The Mayor and the CEO are to adopt an approach that suits their circumstances and needs. The overall essential principles that should be followed are the ability to effectively communicate and to have a large degree of trust in each other as well as respecting each other's opinion and role.

The essential principles for an effective Mayor/CEO relationship are as follows:

Communication

- Both parties are in a position to brief and inform the other about information each is privy to and which would assist the other in performing their role. Deciding on what information is important and what should be passed onto each other must be negotiated and understood.
- Regular meetings – over and above those scheduled to discuss specific issues or problems – are necessary to enhance planning and communication.
- The 'no surprises' principle should apply. The Mayor and CEO should brief one another so that neither is caught off guard within other forums.

Role clarity

- The Mayor and the CEO need to understand and respect one another's role. A clear understanding of their different roles is crucial and should be a subject of ongoing discussion.
- There is a differential of power, which should be acknowledged. While the Mayor has status and leadership capacity, the position has no direct authority in their own right. On the other hand, the CEO has direct authority through the Act. Elected Members cannot just 'fix' problems that come to their attention, while the CEO has this capacity.

Features of a good and effective relationship between the Mayor and the CEO are as follows:

- The need to work closely together and put energy into achieving a good working relationship.
- A relationship characterised by consistency, openness and good communication. Each has the responsibility to keep the other informed about important and relevant issues. Open communication ensures that an understanding develops about what is important and relevant.
- An understanding that each has different roles and authorities. While the Mayor is the civic leader of the City, this position has no specific authority while the CEO has particular authorities under the various sections of the Act.
- The need for the relationship between the Mayor and the CEO should aim to facilitate involvement and inclusion among the Elected Members and the organisation. It does not seek to concentrate power in the relationship.
- Consistent communication and regular fixed meetings.

Working relationships among Elected Members

When thinking of a Parliament, people often envisage an adversarial environment in which political groupings try to beat their opponents through debate. In contrast, the 'small group' nature of Council ideally features an environment where good relationships, respect and an appreciation of constructive diversity, lead to good decision-making.

All Elected Members have issues of particular concern and interest to them. Given the open nature of the local government system and the absence of a political party structure which exist at the State and Federal levels of government, Elected Members need to work together to achieve satisfactory outcomes.

Given this interdependency, Elected Member relationships should be characterised by mutual respect and an acknowledgement that, while they may not agree on all issues, they are all doing important and often difficult work.

At times, the very nature of local government business leads to conflict. How this conflict is addressed has implications for good governance. The role of the Mayor has been discussed, and this role, together with an appreciation of the particular dynamics at play, should assist in facilitating good governance.

With regard to behaviour at Council and committee meetings, Elected Members should model good constructive relationships and show personal respect for one another. There is not the requirement to agree with every Elected Members' opinion, but there is the need to respect those opinions and allow other members to be free to express their point of view.

Elected Members need each other to achieve their individual and collective goals. Effective relationships between Elected Members assist in achieving a successful Council, a pleasant working environment and a Council with public credibility.

Features of an effective relationship include the following:

- While they may have different views, Elected Members should treat each other with respect and courtesy.
- Disagreements, if they must be aired, should be expressed in ways that are not personal attacks, and do not cause detriment to individual Elected Members or the Council as a whole.

- Elected Members should not undermine each other, either within the local government or in the public domain.
- Elected Members must have effective working relationships in order to succeed individually and collectively.

Working relationships between Elected Members and CEO

One of the most complex issues in local government that is critical to good governance is the relationship between the Elected Members and the CEO.

Elected Members need support to manage pressures in such a way that their constituents feel their issues or concerns are being heard, but also need to appreciate that their demands cannot always be met. Advice and support on consultation and engagement, good systems that refer requests and queries to the relevant area for advice, and responsive services and processes all assist in furthering good governance.

Elected Members need to understand that the role of the CEO is to implement Council's goals, strategies and manage the City's services as well as advise and support Council.

The CEO and Elected Members are likely to be in regular contact about issues, concerns and information. As with the Mayor/CEO relationship, a level of trust needs to be fostered which in turn, is based on good communication and understanding of each other's role and function.

A number of factors contribute to a good relationship between Elected Members and the CEO. These include:

- goodwill;
- a clear understanding of each other's roles;
- good communication;
- agreed structures and protocols;
- an appreciation of legislative requirements; and
- clear delegation of authority.

While the Elected Members and the CEO have different roles, this is not to say that each does not have a legitimate interest in the other's role. It is crucial that appropriate channels for information, discussion and consultation be developed to allow for each other's interests to be discussed freely and openly shared.

Relationships between Elected Members and employees

Local governments often grapple with the issue of direct contact between individual Elected Members and employees versus contact through the CEO and other senior employees.

Individual Elected Members must not seek to foster special relationships with employees for the sole purpose of seeking information that may not otherwise be available to all Elected Members.

Elected Members and employees are entitled to privacy and protection from inappropriate behaviour and this includes un-authorised access to the organisation's work area.

Some issues to consider in respect of this relationship include the following:

- Elected Members need to understand that accountable advice needs to go through an organisational process. Advice must be sought from the CEO or Directors. Elected Members should not seek advice from other employees as the employee may have a particular interest or point of view in respect of the issue, but may not be in command of the full facts.
- Employees are accountable to the CEO. They are not accountable to Elected Members and are not required to take direction from them.

The point above has been made clear through the provisions within the Local Government (Model Code of Conduct) Regulations 2021 which is within the City's Code of Conduct for Council Members, Committee Members and Candidates:

20. Relationship with local government employees

(1) In this clause —

***local government employee** means a person —*

(a) employed by a local government under section 5.36(1) of the Act; or

(b) engaged by a local government under a contract for services.

(2) A council member or candidate must not —

(a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or

(b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or

(c) act in an abusive or threatening manner towards a local government employee.

(3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

(4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the council member or candidate must not orally, in writing or by any other means —

(a) make a statement that a local government employee is incompetent or dishonest; or

(b) use an offensive or objectionable expression when referring to a local government employee.

(5) Subclause (4)(a) does not apply to conduct that is unlawful under The Criminal Code Chapter XXXV.

Elected Member access to information

One of the areas that can cause issues for Elected Members is their ability to access information held by the City. Section 5.92 of the Act provides that an Elected Member can have access to any information held by the City that is relevant to the performance of their functions under the Act or any other written law.

However, this provision does not give an Elected Member an automatic right to have access to all records held by the City as any information must be relevant to the performance of an Elected Member's role, as defined by the Act.

In this respect requests for information held by the City are to be referred to the CEO who is to determine if the information is to be released, on the basis that they are satisfied that the requested information is relevant to the Elected Members' role and functions.

Notwithstanding, section 5.96 of the Act provides that if any person can inspect certain information, then Elected Members may also request a copy of that information. Like other persons, an Elected Member is also entitled to be given access to records under the processes and procedures of the *Freedom of Information Act 1992*.

Effective relationships - summary

The information in this section provides an insight into the role Elected Members, the CEO and employees need to play in developing effective relationships.

There are fundamental role differences between the Council, Elected Members, the CEO and employees. The focus of Council and Elected Members should be on strategy, policy and outcomes. That is, who is to benefit from the City's activities and in what way. The CEO and employees' role is to focus on advice, implementation and operations.

Taking into account these role differences, the features of an effective relationship between the Elected Members and the CEO and employees are:

- a mutual understanding, acceptance and respect for each other's roles;
- a preparedness to identify, discuss and resolve issues and problems if and when they arise; and
- on the part of the organisation, a respect for and commitment to democratic governance and the primacy of Council in the local government structure.

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Principle Three: Decision-Making and Management

Effective decision-making

Decision-making is the most important activity undertaken by the City, both by Council and by employees. Effective decision-making processes increase the likelihood that the decisions themselves will be in the best interests of the entire community. The Council can only make decisions by resolution, that is, a motion being considered at a properly convened meeting and passed by the required majority vote.

Many of the decisions made by the City (including Council and employees) are subject to administrative law, and therefore subject to challenge or appeal. The principles of administrative law are:

- to act in good faith;
- to take into account only relevant considerations;
- to act reasonably; and
- to provide procedural fairness.

An important role of the CEO is to ensure that Council receives quality and timely advice and relevant information to enable informed and effective decisions to be made. At meetings, this includes ensuring that all reports presented include the necessary background information and detail; any options; any financial or legal impacts; and any associated risks. Council decisions need to have clarity and that clarity arises from the recommendations in reports from the CEO. The decisions made at meetings provide the direction and authority for the ongoing operation of the City and give direction to the CEO to act.

Primarily, Council must make its decisions on the basis of evidence, on the merits and in accordance with the law and taking into account the City's finances and resources.

As part of the State Government's Local Government Reform agenda, it proposed that local governments will be required to prepare, adopt and publish a community engagement charter that sets out the principles to be applied, and what will be done, to encourage a diverse range of community members to participate in decision-making processes. Local governments will need to ensure they engage with their community when developing their charter.

Regulations are currently being developed by the Department of Local Government, Industry Regulation and Safety to further detail a charter's relationship to the Council planning process.

Decision-making forums and processes

Council meetings

Council meetings are formal meetings of Council as defined under the Act and are required to be open to the public, although under certain conditions, meetings can be closed when Council considers certain items of business as prescribed by the Act. In order to promote transparency and accountability required for good governance, the closure of meetings should be applied as infrequently as possible.

Good decision-making at a Council meeting is enhanced when the meeting is well run. This requires a clear and informative agenda, good chairing and facilitation by the Presiding Member, adherence to meeting procedures and adherence to statutory requirements. There should also be a strong commitment to Council meetings being open to the public so that the community is fully informed and, where appropriate, involved in the decisions and affairs of Council.

Each year Council adopts its Council meeting schedule for the following calendar year and is required to publish these meeting dates on the City's website. The City usually holds its Council meetings on the second and fourth Tuesday of each calendar month (except for January when Council is in recess). Elected Members, the CEO, Directors and relevant Managers attend all Council meetings.

Committee meetings

To assist with its decision-making responsibilities, Council is able to establish committees from time to time. The work of committees is significant in local government due to the wide range of activities and functions of Council. Committees report to Council and are subject to the requirements of the Act and the City's meeting procedures for meetings.

When a Council establishes a committee, it must determine the reporting and other accountability requirements that are to apply in relation to that committee. Committees may comprise of:

- Elected Members only;
- Elected Members and employees;
- Elected Members, employees and members of the community;
- Elected Members and members of the community;
- employees and members of the community; or
- members of the community only.

The role and tasks of committees are varied however committees are generally established to:

- inquire into matters and to provide and make recommendations to Council on matters within Council's responsibilities;
- carry out a specific project or task on behalf of Council; or
- exercise, perform or discharge delegated powers, functions or duties.

The list below details the current internal committees of the City of Stirling Council:

- Audit, Risk and Improvement Committee.
- Chief Executive Officer Performance Review Committee.
- Community and Resources Committee.
- Planning and Development Committee.

Committees meet as and when required and make recommendations to Council, however, where a committee has delegated authority, it is able to make the decision in its own right.

As part of the State Government's Local Government Reform agenda, it is intended that all committee meetings will be open to the public, except when considering those matters that are deemed confidential in accordance with the Act.

Advisory groups and working groups

Council may also establish advisory groups as a mechanism for facilitating and improving community participation in the City's decision-making process. Working groups may also be established for the purposes of obtain feedback from the community that ultimately informs the City's decision-making processes, both at a Council level or within the Administration.

While not formally established under legislation, advisory groups and working groups provide an opportunity for the City to obtain the views of community representatives as well as enabling networking opportunities for Elected Members with a wide range of representatives on issues of common interest. The opportunity to obtain such views assists Elected Members and Council to address strategic issues and priorities.

The City has a number of advisory groups and working groups to assist it, and the detail of these groups is available from the City's website.

Representation on external committees, boards and groups

Elected Members are often appointed to represent the City on various external committees, boards and groups. Their role is generally to provide advice, identify strategic opportunities and act as a conduit with the City and the community.

Although representative of the City, and therefore, the City's or Council's position(s) should be taken into account, their appointment often requires them to act independently and to represent the interests of the committee, board or group which they are appointed to - often referred to the concept of "wearing two hats".

The process for appointment of an Elected Member to an external committee or board is via a nomination process, followed by adoption by Council. A listing of committees and organisations with Elected Member representation can usually be found in the minutes of one of Council's post-election meetings.

Agendas and minutes

The level of decision-making and transparency needed for good governance requires comprehensive meeting agendas and minutes to be prepared. Matters to be considered at meetings of Council or committees are to be presented in an agenda prepared by the CEO.

Agendas comprise of reports prepared by the organisation. Reports are structured to include information on the background, details, summary and funding of the proposal under consideration. All reports are the professional advice of the organisation and contain recommendations as to the most appropriate course of action to take based on the information presented.

The decision to adopt, amend or reject a recommendation rests with Council, or in some cases a committee (if it has delegated authority). Where a Council or committee decision is different to that which has been recommended, reasons for that decision must be stated and recorded.

Agendas are made available to Elected Members and the public before the respective meeting.

Unconfirmed Council and committee minutes are to be made available to the public. The minutes of a meeting comprise all items considered at the meeting (other than confidential items presented at the meeting for discussion) and include attendances, all motions, their movers and seconders and the decisions that have been made.

Apologies and leave of absence

An important function of an Elected Member, when being a part of the governing body of Council or a committee, is to attend and participate in the decision-making processes at meetings.

Elected Members who are going to be absent from a meeting of Council or a committee should submit an apology. For extended periods of absence, Elected Members should apply to Council to grant leave of absence for that extended period.

Leave of absence is not to be granted to an Elected Member in respect of more than six consecutive ordinary meetings of the Council without the approval of the Minister, unless all of the meetings are within a period of three months.

An Elected Member who is absent, without first obtaining leave of the Council, throughout three consecutive ordinary meetings of the Council is disqualified from continuing his or her membership of the Council unless all of the meetings are within a two-month period.

Meeting procedures and conduct

The Council has adopted a local law that provides a set of enforceable meeting procedures and rules to:

- ensure better decision making of council and its committees;
- assist in the good and orderly conduct of meetings; and
- greater community understanding of the business of the Council.

Elected Members are to familiarise themselves with the meeting procedures as any breaches may result in the matter being investigated under the provisions of the Act.

As part of the State Government's Local Government Reform agenda, it is intended that model meeting procedures will be developed for all local governments in replacement of the City's local law, thereby ensuring consistent meeting processes across the local government sector.

In certain circumstances Elected Members are able to attend meetings by electronic means and are required to declare that they are able to maintain confidentiality during the meeting or a closed part of the meeting, as the case requires.

Lobbying and meetings with external parties

Lobbying is an acceptable and normal part of society and opportunities for stakeholders to communicate with Elected Members and employees occur as part and parcel of our society's democratic and accessible system of government.

However, problems can arise when an Elected Member or employee is lobbied to consider factors, other than the relevant facts, they should appropriately consider when determining any matter as a decision-maker. Elected Members and employees are to recognise the difference between appropriate and inappropriate lobbying and the risks associated if they fail to resist inappropriate lobbying.

Elected Members must not, when lobbied, commit or indicate their vote on a matter that is before Council, or intended to be considered by Council. Elected Members may offer understanding or otherwise but as decision-makers they are obliged to consider all relevant facts detailed in a report within an Agenda, including the debate at the meeting, prior to making their decision. Similarly, employees are not to indicate their approval or otherwise on a proposal or application put forward to the City, until such time as an assessment and / or consideration of a proposal or application is formally undertaken by the City.

Elected Members, who commit their vote outside of the Council meeting process, may be faced with claims of perceived bias and could compromise the final decision of Council. Ultimately the community must have trust in the elected body and in the ability of Council to make decisions free of influence or the perception of influence.

If an Elected Member attends any meetings outside the formal decision-making processes of Council, they must make clear their role at the meeting and outline the boundaries of their attendance. Stakeholders at these meetings should accept this and should lines be overstepped, or there is discomfort in discussion, Elected Members should excuse themselves from the proceedings or preferably politely decline the invitation in the first instance if they are uncomfortable in attending the meeting.

State Administrative Tribunal

Due to a local government's quasi-judicial role, people affected by decision of Council or an employee may have rights of appeal to challenge the decision to a third party. It is therefore important for Elected Members and employees to gain a full understanding of the issues and follow proper process before reaching a decision.

The State Administrative Tribunal (SAT) can review certain decisions made by local governments including town planning approvals and other approvals. Applications can be made to the SAT for a review of decisions made by local governments under a range of enabling laws.

Election caretaker provisions

An important part of democracy is to ensure eligible members of the community can nominate to become an Elected Member and that there is fair competition for the position of Office on the Council. To avoid any perception that decisions could be made prior to the election that might be construed as favouring sitting Elected Members, the Act provides certain decisions cannot be made by a local government during a local government election process.

The City also has an Election Caretaker Policy that stipulates other matters relevant to an election caretaker period.

Decisions on planning matters

Quasi-judicial role

The City has particular decision-making responsibilities under planning legislation, other state laws and planning policies.

The Council and employees are therefore responsible for applying and assessing factual situations and circumstances against the legislative regime detailed in the Act, the *Planning and Development Act 2005* and other relevant planning laws.

The controls and procedures for assessment of planning matters are set in place by a statutory framework and the City is responsible for undertaking this role in accordance with the planning legislation and any other relevant laws.

The City is required to decide on planning matters in an unbiased manner that satisfies the principles of administrative law and natural justice / procedural fairness. Elected Members must exercise their decision-making discretion over planning matters in a way that is mindful of this responsibility.

The City employs qualified and experienced planning officers to prepare reports and provide Council with all the relevant information and facts of a particular planning matter and the relevant legislative provisions that are applicable.

There may be some occasions when Elected Members feel that they do not have enough information to make a decision and the best time to get additional information is prior to the meeting by contacting the CEO or relevant Director, no later than the day before the meeting.

Council, in determining planning matters must take care to ensure that the following principles are adhered to:

(a) Elected Members must read the report on the matter before voting at a Council meeting. An Elected Member who has not read the report and who participates in the decision-making process without a full understanding of the issues at hand may jeopardise the validity of the decision-making process.

(b) Elected Members must ensure when they debate a planning matter under consideration that they restrict themselves to the relevant matters of fact and law. These relevant matters will be contained and addressed in the report. Where Council conducts a debate on a matter that is based on irrelevant considerations, or fails to take into account relevant considerations, this may jeopardise the validity of the decision-making process.

(c) Council must be careful when making a resolution that is different to the organisation's recommendation. In resolving differently from the recommendation, Council is required to include reasons for the variation from the recommendation. These reasons must take into account the relevant considerations of fact and law and must not be based on irrelevant considerations.

(d) If a development has the potential to impact on neighbours and/or the locality, and where a statutory obligation exists, the City has a duty to ensure that consultation occurs in relation to that development. The report of the Administration is to include details of any neighbour notification or consultation that has occurred. The City must ensure that neighbours who may be adversely affected by a proposed development have had an adequate opportunity to make a submission and that any relevant matters that they raise have been considered in the decision-making process. An opportunity to make a written submission is generally sufficient, though an opportunity to make a submission in person to a relevant meeting may be appropriate where a person with a sufficient interest requests it.

Any submission must be made on the basis of planning principles. Council has the role of testing submissions, whether made by the applicant or another party, and the applicant must be accorded a right of reply.

Generally, Council as a body, and each Elected Member individually, must be certain that they have a clear understanding of the relevant facts and law before making a decision. This decision must be based on the relevant considerations and facts and should not take into account irrelevant considerations.

Planning schemes

Under the *Planning and Development Act 2005* local governments are required to have a planning scheme in place for their respective district. A local government's planning scheme is required to be consistent and take into consideration State Government planning strategies, plans and policies.

A planning scheme provides a legal framework for a range of functions including:

- providing land use and development controls;
- supporting housing choice, variety and amenity;
- providing the mechanism for the development of convenient and attractive centres;
- assisting economic development through facilitation of commercial, industrial and business development to maximise job opportunities;
- establishing high quality open space areas and protecting areas of environmental significance; and
- assisting in the provision of a transport network, which serves the needs of the community by providing a range of alternative networks catering for different transport modes, which are closely integrated with land use considerations.

The provisions of a planning scheme are formulated through a collaborative and consultative process involving the State Government, the City and the broader community. The State Government, through the Minister for Planning provides final approval to the content of a planning scheme and once published in the *Government Gazette*, the scheme comes into operation and has the force of law.

A planning scheme requires periodic review, and this is to ensure that the scheme continues to meet changing community needs and expectations. This review process is facilitated by the local government and involves community input.

Amendments can be made to an operative planning scheme to vary the scheme provisions. An amendment to a scheme again involves a range of stakeholders including the local government, the State Government and the community. The Minister for Planning provides the final decision in relation to any scheme amendment.

Local planning policies are also used to support and guide the implementation of the planning scheme. These planning policies are wide and varied and range from the installation of cubby houses to the installation of telecommunication facilities. Planning policies can be developed to also provide guidance, detail and consistency of treatment with respect to amenity and other relevant planning issues.

Importantly, local government planning schemes incorporate by reference the Residential Design Codes (R-Codes), which is the planning policy of the State Government providing detailed development control for residential development. The State Government revises the R-Codes from time to time.

The City's role in administering a planning scheme includes:

- consideration of development applications;
- consideration of subdivision proposals;
- consideration of Planning Scheme Amendment proposals (whether proposed by the City or by the community);
- enforcement of planning scheme provisions;
- development of planning policies;
- review of an existing planning scheme; and
- formulation of a new planning scheme.

Council is provided with the professional advice from City planning officers in exercising its role in relation to each of these matters. This advice provides Elected Members with detailed information relating to the particular planning issue requiring Council determination.

Planning delegations

The City's planning scheme and State planning legislation permits Council to delegate its decision-making powers to certain qualified persons or committees, subject to certain conditions. This is important in terms of allowing those applications that meet certain criteria to be determined by employees. The criteria used for determining the types of development that can be decided by employees is set out in a Notice of Delegation, which is reviewed annually or earlier if so, determined by Council.

All decisions made under delegated authority are binding and represent a 'Council decision'.

Delegations are necessary for good governance in order to permit:

- Council to focus on strategic matters and major developments that are beyond the Notice of Delegation; and
- the large volume of development applications received by the City to be dealt with in an efficient and effective manner.

Development Assessment Panels

Development Assessment Panels (DAP) are the decision-making body for a certain type, class and/or value of planning applications the City receives from time to time. Development Assessment Panels consist of specialist independent members and Elected Members nominated by the City and approved by the Minister for Planning.

Development Assessment Panels are not managed by the City but by the State Government's Department of Planning, Lands and Heritage. Development Assessment Panels have their own meeting procedures and a Code of Conduct and all members of the panel are to abide by that Code of Conduct. Only the presiding member of the panel is able to speak on decisions or matters that concern the panel.

The City's planning officers provide technical reports to the Department of Planning, Lands and Heritage, who in turn refer this report and any other information to the DAP, which will make a determination on the planning matter.

The City of Stirling forms part of the Metro Inner DAP.

Declarations of interest

One important aspect of the City's decision-making responsibilities is how conflicts of interests are identified, recorded and treated throughout the organisation. It is not only important to ensure that real or potential conflicts of interests are handled appropriately, but also perceived conflicts of interests. Interests can be categorised as being:

- financial interests (both direct and indirect);
- proximity interests; or
- interests that may affect impartiality.

It is an Elected Member's responsibility to decide whether or not to declare an interest.

Financial interests

It is a statutory obligation and duty of Elected Members and committee members to vote on every item of business discussed at meetings of Council or a committee (with delegated authority). However, an Elected Member or a committee member may be excluded from presiding and voting in the meeting if that person, or a person that is closely associated to them, has a direct or indirect financial interest in the subject under discussion.

Division 6 of Part 5 of the Act which details disclosure of financial interests in matters affecting local government decisions. This division defines financial interests, closely associated persons, and interests that need not be disclosed by Elected Members and committee members.

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by that member must disclose the nature of the interest:

(a) in a written notice given to the Chief Executive Officer before the meeting; or

(b) at the meeting immediately before the matter is discussed.

(Section 5.65 (1) of the Act)

A member who makes a disclosure under section 5.65 must not:

(a) preside at the part of the meeting relating to the matter; or

(b) participate in, or be present during, any discussion or decision making procedure relating to the matter,

unless, and to the extent that, the disclosing Elected Member is allowed to do so under Section 5.68 or Section 5.69.

(Section 5.67 of the Act)

Sections 5.68 and 5.69 of the Act detail the circumstances in which Council, committees and the Minister may allow Elected Members and committee members disclosing interests to participate in meetings.

The Local Government Operational Guideline – Disclosures of Interests prepared by the Department provides a comprehensive guide to identifying and declaring financial interests and steps to take in safeguarding liability.

Proximity interests

Elected Members and committee members also have a responsibility to declare interests around matters that are in close proximity to that person's land. Section 5.60B of the Act states a person has a proximity interest in a matter if the matter concerns:

(a) a proposed change to a planning scheme affecting land that adjoins the person's land
(b) a proposed change to the zoning or use of land that adjoins a person's land
or
(c) a proposed development of land (as defined by section 5.63(5) of the Act as being the development, maintenance or management of the land or of services or facilities on the land) that adjoins the person's land.

Land (the proposed land) adjoins a person's land if:

(a) the proposed land, not being a thoroughfare, has a common boundary with the person's land
(b) the proposed land, or any part of it, is directly across a thoroughfare from, the person's land
or
(c) the proposed land is that part of the thoroughfare that has a common boundary with the person's land.

Similar to financial interests, an Elected Member or committee member with a proximity interest must disclose their interest (in accordance with sections 5.65 of the Act) and not preside or participate in discussion on the matter (section 5.67 of the Act). Although under certain circumstances the Council, committee or the Minister may allow Elected Members and committee members disclosing interests to participate in meetings.

Interests that may affect impartiality

Elected Members are required to disclose any interest which could, or could reasonably be perceived to, adversely affect their impartiality, and includes an interest arising from kinship, friendship or membership of an association.

The disclosing of an interest that may affect impartiality is to be made immediately before the matter is discussed at a Council or committee meeting or in a written notice given to the CEO before the meeting. The disclosure of an interest that may affect impartiality does not affect the ability of the Elected Member to discuss or vote on the matter.

The Code of Conduct for Council Members, Committee Members and Candidates deals with disclosure of interests that may affect impartiality:

22. Disclosure of interests

(1) In this clause

Interest *-*

(a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and

(b) includes an interest arising from kinship, friendship or membership of an association.

(2) A council member who has an interest in any matter to be discussed at a Council or Committee meeting attended by the council member must disclose the nature of the interest —

(a) in a written notice given to the CEO before the meeting; or

(b) at the meeting immediately before the matter is discussed.

(3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.

(4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know –

(a) that they had an interest in the matter; or

(b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.

(5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting then —

(a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and

(b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before a matter to which the disclosure relates is discussed.

(6) Subclause (7) applies in relation to an interest if:

(a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or

(b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting,

(7) The nature of the interest must be recorded in the minutes of the meeting.

Disclosure of interests of employees

Similar to Elected Member and committee members, employees should ensure that there is no actual or perceived conflict or incompatibility between the important fulfillment of the public or professional duties and either their personal interests, or those persons closely associated with them.

Section 5.70 of the Act states that where an employee has an interest in any matter in which the employee is providing advice or a report directly to Council or a committee, they must disclose the nature of the interest when giving the advice or report. There is no requirement for employees to leave meetings where interests have been disclosed, however in most instances' employees do remove themselves from the meeting.

In situations where an employee has been delegated a power or duty by the CEO, and the employee has an interest in the matter, the employee must not exercise the power or discharge the duty and must either disclose the nature of the interest to the CEO (or should the employee be the CEO, disclose the nature of the interest to the Mayor).

The City's Code of Conduct for Employees also places a requirement on employees to disclose any interests, where the interest could, or could reasonably be perceived to, affect the impartiality of the employee having the interest and includes an interest arising from kinship, friendship or membership of an association. In some situations, this may require the employee to disqualify themselves from dealing with a particular matter.

Primary Returns and Annual Returns

Section 5.75 of the Act requires Elected Members and certain employees to complete a Primary Return within three months of commencing in Office or being employed at the City.

A Primary Return can best be described as a snapshot of personal information and certain financial interests a person has at a particular point in time.

At the end of each respective financial year, Elected Members and certain employees must complete an Annual Return, which discloses any changes to the information previously disclosed in their Primary Return or new interests that have accumulated since completing their Primary Return or last Annual Return.

Primary Returns and Annual Returns assist with the decision-making process as they highlight an individual's interests at a particular point in time, thereby clarifying whether a conflict of interest may arise.

Related Party Disclosures

The City is committed to complying with the disclosure requirements for related party transactions under the Australian Accounting Standards. Disclosure of relevant related party information will provide greater transparency and improve the quality of the financial reporting process.

A system has been implemented to identify, monitor and disclose related party transactions to manage the risk of non-compliance with the related party disclosure objectives of the Australian Accounting Standards.

Protection from liability

Elected Members are not protected in the same manner as Members of Parliament for statements they make in the Council Chamber.

In a Council meeting, an Elected Member fulfils a public duty and is therefore given limited legal protection. However, unlike Members of Parliament, an Elected Member's privilege is qualified. This means that protection is only provided as long as the statements are made in good faith. Statements made with malice or made recklessly are not protected by qualified privilege. Statements made by Elected Members outside Council and Committee meetings are unlikely to attract qualified privilege.

However, under section 9.57A of the Act a local government is not liable to an action for defamation in relation to matter published on its official website as part of a broadcast, audio recording, or video recording, of a meeting of the Council or a Committee, but does not include other meetings (such as Briefings or Workshops).

The Code of Conduct for Council Members, Committee Members and Candidates also states that an Elected Member must not make improper use of their Office as an Elected Member to cause detriment to the local government of any other person. This provision has relevance to what an Elected Member can say while performing in their role as an Elected Member.

Division 4 of Part 5 of the Act also protects Elected Members, committee members and employees from any actions in negligence that the person has done, or has not done, in the performance of their functions under the Act or any other written law. However, the City may not be necessarily protected from claims of negligence.

Legislative framework

The City is constituted under the Act and has a formal geographical area, known as a district. The general function of the City is to provide for the good government of people living and working within its district and includes legislative and executive powers and responsibilities given to it through the Act.

Overall, the Act is intended to provide excellence in governance through:

- better decision-making by local governments;
- greater community participation in the decisions and affairs of local governments;
- greater accountability of local governments to their communities; and

- more efficient and effective local government.

To allow local governments better decision-making, greater accountability and to be more efficient and effective, the Act provides a number of ways of achieving these objectives.

Delegations

Delegations form part of the City's decision-making approach. Delegations entrust certain types of decisions to the CEO, employees or committees.

Under the Act both Council and the CEO are given certain functions and duties to be discharged. Council may delegate authority to the CEO to perform some of its functions and duties on its behalf. The use of delegated authority means that the large volume of routine work of Council can be effectively managed and acted on promptly, which in turn facilitates efficient service delivery to the community. Delegated authority allows Council to concentrate on policy development, representation, strategic planning, and community leadership.

The CEO may delegate to any other employee the authority to perform functions and duties that are exercisable by the CEO under the Act or that have been delegated to the CEO by Council (with the exception of the power to delegate). This accords with employees being responsible to the CEO and the CEO being responsible to Council. Similarly, the implementation of Council decisions and instructions are conducted by the CEO, who may in turn require responsibility to be undertaken by other employees of the City.

Delegations of authority are required in order to provide employees of the City with the power to exercise duties and make determinations. It is essential that the City's delegations are performed in a manner that is in accordance with the delegation and is compliant with the relevant legislation. The City is required to keep records on the exercise of its delegations and delegations by Council are to be reviewed on an annual basis.

The concept of 'acting through'

Not all functions or duties of the local government require formal delegation. The Act details that a local government and / or the CEO is not prevented from performing any of their functions under the Act or any other written law by 'acting through' another person.

The key difference between a delegation and the concept of 'acting through' is that a delegate exercises the delegated decision-making function in his or her own right. Where a person has no discretion in carrying out a function, then that function may be undertaken through the 'acting through' concept. Alternatively, where the decision allows for discretion on the part of the decision maker, then that function needs to be delegated for another person to have that authority.

Authorised persons

Under legislation, Council or the CEO can 'appoint' persons or classes of persons to perform particular functions. These persons are generally termed 'authorised persons' or some other similar term. Legislation or local laws may specify that an 'authorised person' can perform a particular function and those functions or duties are normally specified in the applicable provision.

An appointment is made, as the case requires, by either a formal resolution of the Council, or a written appointment by the CEO (with delegated authority or other employee with delegated authority), or as detailed in the specific legislation. Authorised persons are not necessarily employees with delegated authority.

Employees appointed as authorised persons are required to have a certificate of appointment or some other form of identification to confirm their appointment and to demonstrate their ability to perform that function.

Due to their position as an employee, some legislative provisions appoint all employees of a local government as authorised persons. Examples of such legislation include the *Litter Act 1979* and the *Criminal Procedures Act 2004*.

Local laws

Under the Act and as part of its legislative functions, Council can make local laws as a way of providing good governance to the community and which reflect current community standards.

The Act outlines the process by which the Council may adopt local laws. This legislative role allows the Council to adopt a regulatory regime that may be enforced through the courts, by the issue of infringement notices or by performing other executive functions to enforce the local laws. When adopting local laws, the Council must be aware that they operate with the force of legislation and the City has a duty to enforce all of its local laws.

The process for making a local law provides the community with an opportunity to comment on proposed local law. The local law is then presented once more to Council and any public submissions are considered. Upon final adoption, the local law is published in the *Government Gazette* and reviewed by the Western Australian Joint Parliamentary Committee on Delegated Legislation.

Local laws must also comply with the National Competition Policy principles adopted by agreement between local, state and federal governments.

The City maintains local laws relating to:

- Bee Keeping;
- Control of Cats;
- Dogs;
- Dust and Liquid Waste;
- Fencing;
- Health;

- Local Government Property;
- Meeting Procedures;
- Parking;
- Pest Plants;
- Thoroughfares and Public Places; and
- Waste Management.

The City is required to review its local laws periodically from the date they came into operation or from the date they were last reviewed. This review process also allows for community consultation and feedback.

Policies

Section 2.7(2)(b) of the Act states one of the roles of Council is "determining the local government's policies".

Policies provide the Council and the organisation with the ability and direction to make decisions that are considered to be consistent and unbiased. A policy can also provide detail on the manner in which the City undertakes, or requires others to undertake, certain works or activities.

The City's policies can be strategic that set governing principles and guide the direction of the organisation to align with community values and aspirations. Similarly the City's policies may be administrative in nature that have been developed for administrative and operational requirements.

Copies of the City's polices are required to be published on the City's website.

Executive functions

The Council is responsible for overseeing the executive functions of the City. The executive functions of the City are to provide services and facilities. In performing its executive functions, section 3.18 of the Act states the following:

(1) A local government is to administer its local laws and may do all other things that are necessary or convenient to be done for, or in connection with, performing its functions under this Act.

(2) In performing its executive functions, a local government may provide services and facilities.

A local government can, therefore, administer local laws and provide services and facilities in order to provide for 'the good government of the district'.

A local government must satisfy itself that the services and facilities it provides:

- integrate and coordinate, so far as practicable, with any provided by the Commonwealth, the State or any public body;
- do not duplicate, to an extent that the local government considers inappropriate, services or facilities provided by the Commonwealth, the State or any other body or person, whether public or private; and
- are managed efficiently and effectively.

Business management

The management of corporate business within an organisation is important to the concept of governance. As part of the City's Integrated Planning Framework, the City has developed a Corporate Business Plan. The Corporate Business Plan guides internal operational activities and serves as the City's rolling five-year service and project delivery program which is aligned to the strategic direction and priorities set within the City's Strategic Community Plan. Detail on specific projects and their milestones are then reported to Council and the community on a regular basis.

Business Units are required to develop Service Plans that operationalise the specific projects and milestones in the City's Corporate Business Plan as well as other plans and operational outcomes.

Financial management

Role of the CEO

The CEO is accountable to Council for the financial performance of the City. The CEO must ensure that certain fundamentals are in place including, but not limited to:

- appropriate financial systems, plans, strategies and internal directives;
- adequate resources to support the City's activities and financial monitoring and performance;
- suitable internal review and audit mechanisms;
- an organisational culture where responsibility and accountability are clearly delineated and understood; and
- adherence to and compliance with legislative provisions.

Financial management planning and principles

The Council is ultimately responsible for the financial management of the City. Good financial management requires both Council and the Administration to play their role. The City has developed a Long-Term Financial Plan that is consistent with strategic initiatives within the City's Strategic Community Plan.

Council is to ensure that it receives sufficient reports and other information to adequately monitor the City's performance, resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery.

There should be robust and transparent financial management established and maintained to meet local government's accountability to its stakeholders, particularly in terms of stewardship of community assets, both now and into the future.

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Annual Budget

One of the responsibilities of Council under the Act is to prepare, set and adopt the City's Annual Budget. The Annual Budget can be viewed as the annual articulation of the City's Long-Term Financial Plan and must also consider the priorities, projects and initiatives within the City's Strategic Community Plan. Based on the leadership of Council, it determines the City's priorities for each year and the allocation of resources to achieve those priorities.

Under Regulation 33A of the Local Government (Financial Management) Regulations 1996 the City is required to conduct a review of its Annual Budget after considering the changes in its operating environment since the beginning of the financial year with a view to forecasting the financial impacts likely to arise for the remainder of the year. The review is to be conducted before 31 March each year.

Long-Term Financial Plan

The City's Long-Term Financial Plan is a high-level informing strategy that outlines the City's approach to delivering infrastructure and services to the community, in a financially sustainable and affordable manner. It also demonstrates the City's commitment to managing its operations in a sustainable way that minimises the financial impact on the City's ratepayers.

The plan represents the primary and key strategic financial planning document for the City and has a direct bearing on the ability to plan for the future financial sustainability of the City. It represents projections and estimates, based on many assumptions and is a primary planning tool for the development of future budgets for the City. In preparing the Long-Term Financial Plan, the Department of Local Government, Industry Regulation and Safety's Long-Term Financial Planning Framework and Guidelines is used as the principal reference point in terms of form and content.

Among other things, the plan summarises the financial impacts of the priorities, projects and objectives identified in the Strategic Community Plan and assists in setting the future financial direction and decisions of the City.

Asset management

An organisation practices good governance when it manages its assets in a financially viable, efficient and sustainable manner.

To manage the City's large asset base, particularly community and road infrastructure, the City Hs developed a range of strategies and frameworks that guide decision making around the installation of new infrastructure as well as the renewal and replacement of existing infrastructure in a planned and prioritised way.

The City also has asset management plans for particular asset classes and other informing plans that provide strategic direction in the management of City assets.

Organisational structure and people management

Good governance is achieved when an organisational structure is in place that adequately serves the City's operations, and those operations are planned to achieve the established goals and the strategic direction set for the City. Part of the role of the CEO is to establish an organisational structure which will facilitate the delivery of projects and programs within the Strategic Community Plan.

To enable the City to continue to provide high quality services to the community now and into the future it is critical that the City develops and maintains a skilled, flexible and sustainable workforce.

The City has developed a Workforce Plan to provide a strategic framework for organisational workforce planning and management. This will enable the City to attract and retain a suitable, committed and professional labour force that will ensure the City achieves its strategic priorities within the Strategic Community Plan and deliver quality services to the community.

Although Council resources the appropriate organisational structure through the annual budget process, it is the CEO's responsibility to manage the employees of the City. The organisational structure needs to allow for flexibility to adapt to changing needs. This process of planning for future workforce requirements enables the City to respond to emerging challenges before they impact on services and operations. It also facilitates the preparation of detailed budgets and a long-term financial plan that support the delivery of efficient and affordable services.

All employees are required under the Act to undertake a performance evaluation each year. These evaluations assess specific job performance, behavioural indicators, business planning outcomes as well as determining an employee's training and development needs.

Risk management

The City is responsible for providing a wide and diverse range of services to its community. All of these activities involve some form of risk, which must be managed to ensure that aims and objectives are achieved, services are delivered and that opportunities to deliver better and more cost-effective services are realised. If the City is not aware of, or has not adequately assessed or managed some risks, it could result in financial loss, threats to public or employee safety or lead to substantial adverse publicity.

The City is committed to ensuring that effective risk management remains central to all its operations while delivering its range of services to the community. The management of risk is the responsibility of senior management and all employees and is an integral part of the City's organisational culture. Risk management philosophies are reflected in the various policies, directives, systems and processes in place, that guide the City's operations.

The City has an established Risk Management Framework which reflects good practice and sound corporate governance principles and is consistent with the risk management guidelines and principles set out in Australian Standard for Risk Management (AS ISO 31000:2018 Risk Management – Guidelines). The City also has a Risk Management Policy which describes the City's commitment to ensuring that effective risk management remains central to all its operations.

The City's organisational structure has dedicated resources to monitor risk and provide work programs, audit updates and regular reporting to the Audit, Risk and Improvement Committee and Council. Reporting to Council and throughout the organisation regularly identifies risks, its assessment and mitigation strategies that are in place or need to be put into place.

Records management

The City's corporate records are to be managed in accordance with the City's Recordkeeping Plan.

All Elected Members, employees and contractors are responsible for maintaining complete, accurate and reliable evidence of all business transactions and ensuring all corporate documents are retained within the City's official recordkeeping system at the point of creation regardless of the format. The City's record keeping practices must be in accordance with:

- *State Records Act 2000;*
- *Evidence Act 1906;*
- *Freedom of Information Act 1992;*
- *Local Government Act 1995;* and
- *Local Government Accounting Directions 1994*.

Certain corporate records maintained and held by the City are accessible to members of the public in accordance with the processes stated in the *Freedom of Information Act 1992*.

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Principle Four: Accountability

Principle of accountability

Excellence in governance is based on the principle that the people involved in providing governance, being the Elected Members and employees, are held to account for what they do and for the City's performance. The public trust placed in the City and in its Elected Members to act in the public interest can be justified in the manner in which their duties have been performed.

Accountability systems need to provide disclosure and for the review of decision-making and processes. These systems must record and support the City's accountability to its stakeholders and its legal accountability to the State Government.

Risk management systems aim to ensure that community assets are protected. An internal audit system, a comprehensive consultation and engagement program all support good decision-making by ensuring that Elected Members are aware of the views of those who will be affected by any decision.

The fundamental importance of accountability is that the City exists to govern for and on behalf of its community. Systems and values must reflect this accountability.

Accountability systems that provide disclosure and review of decision-making and processes are integral to good governance and are reflected through:

- open and transparent government so that people can follow decision-making processes and outcomes;
- consultation so that communities feel that they are being heard; and
- good information and communication processes so that communities are kept informed.

Performance management and reporting

The Council is accountable for monitoring performance in the achievement of the City's strategic direction, goals and financial outcomes which are set through the Strategic Community Plan, the Long-Term Financial Plan, the Corporate Business Plan and the Annual Budget.

The management of the City's performance and the reporting of that performance to the community are achieved in several ways.

Quarterly progress reporting

The Department of Local Government, Industry Regulation and Safety's Integrated Planning and Reporting Framework sets out the requirements for local governments to undertake planning and reporting on their activities. The process includes annual reporting to the community on achievements and outcomes. The City's Corporate Business Plan, reviewed and adopted by Council each year, is in line with this requirement and focuses on the City's actions and objectives within the Strategic Community Plan.

Quarterly progress reports against the City's Corporate Business Plan provide Council and the community with a full assessment of the City's progress in relation to the achievement of pre-determined milestones for major projects and programs.

Financial reporting

Financial reporting is a basis for accountable financial management and it is required by the Act. Financial reporting undertaken at the City is as follows:

- Monthly Financial Activity Statement - timely and accurate reports are essential to keep Council in an informed position to ensure the City meets its financial responsibilities. In accordance with the Act and the Local Government (Financial Management) Regulations 1996, Council is required to prepare a monthly statement of financial activity reporting on the source and application of funds as set out in the Annual Budget.
- List of Payments - Council has delegated to the CEO the exercise of its authority to make financial payments from the City's Municipal Fund and Trust Fund. Therefore, in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, a list of accounts paid by the CEO is prepared each month for Council, showing each account paid since the last list was prepared.
- Annual Financial Report - in accordance with the Act, the City is required to prepare an Annual Financial Report each financial year which provides information about the City's financial activities, income and expenditure. The City's Annual Financial Report is to be audited by an external auditor and is to be considered by the City's Audit and Risk Management Committee before being submitted to Council for adoption.

An abridged version of the Annual Financial Report forms part of the City's Annual Report, which is received and discussed by the community at the Annual General Meeting of Electors.

Annual Report

In accordance with section 5.53 of the Act the City is to prepare an Annual Report each financial year. Other than just financial information the City's annual report includes, among other things, the auditor's report, internal information and an overview of the City's 'plan for the future' (being the Strategic Community Plan) including major initiatives that are proposed to commence or to continue.

The City's Annual Report is the City's key reporting document that satisfies the Annual Report requirements under the Act. It provides detailed information to all of the City's stakeholders about how the City intends to operate in a sustainable manner while addressing the many challenges it faces. The report reviews the progress made against the many initiatives outlined in the Strategic Community Plan.

The electors of the City's district are to receive the Annual Report at the Annual General Electors Meeting. At this meeting, the community can ask questions of the City on various aspects of the Annual Report.

CEO performance review

The Council is accountable for managing the CEO's performance and is responsible for setting the CEO's performance plan and subsequently monitoring performance. Council is to communicate its expectations to the CEO, and is required to seek independent professional advice when undertaking the performance evaluation of the CEO. As required by the Act, Council has also adopted standards for the recruitment and selection, performance review and termination of the CEO.

The Council has established the Chief Executive Officer Performance Review Committee to assist it with this task of reviewing the CEO's performance as well as recruitment activities for a new CEO when such a situation arises.

As part of the State Government's Local Government Reform agenda, it is proposed to introduce requirements to publish on the City's website:

- the CEO's performance criteria;
- the report on the CEO's performance against those criteria; and
- the CEO's response to that report on their performance.

Employee performance review

In accordance with the Act the performance of all employees is to be reviewed at least once in relation to every year of their employment. The City's comprehensive performance planning process provides a mechanism for employee performance to be assessed as well as training and development opportunities to be identified.

Audits and oversight

Compliance Audit

It is a requirement of the Act that the City conducts an annual audit of its compliance with statutory requirements and responsibilities placed on it under the Act.

The Compliance Audit Return is submitted to the Department of Local Government, Industry Regulation and Safety' each year after its adoption by Council. The Compliance Audit Return provides prompts in relation to the local government's statutory obligations in a number of areas, such as local laws, tenders, meeting processes, disclosure of financial interests and financial management. It provides a useful tool for the City to ensure compliance with the Act.

In addition to this requirement the City has established a number of internal compliance mechanisms to ensure its practices and procedures meet its obligations in relation to good corporate governance.

Audit, Risk and Improvement Committee

The audit function of the City is achieved by two means – the establishment of an Audit, Risk and Improvement Committee and the appointment of an Internal Auditor.

The Act requires Council to establish an audit, risk and improvement committee to oversee and advise the Council on matters of internal or external audit, risk management, financial reporting and legislative compliance functions of the City. Such matters include developing and monitoring the City's internal audit activities as well as reviewing the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal controls and legislative compliance.

The Audit, Risk and Improvement Committee will also support the audit as required and have functions to oversee:

- the implementation of audit recommendations made by the external and internal auditor, which have been accepted by Council; and
- accepted recommendations arising from reviews of local government systems and procedures.

External Audit

Each year, the Office of the Auditor General, or contractors appointed on its behalf, provide the independent oversight of the local government sector and audit the City's financial statements with an audit report being provided to Council. Any significant issues the Office of the Auditor General identifies, are reported to the City, the Mayor, the City's CEO and the Minister for Local Government.

The audit report is examined by the City and is to implement appropriate action in respect to the significant matters that may be raised and detail such action in a report to be submitted to the Minister for Local Government within three months of the City receiving the audit report. This report is also published on the City's website.

In addition to financial and compliance audits, the Office of the Auditor General may carry out performance audits that examine the economy, efficiency, and effectiveness of programs and organisations, including compliance with legislative provisions and internal policies and controls. Performance reports from the Office of the Auditor General are also submitted to both Houses of Parliament.

Internal Audit

The City has developed an internal audit program that focuses on areas of risk including financial and non-financial systems and compliance with legislation, regulations, policies and best practice.

The primary objectives of the program are independent evaluation of City's systems of internal control in order to provide assurance that:

- the City is achieving its goals and objectives efficiently, effectively and in an ethical manner;
- financial and operating information produced is accurate, timely and complete;

- there is compliance with relevant laws, regulations and other external requirements and with policies, protocols and other internal requirements; and
- City assets and liabilities are competently managed and protected against loss or other negative consequences.

Recommendation action plans are developed and agreed with management for audit recommendations and follow-ups conducted to ensure that they are implemented as agreed.

Community consultation and stakeholder engagement

The City recognises that consultation is a two-way interactive process that provides opportunities for the City and the community to clarify information, raise issues and discuss ideas and options. Consultation is an important dimension that informs and enhances the City's decision-making processes.

As a community leader, Council should define the City's directions and priorities for a sustainable future by:

- promoting discussion and debate within the community and with other stakeholders about the priorities and needs of the City;
- using research to develop and inform Council policies and decision-making;
- actively canvassing, and faithfully considering, the needs and opinions of the community when making decisions; and
- translating the community's aspirations for a sustainable future through appropriate partnerships, initiatives, programs and services.

Community engagement

Community engagement is vital for inclusive decision making in local government and the City acknowledges the importance of involving the community in decisions that affect their rights and interests. Council has an adopted Community Engagement Policy, the objective of which is to outline the City's commitment to actively involving the community in the City's planning, development and service delivery activities.

The City's Community Engagement Policy and associated internal practices provide a clear articulation of the City's commitment to strong stakeholder and community relationships. The goal of the policy and protocol is to provide a process and choices for involving citizens in decision-making and to enhance current opportunities and processes for that to happen. Its objectives are to:

- provide a clear statement of Council's commitment to best-practice community and stakeholder engagement;
- define the guiding principles to ensure meaningful and inclusive engagement across the City of Stirling;
- provide a set of definitions for consistent and clear communication;
- communicate the responsibilities for community engagement across Council;
- promote transparency and accountability in Council's decision-making; and
- manage the impact of community engagement across our diverse communities.

The City also has a public consultation policy for planning matters (Planning Policy 6.18) that is used by the City to ensure a consistent approach to consultation on planning proposals and supplements the advertising requirements of the Planning and Development (Local Planning Schemes) Regulations 2015. Information sheets are available on the City's website to assist applicants, residents and the community understand and participate in planning consultations.

During a formal consultation process initiated by the City, members of the community are encouraged to make their views heard through the established channels of making a public consultation submission.

Elected Members and employees responsible for a consultation process should not make their personal views known on any matter during a formal consultation process as this may taint decision-making when Council is required to make a formal decision on the matter.

As part of the State Government's Local Government Reform agenda, community engagement charters are being introduced as a consistent requirement across the sector to ensure that all local governments commit to engaging their communities. They will also help communities understand how they can influence decisions that affect them.

Customer Experience and Complaints Management

The City prides itself on the delivery of exceptional service and customer experiences and has developed a number of internal and external documents and processes around customer service and complaints management.

Service standards and customer advocacy

The City has adopted a Customer Service Charter which outlines the City's customer service standards the community can expect from the organisation. The charter demonstrates the City's commitment to customer service excellence and the levels of customer service performance. The charter provides a mechanism of accountability for the City's community. Customer service standards and performance is measured to ensure that the City is delivering on its commitments.

The City has a complaints management process and associated Complaints Policy which ensures an effective, transparent and timely method of responding to complaints regarding the City's services, administrative actions, competitive neutrality, the conduct and performance of Elected Member or employee behaviour.

Formal complaint and reporting mechanisms

The City, being a public entity, is subject to a number of external complaint and reporting mechanisms that are in place to ensure all public entities, including local governments, perform in a way that demonstrates integrity and fairness and are in place to prevent, among other things:

- improper conduct;
- action which may constitute an offence under a written law;
- substantial, unauthorised or irregular use of or mismanagement of public resources;

- substantial and specific risk of injury to public health, prejudice to public safety or harm to the environment; and
- matter of administration which could be investigated by the Ombudsman.

The City is subject to reporting and review mechanisms conducted by a number of external agencies, including:

- conduct complaints about Elected Members under the *Local Government Act 1995;*
- public interest disclosures made under the *Public Interests Disclosure Act 2003* (commonly known as whistleblowing);
- misconduct complaints to either the Public Sector Commission or the Corruption and Crime Commission under the *Corruption, Crime and Misconduct Act 2003;*
- reportable conduct reports to the WA ombudsman on child abuse by employees and Elected Members; and
- investigating and resolving complaints about the decision making of local government to the WA Ombudsman under the *Parliamentary Commissioner Act 1971*.

Access to information

Freedom of Information

Under the Act any member of the public can access certain information held by the City, but there is not an unfettered right of access to the City's information. There are some documents not accessible to the public or available for viewing; however, being a 'public body', the provisions of the *Freedom of Information Act 1992* apply.

All Elected Members and employees should be aware of freedom of information implications when creating documents, whether it is internal or external and must undertake proper record-keeping in the fulfilment of their duties and responsibilities while at the City. As a general rule any written material generated by employees or Elected Members may become public knowledge and subject to a freedom of information request and investigation. Freedom of information gives individuals a right to access certain records held by both state and local government agencies.

The City each year publishes a Freedom of Information Guide to assist the community on the functions and services of the City and how information of the City can be accessed.

Publicly accessible registers

To improve transparency and accountability around the performance of a local government's functions and activities, the City is required to publish a range of registers, specifically aimed at matters which could create conflict between decisions being made, either by Council or employees within the Administration.

Registers include matters and certain information relating to:

- Disclosures of Financial Interests;
- Primary Returns and Annual Returns;

- Gifts and Electoral Gifts;
- Delegations of Authority;
- Awarded Tenders;
- Training and Development undertaken by Elected Members;
- Payments made to Elected Members; and
- Findings on complaints of Elected Member minor breaches.

As part of the State Government's Local Government Reform agenda and to ensure good record keeping and a level of public visibility of a local government's decisions around the expenditure of public funds and use of local government property, it is proposed local governments will need to keep public registers on matters such as leases, grants, and goods and services contracts.

The Department of Local Government, Industry Regulation and Safety are currently developing the require provisions and information standards the City will be required to comply with.

Privacy and responsible information sharing

All tiers of government provide a range of services and programs aimed at improving the quality of life for Western Australians and in order to deliver these services and programs, personal information about Western Australians is collected and stored.

As Western Australia does not have any State privacy legislation and local governments are not bound by the *Privacy Act 1988* (Cth) the State Government is proposing introduce legislation introduce new privacy principles to guide WA's public sector agencies (including local governments) on approved systems and processes to handle personal information, providing assurance that agencies managing personal information responsibly and securely.

Broadly, the legislation will introduce reforms that provide:

- guiding privacy principles and a framework to govern the collection, use, disclosure and security of personal information across the public sector;
- a mandatory information breach notification scheme, requiring agencies to notify the Information Commissioner and affected individuals of serious information breaches involving personal information;
- a statutory mechanism for WA public sector agencies to share information only when adhering to new stringent standards for risk assessment, decision making, governance and transparency; and
- a mechanism that supports Aboriginal data governance in WA, by requiring that Aboriginal people and communities are involved or consulted when government information that primarily affects Aboriginal people is shared.

The City is committed to protection the personal information of its community and will be implementing the requirements of the legislation once in force.

Contact Details

City of Stirling
Administration Centre
25 Cedric Street
Stirling WA 6021
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E: stirling@stirling.wa.gov.au

Telephone (08) 9205 8555 I **Enquiries** www.stirling.wa.gov.au/enquiries I **Web** www.stirling.wa.gov.au I /citystirlingwa
This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555

12.2/GOV3 PROPOSED SHOPPING TROLLEYS LOCAL LAW 2025 - OUTCOMES OF ADVERTISING

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

Role

Legislative - *Making local laws, policies and planning instruments.*

Council Resolution

1125/049

Moved Councillor Creado, seconded Councillor Proud
That Council REFERS Item 12.2/GOV3 - Proposed Shopping Trolleys Local Law 2025 - Outcomes of Advertising to the Community and Resources Committee Meeting to be held 17 February 2026.

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

That Council REFERS Item GOV3 - Proposed Shopping Trolleys Local Law 2025 - Outcomes of Advertising to the Community and Resources Committee Meeting to be held 17 February 2026.

Officer's Recommendation

1. That Council NOTES the outcomes of community consultation for the proposed Shopping Trolleys Local Law 2025.

2. That Council DOES NOT MAKE the proposed Shopping Trolleys Local Law 2025 for the reasons contained in this Report.

3. That the Mayor WRITES to the Minister for Local Government, Hon. Hannah Beazley MLA, requesting that the State Government enable local governments to effectively regulate abandoned shopping trolleys, either through the introduction of new legislation or amendments to the *Local Government Act 1995*.

4. That Council NOTES the City's Thoroughfares and Public Places Local Law 2009 has undergone a statutory review and is subject to a separate report in this agenda, and amendments to the local law around stronger shopping trolley enforcement are proposed.

NB: ABSOLUTE MAJORITY DECISION REQUIRED AT COUNCIL

Purpose

For Council to consider the making of the proposed City of Stirling Shopping Trolleys Local Law 2025 following community consultation and further review.

Details

Under the City's current Thoroughfares and Public Places Local Law 2009, a person must not leave a shopping trolley in a public place or on City property other than in an area set aside for the storage of shopping trolleys. The local law also contains obligations on retailers to remove abandoned shopping trolleys as well as the City's ability to impound shopping trolleys in certain circumstances. The City's local law is generally consistent with the provisions of other local governments and is reflective of the model local law adopted by the Western Australian Local Government Association (WALGA).

At its meeting held 3 December 2024, Council resolved (Council Resolution Number 1224/017) to give notice of its intention to make a Shopping Trolleys Local Law 2025 (refer to Attachment 1). The purpose and effect of the proposed local law is as follows:

Purpose:

The City of Stirling Shopping Trolleys Local Law 2025 intends to:

(a) regulate the removal of shopping trolleys from shopping precincts;
(b) require retailers providing shopping trolleys to ensure their prompt collection and return;
(c) provide the local government with powers to impound shopping trolleys that are left in contravention of this local law; and
(d) create offences and penalties for breaches of this Local Law.

Effect:

The City of Stirling Shopping Trolleys Local Law 2025 applies to all land in the local government.

Following Council's decision and in accordance with statutory processes, public notice was given calling for members of the community to have their say and provide submissions to the City about the proposed local law. At the close of submissions, 133 submissions were received during a seven-week advertising period between 23 January 2025 and 13 March 2025. 103 (77%) submissions were in support of the proposed local law, and 30 (23%) submissions were against. These are summarised in Attachment 2.

Local Laws and Legislative Framework

Local laws are deemed 'subsidiary legislation' and cannot impose obligations or powers, or impact on the existing rights or interests of persons, outside or beyond the provisions contemplated by its authorising statute or another statute. The Joint Standing Committee on Delegated Legislation (JSCDL) is a Western Australian parliamentary committee that scrutinises subsidiary legislation made by government agencies (including local governments) to ensure subsidiary legislation aligns with the above requirements.

Following the public consultation period, a thorough review of the proposed local law was conducted to ensure its contents and drafting were within the powers of the *Local Government Act 1995* and/or any other prevailing legislation. Based on external legal advice obtained, City officers have formed the view the proposed local law, as currently drafted, extends beyond the scope of the City's legislative power, as it significantly impacts on private land rights, and the rights of private property owners beyond those powers contemplated under the *Local Government Act 1995*.

The *Local Government Act 1995* also contains provisions on the type of activities on private property that local governments can enforce and the process local governments must follow when entering private property. It is considered the proposed local law as it is currently drafted cannot be enforced by City officers, as the City is not authorised under the *Local Government Act 1995* to impound shopping trolleys on private land, and cannot create additional provisions to enter private land in a manner inconsistent with the *Local Government Act 1995.*

In view of this, it is more than likely the JSCDL would object to the provisions of the proposed local law on the grounds that it is beyond the powers contemplated in, or inconsistent with, the provisions of the *Local Government Act 1995*. Any objection to the local law by the JSCDL will possibly result in a motion of disallowance being tabled in the Legislative Council of the WA Parllament.

Notwithstanding the above, the external advice has assisted the City to identify the legislative barriers that may need to be removed to implement stronger shopping trolley regulation across the State, including what opportunities there are to amend the *Local Government Act 1995*.

Options for Consideration

In light of the community consultation which identified the community's support regarding stronger shopping trolley enforcement, and considering the legislative constraints highlighted above, four options are presented to Council for consideration:

1. Proceed with the local law-making process of the proposed local law as drafted noting that the JSCDL would potentially disallow it in its current form.
2. Proceed with the local law-making process of the proposed local law that includes minor amendments. The JSCDL would likely disallow the proposed local law in any event, and any significant changes to the local law as advertised would require the local law-making process to recommence.
3. Do not proceed with the proposed local law and draft minor amendments to the current Thoroughfares and Public Places Local Law 2009 that are within the powers of the *Local Government Act 1995* to strengthen the current shopping trolley provisions.
4. Advocate to the State Government to either amend the *Local Government Act 1995* to enable local governments to regulate abandoned shopping trolleys more effectively; or develop a broader legislative regime at the State level that regulates abandoned shopping trolleys (such as the *Public Spaces (Unattended Property) Act 2021* in New South Wales).

Options three and four above are considered the recommended options for Council to consider. Despite the popular community sentiment, the City must act within the contemplated powers of the *Local Government Act 1995*. The regulatory regime of the proposed local law is considered to extend beyond the powers afforded to local governments. It is recommended that Council does not proceed with the proposed local law and instead strengthens its current framework, whilst advocating for more effective regulation.

The strengthening of the current framework could include amendments to the Thoroughfares and Public Places Local Law 2009 along the following lines:

- Amendments to the penalty provisions – the City can increase the modified penalties (fines) for persons (including retailers) who do not comply with the current local law. The City can also introduce additional impounding fees to service the collection and release of abandoned trolleys, and fees for their destruction if they are not collected in a timely manner.
- Amendments to the timeframe that retailers must collect any abandoned shopping trolleys – the current Thoroughfares and Public Places Local Law 2009 requires retailers to collect abandoned shopping trolleys within 24 hours of it being reported abandoned to them. Amendment could include reducing this time frame to ensure more efficient action by retailers. The City has currently completed its statutory review of the City's Thoroughfares and Public Places Local Law 2009, and the outcomes of this review, is contained in a further report within this Agenda.

Advocacy efforts can also be made to the State Government that highlight community support for stronger abandoned shopping trolley regulation and pinpoint the identified legislative barriers that can be lifted for local governments more broadly to undertake this effectively. This could include the City advocating for the introduction of a state-wide regime similar to that of the *Public Spaces (Unattended Property) Act 2021* in New South Wales. This law also regulates abandoned shopping trolleys, e-bikes, e-scooters and other abandoned property in public places, with fines ranging from $660 per item to $1,320 for corporations. This legislation adopts a risk-based approach to the management, notification and impoundment of abandoned shopping trolleys. A state-wide framework would have the added benefit of regulating abandoned shopping trolleys consistently across Western Australia. This would also be consistent with the Local Government Act Reform outcome the State Government is endeavouring to implement, through the creation of model local laws that all local governments must adopt.

Financial Assessment and Implications

There are no financial considerations arising from this report; its recommendations; and the proposed actions.

Stakeholder Engagement

The City continues to work with retailers to provide awareness and education around the City's current framework for dealing with abandoned shopping trolleys, and this work and cooperation will continue to occur.

In accordance with section 3.12 of the *Local Government Act 1995,* the City was required to give local public notice of its intent to create the proposed Shopping Trolleys Local Law 2025. The local public notice stated:

- The City of Stirling Shopping Trolleys Local Law 2025 is proposed to be made;
- A summary of the effect and purpose of the proposed local law; and
- Submissions may be made about the proposed local law by 5.00pm 13 March 2025.

A copy of the proposed local law was also given to the then named Department of Local Government, Sport and Cultural Industries and the Minister for Local Government.

Refer to Attachment 2 for further information about the community consultation undertaken for this proposed local law.

Options Summary

The possible options for Council to consider are detailed in the body of this report.

Recommended Action

Following the proposed Shopping Trolleys Local Law 2025 consultation period, internal and external reviews have identified that the proposed local law likely extends beyond the powers contemplated by the *Local Government Act 1995*. It is recommended that Council discontinues the local law-making process for the proposed local law. The City can advocate for legislative barriers to be removed so that local governments can regulate abandoned shopping trolleys more effectively.

Amendments to the Thoroughfares and Public Places Local Law 2009 to strengthen the current framework will be presented to a future Council meeting for consideration.

Relevant Policies, Legislation and Council Resolutions

Section 3.12 of the *Local Government Act 1995* sets out the local law making process that the City must follow when making local laws.

The functions of the JSCDL are set out in the Legislative Council Standing Orders.

Meeting Date	Council Resolution Number	Council Resolution
3 December 2024	1224/017	1. That the City gives NOTICE of the proposed City of Stirling Shopping Trolleys Local Law 2025, as shown in Attachment 1, in accordance with *the Local Government Act 1995.* 2. That the Minister for Local Government be PROVIDED with a copy of the proposed Shopping Trolleys Local Law 2025. 3. Following advertising, that public submissions be PRESENTED to a future Council meeting for consideration.

Sustainable Stirling 2022-2032

Key Result Area: Our built environment

Objective: An attractive and well-maintained City

Priority: Provide quality, well-maintained facilities for the benefit of the community

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 - Proposed Shopping Trolleys Local Law 2025 ⇩

Attachment 2 - Proposed Shopping Trolleys Local Law 2025 - Consultation Report ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil

City of Stirling

SHOPPING TROLLEYS LOCAL LAW 2025

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Local Government Act 1995

City of Stirling

Shopping Trolleys Local Law 2025

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Local Government Act 1995

City of Stirling

Shopping Trolleys Local Law 2024

Under the powers conferred by the *Local Government Act 1995* and under all other powers enabling it, the Council of the City of Stirling resolved on [insert date] to make the following local law.

Part 1 - Preliminary

1.1 Citation

(1) This local law is the *City of Stirling Shopping Trolleys Local Law 2025.*

(2) This local law is referred to as "the" or "this" "Local Law."

1.2 Commencement

This local law commences on the 14th day after the day on which it is published in the *Government Gazette*.

1.3 Amendments

This local law amends the following local law:

(1) The *City of Stirling Throughfares and Public Places Local Law 2009* published in the *Government Gazette* on 9 April 2009 and as amended and published in the *Government Gazette* on 15 April 2011 and 23 August 2013. The amendments are as follows:

(a) Part 4 - Division 2 – Shopping Trolleys is deleted.

(b) The words 'or shopping trolleys' are deleted from the heading of Part 4.

(c) Clauses 4.6 and 4.7(2) are deleted from Schedule 1.

1.4 Application and intent

(1) This Local Law applies to all land in the local government.

(2) This Local Law intends to:

(a) regulate the removal of shopping trolleys from shopping precincts;

(b) require retailers providing shopping trolleys to ensure their prompt collection and return;

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(c) provide the local government with powers to impound shopping trolleys that are left in contravention of this local law; and

(d) create offences and penalties for breaches of this Local Law.

1.5 Interpretation

(1) In this Local Law, unless the context requires otherwise, all words and phrases have the same meaning as defined in the *Local Government Act 1995* or any regulations adopted under the *Local Government Act 1995*.

(2) In this Local Law, unless the context requires otherwise –

"Area Set Aside for the Storage of Shopping Trolleys" means any area that is clearly marked and used for the storage of shopping trolleys with the prior consent of the owner and occupier of the land on which it is located.

"City Property" means any land that is:

(a) under the exclusive possession of the local government;

(b) owned by the local government; or

(c) is under the care, control or management of the local government.

"Contravention That May Lead to Impounding" has the meaning given in clause 1.13.

"Local Government" means the City of Stirling;

"private property" means any land that is not a public place;

"retailer" means a proprietor of a shop in respect of which shopping trolleys are provided for the use of customers of the shop;

"shopping precinct":

(a) means the entire area of land comprising one or more contiguous parcels of land on which one or more retailers who use shopping trolleys are located; and

(b) includes any common property within the meaning of the *Strata Titles Act*; but

(c) does not include any City property, unless the City has granted prior written approval for the City property to form part of the shopping precinct.

"trolley" or **"shopping trolley"** means a wheeled container or receptacle supplied by a retailer to enable a person to transport goods.

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Part 2 – Local Law

1.6 Shopping trolley to be marked

A retailer must clearly mark its name or trading name on any shopping trolley made available for the use of customers.

1.7 Shopping trolleys must be kept in shopping precincts

(1) A retailer must implement reasonable practices to keep shopping trolleys within the shopping precinct within which the retailer is located.

(2) A retailer must not permit a shopping trolley to leave the shopping precinct within which the retailer is located.

1.8 Person not to leave trolley in public place

A person must not leave a shopping trolley in a public place or on City property other than in an area set aside for the storage of shopping trolleys.

1.9 Person not to leave trolley on private property

A person must not leave a shopping trolley on:

(1) private property, without the prior consent of the owner or occupier of the private property; or

(2) common property within the meaning of the *Strata Titles Act*, without the prior written consent of the strata company.

1.10 Retailer to remove abandoned trolley

(1) If a shopping trolley is found on private property, in a public place or on City property, in contravention of clause 1.7(2), clause 1.8 or clause 1.9, the City may advise a retailer, verbally or in writing, whose name is marked on the trolley of the location of the shopping trolley.

(2) A retailer must remove a shopping trolley within 3 hours of being so advised under subclause (1).

1.11 Retailer taken to own trolley

In the absence of any proof to the contrary, a shopping trolley is to be taken to belong to a retailer whose name is marked on the trolley.

1.12 Impounding shopping trolleys

An authorised person may impound a shopping trolley that is involved in a Contravention That May Lead To Impounding.

1.13 Contravention That May Lead To Impounding

A shopping trolley is involved in a Contravention That May Lead To Impounding if it is left:

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(1) in a public place or on City property and is not marked in accordance with clause 1.6;

(2) in a public place, or on City property, and is causing an obstruction or hazard;

(3) outside the shopping precinct within which the retailer is located;

(4) on City property, without the prior written consent of the City;

(5) on private property, in a public place or on City property after advice has been given under clause 1.10 and the period of time given under clause 1.10 has expired;

(6) on private property, without the prior written consent of the owner or occupier of that private property;

(7) on common property as defined in the *Strata Titles Act*, without the prior written consent of the strata company; or

(8) in or on:

(a) a waterway, lake, river or pond;

(b) a natural area;

(c) a beach or ocean;

(d) a vehicle or boat; or

(e) a structure, other than an area set aside for the storage of shopping trolleys.

Part 3 – Enforcement

1.14 Offences

A person who breaches a provision of this Local Law commits an offence.

1.15 Penalties

(1) A person who commits an offence is liable to a modified penalty that is the maximum modified penalty allowed under the *Local Government Act 1995*.

(2) A person who commits an offence is liable to a penalty that is the maximum penalty allowed under the *Local Government Act 1995.*

(3) A person who commits an offence is liable to a daily penalty that is the maximum daily penalty allowed under the *Local Government Act 1995.*

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Dated [insert]

The Common Seal of the City of Stirling)
was affixed by authority of a resolution)
of the Council in the presence of:)

……
MARK IRWIN
MAYOR

……
STEVAN RODIC
CHIEF EXECUTIVE OFFICER

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Proposed Shopping Trolleys Local Law 2025

Consultation Report - August 2025

Background

A new proposed City of Stirling Shopping Trolleys Local Law 2025 has been drafted. This local law proposed to strengthen provisions to ensure trolleys are not removed from shopping centres, reduce the timeframe allowed for the removal of abandoned shopping trolleys and increase penalties for not complying with these requirements. This local law will regulate shopping trolleys that are left in public places, streets, parks, reserves and private property, whilst providing more options to enforce compliance in a timely manner. The City of Stirling Thoroughfares and Public Places Local Law 2009 currently includes provisions relating to shopping trolleys. The proposed local law amends the City of Stirling Thoroughfares and Public Places Local Law 2009, by revoking the provisions related to shopping trolleys.

Community sentiment around the management of abandoned shopping trolleys is increasing and in response a proposed City of Stirling Shopping Trolleys Local Law 2025 has been drafted

Consultation

The proposed Shopping Trolleys Local Law 2025 Public notice period ran from 23 January to 13 March 2025. The Public Notice was published in Perth Now Central on 23 January 2025, Perth Now Stirling on 23 January 2025 and The Post on 25 January 2025.

Notices were also included in the 5 March 2025, and 12 February 2025 editions of its monthly newsletter *Stirling Scene.*

The consultation was promoted on the City's website on Shaping our City - *Proposed Shopping Trolleys Local Law 2025* page which received 1,202 page views.

The news article *City of Stirling's new push to put the brakes on abandoned shopping trolleys* received 147 page views which also linked to the project page. In addition, a paid post saw a 5,344 reach, 143 link clicks and 11,855 impressions.

Table Summary: Submissions received – relative locations

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	Percentage
Support	NA	NA	103	0	103	77.44%
Object	NA	NA	28	2	30	22.56%
Total responses					133	

Summary of Objections to Proposed Local Law – Comments and Issues

Theme	Description	Number of Comments
Concerns About Increased Costs to Consumers	Comments express worry that costs or fines imposed on retailers will be passed on to consumers through higher prices or additional fees, especially problematic during a cost of living crisis.	13
Responsibility Should Be on Offenders, Not Retailers	Respondents argue the law unfairly penalizes retailers for trolley misuse, suggesting penalties should target individuals who abandon or steal trolleys rather than businesses.	9
Negative Impact on Trolley Accessibility and Shopping Convenience	Concerns that the proposal may reduce trolley availability or introduce inconvenient systems (such as coin deposits), making shopping more difficult for the public.	7
Doubts About Law Effectiveness and Relevance	Feedback questions whether the proposed law will meaningfully address the issue of abandoned trolleys, with suggestions that the problem is minor or that the law does not address the root cause.	6

Please note that respondents may have provided a number of comments, which may have also touched on multiple themes. For that reason, the total number of comments is greater than the number of submissions.

In addition, two detailed submissions were received that objected to the proposed local law, and requested amendments or clarifications. Themes in these submissions included concerns about the term 'reasonable practices'; the collection timeframe; collection of trolleys on private property; advancements in trolley management technologies; and notifications from the City of abandoned trolleys.

Support for Proposed Local Law – Summary of Comments and Issues

Theme	Description	Number of Comments
Reduction of Abandoned Trolleys and Improved Cleanliness	The most frequent theme is the expectation that the proposed law will lead to fewer abandoned shopping trolleys in streets, parks, and verges, resulting in cleaner, tidier, and more aesthetically pleasing neighbourhoods. Many comments mention the current negative impact of dumped trolleys on the community's appearance and safety, and express hope for a significant improvement.	38
Retailer Accountability and Responsibility	A large number of comments support holding retailers accountable for preventing trolleys from leaving their premises and for prompt collection of abandoned trolleys. Suggestions include implementing geofencing, wheel locks, or coin deposit systems, and some express frustration with current retailer inaction.	29
Positive Community Impact and Safety	Many respondents believe the law will positively affect their quality of life by making neighbourhoods safer (e.g., fewer trolleys on roads and footpaths), reducing hazards for drivers and pedestrians, and discouraging anti-social behaviour associated with abandoned trolleys.	24
Concerns about Cost and Inconvenience	Some comments raise concerns that costs for trolley collection or fines may be passed on to consumers through higher prices or rates. Others worry about the inconvenience of coin deposit systems or potential negative effects on shoppers.	18

Enforcement, Reporting, and Other Issues	A smaller set of comments discuss the need for effective enforcement, timely reporting and collection, and scepticism about whether the law will address the root causes of trolley dumping. Some mention issues with current reporting systems or suggest additional measures such as education campaigns.	13

Please note that respondents may have provided a number of comments, which may have also touched on multiple themes. For that reason, the total number of comments is greater than the number of submissions.

12.2/GOV4 PROPOSED CATS LOCAL LAW 2025 - OUTCOMES OF ADVERTISING

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

Role

Legislative - *Making local laws, policies and planning instruments.*

Council Resolution

1125/050

Moved Councillor Creado, seconded Councillor Proud

1. **That Council NOTES the outcomes of community consultation for the proposed Cats Local Law 2025.**
2. **That Council DOES NOT MAKE the proposed Cats Local Law 2025 for the reasons contained in this Report.**
3. **That Council NOTES the State Government has announced it will introduce legislation to amend the *Cat Act 2011* in 2026 with a view to strengthen local government's capability to introduce local law provisions around cat containment and better cat management.**

The motion was put and declared CARRIED (13/0) by exception resolution, and by an Absolute Majority.

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

Committee Recommendation

1. That Council NOTES the outcomes of community consultation for the proposed Cats Local Law 2025.

2. That Council DOES NOT MAKE the proposed Cats Local Law 2025 for the reasons contained in this Report.

3. That Council NOTES the State Government has announced it will introduce legislation to amend the *Cat Act 2011* in 2026 with a view to strengthen local government's capability to introduce local law provisions around cat containment and better cat management.

NB: ABSOLUTE MAJORITY DECISION REQUIRED AT COUNCIL

Officer's Recommendation

1. That Council NOTES the outcomes of community consultation for the proposed Cats Local Law 2025.

2. That Council DOES NOT MAKE the proposed Cats Local Law 2025 for the reasons contained in this Report.

3. That Council NOTES the State Government has announced it will introduce legislation to amend the *Cat Act 2011* in 2026 with a view to strengthen local government's capability to introduce local law provisions around cat containment and better cat management.

NB: ABSOLUTE MAJORITY DECISION REQUIRED AT COUNCIL

Purpose

For Council to consider the making of the proposed City of Stirling Cats Local Law 2025 following community consultation and further review.

Details

At its meeting held 6 July 1999, Council adopted (10.2/A4 Proposed Keeping And Control Of Cats Local Law) the *Keeping and Control of Cats Local Law 1999* with the objective to control the number of cats kept on premises and to protect native fauna, particularly in relation to Cat Prohibited Areas and Fauna Protection Buffer Zones. The local law was then amended in 2001 and has remained in place since that time.

On 27 May 2025, following the eight-year statutory review of its local laws, Council resolved (Council Resolution Number 0525/030) to give notice of its intent to make a Cats Local Law *2025* (refer Attachment 1).

The purpose and effect of the proposed local law is as follows:

Purpose:

The purpose of the City of Stirling Cats Local Law 2025 is to provide the City with sufficient measures, in accordance with the *Cat Act 2011* (Cat Act), to control the keeping of cats and protect native fauna and flora across the district.

Effect:

The effect of the Cats Local Law 2025 is the ability to control the number of cats that can be kept and provide defined areas where cats are prohibited.

Following Council's decision, and in accordance with statutory processes, public notice was issued inviting community submissions on the proposed local law. At the close of the eight-week advertising period (19 June to 15 August 2025), a total of 144 submissions were received. Of these, 123 submissions (85%) were in support of the proposed local law, while 21 submissions (15%) were opposed. A summary of the submissions is provided in attachment 2.

Effect of the proposed Local Law

A high-level summary of the changes introduced by the proposed local law is as follows:

- An additional 32 reserves have been designated as Cat Prohibited Areas, bringing the total number within the City's district to 43. A set of maps has been included in the local law to visually represent all Cat Prohibited Areas.
- A new requirement has been introduced for cats located within a Fauna Protection Buffer Zone - defined as any land extending 200 metres from the boundary of a Cat Prohibited Area. Cat owners within these zones must apply for and be issued a permit. If granted, the permit will be subject to a set of standard conditions, including:
    a) Each cat kept on the premises to which the permit relates shall be an identified cat which shall comply with the requirements of the Act.
    b) That the premises must be adequately fenced (and premises will be taken not to be adequately fenced if there is more than one escape of a cat from the premises).
    c) Each cat may be required to be contained on the premises unless under the control of a person.
    d) The premises shall be maintained in good order and in a clean and sanitary condition.
- Removal of unnecessary requirements for identifying cats and other clauses that are now superseded by the *Cat Act 2011* and associated regulations.

Position of Joint Standing Committee on Delegated Legislation

The Cat Act gives local governments powers to make local laws to perform particular functions as prescribed by the Cat Act (section 79). The Cat Act specifies matters about which the local laws may be made, including *"specifying places where cats are prohibited absolutely"* and *"requiring that in specified areas a portion of the premises on which a cat is kept must be enclosed in a manner capable of confining cats".* The apparent intent of the Cat Act in this respect was to enable a local law to impose restrictions by exception, that is in particular areas (such as a nature reserve) where there was a specified reason for cats to be prohibited absolutely or confined to premises.

Local laws are deemed 'subsidiary legislation' and cannot impose obligations or powers, or impact on the existing rights or interests, outside or beyond the provisions contemplated by its authorising statute or another statute. The Joint Standing Committee on Delegated Legislation (JSCDL) is a Western Australian parliamentary committee that scrutinises subsidiary legislation made by government agencies (including local governments) to ensure subsidiary legislation aligns with the above requirements.

Within its various reports concerning cat local laws of local governments, the JSCDL has held the view that any local law provisions that have the effect of restricting cats to premises, or place conditions on cats being in public places beyond those provided from the Cat Act are inconsistent with, and not authorised by, the Cat Act.

City's Fauna Protection Buffer Zones

The City's proposed local law increases the number of Cat Prohibited Areas from 11 to 43. A Fauna Protection Buffer Zone is defined in the proposed local law to include *"any land extending 200m from the boundary of a Cat Prohibited Area and includes all of the properties through which the 200m limit passes".* A person is prohibited from keeping a cat in a Fauna Protection Buffer Zone except in accordance with a valid permit.

The combined effect of these provisions is that a significant additional number of private and public properties in the City will now be within a Fauna Protection Buffer Zone. It is anticipated that the JSCDL will take issue with this clause for the following reasons:

1. It has interpretated the Cat Act to not allow a blanket ban of cats in public places. As a person cannot apply for a permit to keep a cat in a public place, it is likely that this clause will be interpreted to have the practical effect of prohibiting cats in public places absolutely, or under effective control, and therefore beyond power.
2. In its 2024 Annual Report, the JSCDL noted its concerns with a similarly worded clause proposed by the City of Gosnells. It was concerned that the owners and occupiers of the additional parcels of land subject to the local law may not have been aware they were regulated by the local law. As a significant number of properties would be subject to regulation, it is likely the Joint Standing Committee would consider have similar concerns with the City's approach. It should be noted, however, that the JSCDL did not request an undertaking from the City of Gosnells for the clause to be removed.

Nuisance Clause

In 2022, the Shire of Esperance Cat Local Law 2022 defined nuisance to be behaviour that (amongst other things) *"is, or is likely to be, injurious or dangerous to the health of any person or domestic or Australian indigenous animal".* The City's proposed local law includes an identical provision.

The Joint Standing Committee's concerns with this clause were most recently noted in its 2023 Annual Report, as follows:

> *"Regarding paragraph (e), the inclusion of the words 'or is likely to be' could be effectively regarded as a ban on cats in public places and therefore inconsistent with the Act. A cat would be a nuisance merely by wandering outside the owners' premises because it will likely be injurious or dangerous to the health of any domestic or Australian indigenous animal.*
> *…*
> *Despite the local law making power in section 79(3)(e), the definition of nuisance should not include behaviours which are not otherwise prohibited by the Act. The Shire undertook to delete paragraph (a) and the words 'or is likely to be' in paragraph (e)."*

Accordingly, the JSCDL would almost certainly request an undertaking from the City to delete this clause if it were to be adopted as currently drafted. The words *'or is likely to be'* would need to be removed from the proposed local law if it were to proceed.

Recent Disallowance Motion and Announcement of Amendment to Cat Act

Most recently, in September 2025, the City of Bayswater's Keeping and Control of Cats Amendment Local Law 2024 was disallowed by the Legislative Council. That local law had the effect of banning cats in public places, unless the cat was under effective control. An owner of a cat who contravened this provision committed an offence.

This disallowance motion was debated extensively by the Legislative Council on 16 September 2025, where the State Government announced the Cat Act would be amended to enable local governments to promote responsible cat ownership, including containment. It was further announced that the State Government had already commenced work to review the Cat Act, and a Bill would be introduced in 2026 to enable the intended amendments to come into effect.

Options for Consideration

In light of the community consultation which identified the community's support regarding stronger cat containment provisions, and considering the legislative constraints highlighted above, four options were considered:

1. Proceed with the local law-making process of the proposed local law as drafted noting the JSCDL would potentially disallow it in its current form.
2. Proceed with the local law making process of the proposed local law that includes minor amendments. The JSCDL would likely disallow the proposed local law in any event, and any significant changes to the local law as advertised would require the local law making process to recommence.
3. Do not proceed with the making of the local law until the amendments of the Cat Act have been brought into effect to enable a more effective and efficient cat containment regime to be introduced.
4. Recommence the local law-making process to address the parts of the proposed local law likely to cause it to be ruled out of order; and to correct the minor drafting errors identified.

Option 3 is considered the preferred option. As the State Government has announced that a review of the Cat Act has already commenced, and legislation will be introduced to Parliament in 2026 to amend it to enable local governments to promote responsible cat ownership, including containment, it is prudent that these provisions be brought into effect, prior to the adoption of any local law provisions by the City, to ensure it will be within power of the Cat Act, and will not be disallowed under the current legislative provisions. The amendments may also enable City to include additional stronger provisions for cat containment.

Financial Assessment and Implications

There are no financial considerations arising from this report; its recommendations; and the proposed actions.

takeholder Engagement

The City continues to work with cat owners in relation to responsible cat ownership, and this work and education will continue to occur.

In accordance with section 3.12 of the *Local Government Act 1995,* the City was required to give local public notice of its intent to create the proposed Cats Local Law 2025. The local public notice stated:

- The City of Stirling Cats Local Law 2025 is proposed to be made;
- A summary of the effect and purpose of the proposed local law; and
- Submissions may be made about the proposed local law by 5.00pm, 15 August 2025.

A copy of the proposed local law was also given to then named Department of Local Government, Sport and Cultural Industries and the Minister for Local Government.

Refer to Attachment 2 for further information about the community consultation undertaken for this proposed local law.

Options Summary

The possible options for Council to consider are detailed in the body of this report.

Recommended Action

The City acknowledges the environmental impact that roaming cats can have on native fauna as well as the current community sentiment to better regulate cat ownership including strengthening cat containment provisions. However local governments must operate within the powers granted to it under legislation, including the ability to make local laws on certain matters.

For the reasons contained in this report, it is recommended that Council does not proceed with the local law-making process for the proposed Cat Local Law 2025. The State Government has announced that a review of the *Cat Act 2011* is underway, and that legislation will be introduced in 2026 to amend it. This is intended to enable local governments to promote responsible cat ownership, including containment.

If the local law-making process were to proceed as currently drafted, it is likely that the proposed local would be disallowed, as recently highlighted by the disallowance motion adopted by the Legislative Council in considering the City of Bayswater's Keeping and Control of Cats Amendment Local Law 2024. Disallowance will likely continue to until such time that the Cat Act is amended by the State Government. It has been stated by the JSCDL that continued attempts by local governments to introduce cat local law provisions outside the power given to them under the Cat Act, is unnecessarily consuming time and resources of both the JSCDL and local governments.

Relevant Policies, Legislation and Council Resolutions

Section 3.12 of the *Local Government Act 1995* sets out the local law making process that the City must follow when making local laws.

The functions of the Joint Standing Committee on Delegated Legislation are set out in the Legislative Council Standing Orders.

Meeting Date	Council Resolution Number	Council Resolution
27 May 2025	0525/030	1. That the City gives NOTICE of the proposed Cat Local Law 2025, as shown in Attachment 1, in accordance with the *Local Government Act 1995* subject to the following amendment: a. In Schedule 1, insert the Common Name, details and associated location map for the following additional cat prohibited area: i. Talia Lake; and ii. Mount Lawley Golf Club. 2. That the Minister for Local Government be PROVIDED with a copy of the proposed Cat Local Law 2025. 3. Following advertising, that public submissions be PRESENTED to a future Council meeting for consideration.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

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 Information

Attachments

Attachment 1 - Proposed Cats Local Law 2025

Attachment 2 - Proposed Cats Local Law 2025 - Consultation Report

Linked Documents

Nil.

City of Stirling

CAT LOCAL LAW 2025

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CAT LOCAL LAW 2025

PART 1 - PRELIMINARY

Citation

1.1 This local law may be cited as the *City of Stirling Cat Local Law 2025.*

Commencement

1.2 Section 3.4(2) and items twelve (12) to forty-one (41) of Schedule 1 of this local law come into operation six (6) months after the date of its publication in the *Government Gazette.*

1.3 All other provisions of this local law come into operation fourteen (14) days after the date of its publication in the *Government Gazette.*

Repeal

1.4 This local law repeals the *City of Stirling Keeping and Control of Cats Local Law 1999* as published in the *Government Gazette* on 12 January 2000 and as amended and published in the *Government Gazette* on 13 November 2001.

Purpose and Effect

1.5 The purpose of the proposed local law is to provide the City of Stirling with sufficient measures, in accordance with the *Cat Act 2011* (WA), to control the keeping of cats and protect native fauna and flora across the district.

1.6 The effect of the proposed local law is the ability to control the number of cats that can be kept and provide defined areas where cats are prohibited.

Definitions

1.7 In this local law unless the context otherwise requires -

"Act" means the *Cat Act 2011* (WA);

"applicant" means the occupier of premises who makes an application for a permit under this local law;

"approval" means approval under regulation 9 of the *Cat (Uniform Local Provisions) Regulations 2013* and Part 3 of this local law;

"authorised person" means a person authorised by the City under section 9.10 of the *Local Government Act 1995* to perform any of the functions of an authorised person under this local law;

"cat" has the meaning given to it in the Act;

"cat control notice" means a notice given under section of the Act in the form prescribed by Schedule 1 of the *Cat Regulations 2012*;

"cat management facility" has the meaning given to it in the Act;

"Cat Prohibited Area" means the land described in Schedule 1;

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"cattery" means any premises where four (4) or more cats are kept, boarded, housed, trained or bred, whether for profit or otherwise, and where the occupier of the premises is not the ordinary owner of the cats;

"CEO" means the Chief Executive Officer of the City;

"City" means the City of Stirling;

"Council" means the council of the City;

"district" means the district of the City;

"Fauna Protection Buffer Zone" means any land extending 200m from the boundary of a Cat Prohibited Area and includes all of the properties through which the 200m limit passes;

"owner" means the owner of the cat as defined in the Act;

"Nuisance" means behaviour that includes where a cat –

(a) excretes or urinates on premises being premises where the cat is not normally resident;

(b) an activity or condition which is harmful or annoying and which gives rise to legal liability in the tort of public or private nuisance at law;

(c) an unreasonable interference with the use and enjoyment of a person of his or her ownership or occupation of land;

(d) interference which causes material damage to land or other property on the land affected by the interference; or

(e) is, or is likely to be, injurious or dangerous to the health of any person or domestic or Australian indigenous animal;

"occupier" has the meaning given to it in the *Local Government Act 1995*;

"permit" means a permit issued by the City under this local law;

"permit holder" means a person who holds a valid permit under clause 3.8;

"premises" has the meaning given to it in the Act;

"Register" is defined in clause 4.1(1);

"RSPCA" means the Royal Society for the Prevention of Cruelty to Animals (Inc) of Western Australia;

"Schedule" means a schedule to this local law;

"Scheme" means a local planning scheme of the City made by it under the *Planning and Development Act 2005 and its antecedents*; and

"State" means the State of Western Australia.

1.8 A term that is used in this local law and is not defined in clause 1.4 has the same meaning given to it in the Act or, if not defined in the Act, the same meaning given to it in the *Cat Regulations 2012*, the *Cat (Uniform Local Provisions) Regulations 2013* or the *Local Government Act 1995*.

Application

1.9 This local law applies throughout the district.

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PART 2 - CAT CONTROL

Cats not to be a nuisance

2.1 (1) An owner shall not allow a cat to be or create a nuisance.

(2) Where in the opinion of an authorised person, a cat is creating a nuisance, the City may give written notice to the owner of the cat requiring that person to abate the nuisance.

(3) When a nuisance has occurred and a notice to abate the nuisance is given, the notice remains in force for the period specified by the City in the notice which shall not exceed twenty eight (28) days.

(4) An owner given a notice to abate the nuisance must comply with the notice within the period specified in the notice.

(5) If the owner fails to comply with this clause, the owner of the cat commits an offence.

Cat Prohibited Areas

2.2 (1) Unless in accordance with written authorisation from the City, a cat shall not be in a Cat Prohibited Area, as provided for in Schedule 1, at any time.

(2) If a cat is at any time in a Cat Prohibited Area contrary to subclause (1), then –

(a) the owner of the cat at that time commits an offence;

(b) an authorised person may seize and remove, or direct the seizure and removal of a cat from a Cat Prohibited Area, pursuant to the Act; and

(c) an authorised person may impound the cat in accordance with the Act.

PART 3 - PERMITS FOR KEEPING CATS

Interpretation

3.1 For the purposes of applying this Part –

"cat" does not include a cat less than 6 months old.

Prescribed premises

3.2 For the purposes of the definition of prescribed premises in regulation 4(1) of the *Cat (Uniform Local Provisions) Regulations 2013*, this local law limits the number of cats that may be kept at any premises within the district except –

(a) a cat management facility operated by a body prescribed as a cat management facility operator under the *Cat Regulations 2012*; or

(b) a cat management facility operated by the City; or

(c) a veterinary clinic or veterinary hospital as defined under section 2 of the *Veterinary Surgeons Act 1960*, but only in relation to cats kept on those premises for treatment.

Standard number of cats

3.3 For the purposes of the definition of 'standard number of cats' in regulation 4(1) of the *Cat (Uniform Local Provisions) Regulations 2013*, no more than two (2) cats may be kept on any premises.

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Cats for which a permit is required

3.4 (1) A person shall not –

(a) unless subclause (2) or (3) applies, keep 3 or more cats on any premises; or

(b) use any premises as a cattery or cat management facility,

except in accordance with a valid permit in relation to those premises.

(2) A person shall not keep any cat on any premises in a Fauna Protection Buffer Zone except in accordance with a valid permit in relation to those premises.

(3) A permit is not required under subclause (1)(a) or (2) if the premises concerned are-

(a) a refuge of the RSPCA or any other body prescribed in regulation 4 of the *Cat Regulations 2012*;

(b) a cat management facility which has been approved by the City;

(c) a veterinary surgery; or

(d) the subject of an exemption granted by the City.

(4) A person who keeps more than the standard number of cats, as provided under clause 3.3, on a prescribed premises without approval commits an offence.

Application for permit

3.5 An application for a permit under clause 3.4 shall be –

(a) made in writing by an occupier of the premises;

(b) in a form approved by the City, describing and specifying the number of cats to be kept on the premises;

(c) accompanied by a reason and justification for the request;

(d) accompanied by the plans of the premises to which the application relates to the specification and satisfaction of the City from time to time;

(e) accompanied by any fee imposed and determined by the City under and in accordance with sections 6.16 to 6.19 of the *Local Government Act 1995*; and

(f) accompanied by the consent in writing of the owner of the premises, where the occupier is not the owner of the premises to which the application relates.

Refusal to determine application

3.6 The City may refuse to determine an application for a permit if it is not made in accordance with clause 3.5.

Factors relevant to determination of application

3.7 (1) In determining an application for a permit the City may have regard to -

(a) the reasons and justifications provided for the request;

(b) the physical suitability of the premises for the proposed use;

(c) the suitability of the zoning of the premises for the proposed use under any scheme which applies to the premises for the proposed use;

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(d) the environmental sensitivity and general nature of the location surrounding the premises for the proposed use;

(e) the structural suitability of any enclosure in which any cat is to be kept;

(f) the likelihood of a cat causing nuisance, inconvenience, or annoyance to the occupiers of adjoining land;

(g) the proximity of the premises to a Cat Prohibited Area or a Fauna Protection Buffer Zone;

(h) the likely effect on the amenity of the surrounding area of the proposed use;

(i) the likely effect on the local environment including any pollution or other environmental damage which may be caused by the proposed use;

(j) any submissions received under clause 3.7(2); and

(k) such other factors which the City may consider to be relevant in the circumstances of the particular case.

(2) In determining an application for a permit pursuant to subclause (1) the City may consider such matters as it deems appropriate and may request the applicant –

(a) consult with nearby landowners and/or occupiers and may specify which properties should be consulted;

(b) advise nearby landowners and/or occupiers that they may make submissions to the City on the application for a permit within fourteen (14) days of receiving that advice, before determining the application for the permit; or

(c) provide such further or other information as deemed necessary in order for it to make a determination.

Decision on application

3.8 (1) The City may -

(a) approve an application for a permit, as it was submitted, in which case it shall approve it subject to the conditions referred to in clause 3.9(1); or

(b) approve an application but specify an alternative number of cats permitted to be kept at the premises, subject to the conditions referred to in clause 3.9(2); or

(c) refuse to approve an application for a permit.

(2) If the City approves an application under subclause 3.8(1)(a) or 3.8(1)(b), then it shall issue to the applicant a permit in the form determined by the City.

(3) If the City refuses to approve an application under subclause 3.8(1)(c), then it is to advise the applicant accordingly in writing.

Conditions

3.9 (1) Every permit is issued subject to the following conditions –

(a) each cat kept on the premises to which the permit relates shall be an identified cat which shall comply with the requirements of the Act;

(b) that the premises must be adequately fenced (and premises will be taken not to be adequately fenced if there is more than one escape of a cat from the premises);

(c) each cat may be required to be contained on the premises unless under the control of a person;

(d) the premises shall be maintained in good order and in a clean and sanitary condition.

(2) In addition to the conditions referred to in subclause 3.9(1), every permit to keep 3 or more cats on premises or to keep more than one cat in a Fauna Protection Buffer Zone is issued subject to the following conditions -

(a) adequate space shall be provided on the premises for the exercise of the cats; and

(b) the permit holder shall not substitute or replace any cat once that cat-

(c) dies; or

(d) is permanently removed from the premises; or

(e) has been registered with another local government,

without first obtaining the consent of the City.

(3) In addition to the conditions referred to in subclause 3.9(1), every permit to use premises as a cattery is issued subject to the following conditions -

(a) any enclosure for the cats shall be structurally sound, have impervious flooring, be well lit and ventilated and otherwise comply with all legislative requirements;

(b) the premises shall have a feed room, wash area, isolation cages and maternity section;

(c) materials used in structures are to be of a type approved by the City;

(d) the internal surfaces of walls are, where possible, to be smooth, free from cracks, crevices and other defects;

(e) all fixtures, fittings and appliances are to be capable of being easily cleaned, resistant to corrosion and constructed to prevent the harbourage of vermin;

(f) washing basins and running hot and cold water shall be available to the satisfaction of the City;

(g) the maximum number of cats to be kept on the premises stated on the permit is not to be exceed;

(h) the permit holder shall keep a register recording in respect of each cat the-

(i) date of admission;

(j) date of departure;

(k) breed, age, colour and sex; and

(l) name and residential address of the owner;

(m) the permit holder shall produce the register for inspection on the request of an authorised person;

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(n) enclosures shall be thoroughly cleaned each day and disinfected at least once a week; and

(k) any sick or ailing cat is to be removed from the premises or transferred to an isolation cage separated from other cats kept on the premises.

(4) In addition to the conditions subject to which a permit is to be issued under this clause, a permit may be issued subject to such other conditions as the City considers appropriate.

No contravention of condition

3.10 Subject to a defence under the Act, an owner shall not contravene a condition of a permit.

Cat control notice may be given to cat owner following complaint

3.11 (1) A person may give a complaint in the form of a declaration made under section 106 of the *Evidence Act 1906* to the City –

(a) alleging that at a particular date she or he saw a cat outside of premises where the cat is ordinarily kept or is ordinarily permitted to live;

(b) alleging that the cat was not under the control of any person;

(c) giving a description of the cat;

(d) stating how he or she knows that the cat is ordinarily kept or is ordinarily permitted to live at the premises;

(e) stating whether any other person saw the cat outside of the premises and, if so, giving details of that person; and

(f) giving such other details as the City may require.

(2) Where the City receives a complaint under subclause 3.11(1), then the City must give the owner of the cat, a Cat Control Notice if: -

(a) the cat is the subject of a permit;

(b) the premises are the subject of the same permit; and

(c) 2 or more complaints are received from 2 or more occupiers of different premises.

Note: A statutory declaration may be made before a Justice of the Peace or by virtue of the Declarations and Attestations Act 1913, before the persons listed in the Schedule to that Act, including the CEO and the Deputy CEO of the City, a Councillor of the City, a teacher, a solicitor, a police officer, a medical practitioner, a pharmaceutical chemist and a real estate agent.

Duration of permit

3.12 Unless otherwise specified in a condition on a permit, a permit commences on the date of issue and is valid unless and until it is cancelled.

Renewal of permit

3.13 (1) An application is to be renewed if –

(a) the approved person has not breached the conditions of the approval;

(b) the approval would have been granted if a fresh application for approval had been made; and

(c) the renewal fee, imposed and determined by the City under sections 6.16 to 6.19 of the *Local Government Act 1995*, is paid to the City before the expiry of the approval.

(2) On renewal of an approval, the conditions of the approval that applied immediately before the renewal continue to have effect.

Variation or cancellation of permit

3.14 (1) The City may, at any time, vary the conditions of an approval by giving written notice to the permit holder and specifying the date on which the changes will become effective.

(2) The City may cancel an approval –

(a) on the request of the approved person;

(b) if the approved person breaches the Act, the *Cat Regulations 2012*, the *Cat (Uniform Local Provisions) Regulations 2013* or this local law; or

(c) if the approved person is not a fit and proper person to provide for the health and welfare of the cat(s).

(3) If an approval is cancelled, the fee paid for the approval is not refundable for the term of the approval that has not yet expired.

Revocation

3.15 The City may cancel a revoke a permit if the permit holder fails to observe any provision of this local law or a condition of a permit.

Permit not transferable

3.16 A permit is not transferable either in relation to the permit holder or the premises.

Permit to be kept at the premises and available for view

3.17 (1) A permit issued by the City shall be kept at the premises to which it applies and shall be provided to an authorised person immediately on demand.

(2) In the case of a registered cattery or cat management facility, the permit shall be displayed in a prominent place within the premises.

PART 4 - REMOVAL AND IMPOUNDING OF CATS

Register

4.1 (1) The City is to keep a record of removed and impounded cats (the "Register").

(2) The Register is to contain the following information about each impounded cat -

(a) the breed and sex of the cat;

(b) the colour, distinguishing markings and features of the cat;

(c) if known, the name and address of its owner;

(d) the date and time of removal;

(e) the name of the person who removed the cat;

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(f) the reason for the removal; and

(g) the date of release or disposal.

No destruction of container for cats

4.2 A person shall not destroy, break into, damage, or in any other way interfere with any container or other property used for the purpose of catching, holding or conveying cats by an authorised person.

PART 5 - FEES, CHARGES AND COSTS

Fees, Charges and Costs

5.1 The following are to be imposed and determined by the local government under sections 6.16 to 6.19 of the *Local Government Act 1995* –

(a) the charges to be levied under section 31(1)(a) of the Act relating to the removing and impounding of a cat;

(b) the charges to be levied under section 31(1)(b) of the Act relating to keeping and caring for a cat;

(c) the costs incurred by the operator of a cat management facility under section 31(1)(c) of the Act for the microchipping of a cat prior to release if so required under section 33 of the Act;

(d) the cost incurred by the operator of a cat management facility under section 31(1)(d) of the Act for the sterilisation of a cat if so required under section 33 of the Act; and

(e) the costs for destruction and the disposal of a cat under section 49 of the Act.

PART 6 - DESTRUCTION OF CATS

Request to destroy cat

6.1 (1) A owner of a cat may request the City to destroy the cat.

(2) The request under subclause (1) must –

(a) be in the form determined by the City;

(b) be signed by the person making the request; and

(c) state -

(d) that the person making the request is an owner of the cat;

(e) the name and residential address of the owner;

(f) a description of the cat including its breed, colour, sex and age;

(g) the reason for requesting the destruction; and

(h) that the person making the request indemnifies the City in respect of any costs or liabilities incurred by the City arising from the destruction of the cat.

(3) The City may cause a cat to be destroyed in a humane manner where a request is made in accordance with subclause (2).

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PART 7 - OFFENCES, DEFENCE AND PENALTIES

Offences and penalty provisions

7.1 (1) Any person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.

(2) Any person who commits an offence under this local law is liable, on conviction, to a penalty not exceeding $5,000, and if the offence is of a continuing nature, to an additional penalty not exceeding $500 for each day or part of a day during which the offence has continued.

Modified penalties

7.2 (1) An offence against a clause specified in Schedule 2 is a prescribed offence for the purposes of section 84 of the Act.

(2) The amount appearing in the fourth column of Schedule 2 adjacent to a clause is the modified penalty payable in respect of an offence against that clause if the offence does not occur in a Fauna Protection Buffer Zone or a Cat Prohibited Area.

(3) The amount appearing in the fifth column of Schedule 2 adjacent to a clause is the modified penalty payable in respect of an offence against that clause if the offence occurs in a Fauna Protection Buffer Zone or a Cat Prohibited Area.

Serving infringement notices

7.3 An infringement notice issued under section 62 of the Act or this local law may be given to a person –

(a) personally;

(b) by postal mail addressed to the person;

(c) by registered mail addressed to the person;

(d) by leaving it for the person at her or his business; or

(e) by email.

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SCHEDULE 1

Cat Prohibited Areas

Item Number	Common Name	Reserve/Lot Number	Location (bound by or accessed from)	Suburb
1	Star Swamp Bushland Reserve	As shown in Map 1	Marmion Avenue, North Beach Road, Hope Street	North Beach
2	Carine Regional Open Space	As shown in Map 2	Beach Road, Okely Road, Reid Highway, Monyash Road	Carine
3	Lake Gwelup Open Space	As shown in Map 3	Wanstead Street, Huntriss Road, Segrave Street, North Beach Road	Gwelup
4	Trigg Bushland Reserve	As shown in Map 4	Karrinyup Road, West Coast Highway	Trigg
5	Herdsman Lake Regional Park	As shown in Map 5	Jon Sanders Drive, Pearson Street	Herdsman
6	Jackadder Lake Reserve	As shown in Map 6	Birchwood Avenue, Blackbutt Road, Jackadder Way, Rosewood Avenue	Woodlands
7	Dianella Regional Open Space	As shown in Map 7	Light Street, Alexander Drive, Morley Drive	Dianella
8	Hamersley Public Golf Course	As shown in Map 8	Marmion Avenue, Milverton Avenue	Karrinyup
9	Cottonwood Bushland Reserve	As shown in Map 9	Cottonwood Crescent, Dianella Drive, Gay Street, Broadcast Drive	Dianella
10	Mirrabooka Open Space	As shown in Map 10	Reid Highway, Mirrabooka Avenue	Mirrabooka
11	Coastal Reserves	As shown in Map 11	West Coast Drive	Trigg
12	Inglewood Triangle Reserve	As shown in Map 12	Walter Road West, Eighth Avenue, Hamer Parade	Inglewood
13	Breckler Park	As shown in Map 13	Cresswell Road, Aldersea Road, Cornwall Street	Yokine
14	Princess Wallington Reserve	As shown in Map 14	Maitland Road, Wallington Road, Princess Road, Camberwell Road	Balga
15	Memory Place Natural Reserve	As shown in Map 15	Tuscany Way, Memory Place, Churchlands Avenue,	Churchlands

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Item Number	Common Name	Reserve/Lot Number	Location (bound by or accessed from)	Suburb
			Silkwood Turn, Dolomite Court	
16	Rannoch Reserve	As shown in Map 16	Rannoch Circle, Tay Place, Earn Place, Aviemore Close, Glenorchy Crescent	Hamersley
17	Terry Tyzack Bushland	As shown in Map 17	Alexander Drive	Inglewood
18	Richard Guelfi Reserve	As shown in Map 18	Delawney Street, Natalie Way, Gibberd Road	Balcatta
19	Aintree Eglinton Reserve	As shown in Map 19	Eglinton Crescent, Belvedere Road, Lampard Street, Glendale Avenue, Nimrod Street	Hamersley
20	Wythburn Redcliffe Reserve	As shown in Map 20	Wythburn Avenue, Balga Avenue, Redcliffe Avenue, Hawkshead Way	Balga
21	Herb Elliott Reserve	As shown in Map 21	Elliott Road, Rinaldi Crescent, Jeanes Road	Karrinyup
22	Esperanto Martin Reserve	As shown in Map 22	Esperanto Way, Reid Highway	Westminster
23	Charles Riley Memorial Reserve	As shown in Map 23	Charles Riley Road, Wendling Road, Williamson Way, Kitchener Street, North Beach Road	North Beach
24	Beach Marmion Reserve	As shown in Map 24	Kimble Court, Beach Road, Marmion Avenue, Cressbrook Way, Whittington Avenue	Carine
25	Jeanes-Prisk Reserve	As shown in Map 25	Jeanes Road, Prisk Street, Taris Place, Karrinyup Road	Karrinyup
26	Coralberry Verbena Reserve	As shown in Map 26	Coralberry Crescent, Verbena Crescent, Thistle Court	Dianella
27	Esperanto Harris Gibb Reserve	As shown in Map 27	Harris Way, Mirrabooka Avenue, Gibb Crescent	Westminster
28	Belleview Hellenic Reserve	As shown in Map 28	Hellenic Drive, Bale Lane, Belleview Crescent	Dianella
29	Meadowbrook Montclair Reserve	As shown in Map 29	Meadowbrook Boulevard, Cherrywood Avenue, Montclair Retreat, Tobruk Lane	Dianella

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Item Number	Common Name	Reserve/Lot Number	Location (bound by or accessed from)	Suburb
30	Chellaston Edlaston Reserve	As shown in Map 30	Chellaston Crescent, Edlaston Road	Carine
31	Redunca Coronata Reserve	As shown in Map 31	Redunca Way, Pallens Grove, Nodding Gardens, Coronata Way	Mirrabooka
32	Wanneroo Derrington Reserve	As shown in Map 32	Wanneroo Road, Hames Court, Arnold Place Loop, Derrington Crescent	Balga
33	Emerald Marmion Reserve	As shown in Map 33	Marmion Avenue, Reid Highway, Emerald Way	Carine
34	Careniup Wetlands Reserve	As shown in Map 34	Careniup Avenue, Balcatta Road, Water Crest Gardens, Grimwood Avenue	Gwelup
35	Roselea Reserve	As shown in Map 35	Roselea Boulevard. Coralvine Grange, Grindleford Drive	Stirling
36	Sattelberg Prevelly Reserve	As shown in Map 36	Sattelberg Ramble, Gracetown Drive, Muchea Gardens, Eora Creek Terrace, Pomona Lane	Dianella
37	Jackson Duke Wheeler Reserve	As shown in Map 37	Jackson Avenue, Wheeler Road, Duke Street	Karrinyup
38	Heritage Park	As shown in Map 38	Millgate Road, Cartwright Road, Wallington Road	Balga
39	Laurie Strutt Reserve	As shown in Map 39	Elvire Street, Hugh Street, Hale Street	Watermans Bay
40	Apple Blossom Polyantha Reserve	As shown in Map 40	Apple Blossom Drive, Polyantha Gardens, Lambourne Retreat	Mirrabooka
41	Clarko Reserve	As shown in Map 41	Trigg Place, West Coast Drive	Trigg
42	Talia Reserve	As shown in Map 42	Talia Drive	Stirling
43	Homer Reserve	As shown in Map 43	Homer Street, Alexander Drive, Central Avenue, Walter Road West, Hamer Parade	Mount Lawley

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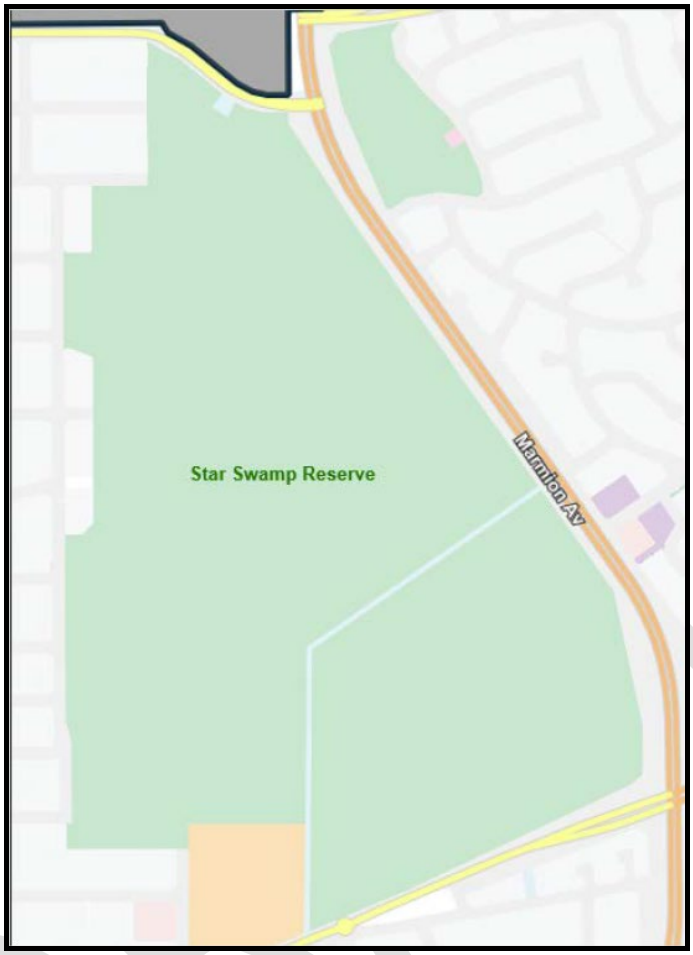

Map 1 - Star Swamp Bushland Reserve

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Map 2 – Carine Regional Open Space

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Map 3 - Lake Gwelup Open Space

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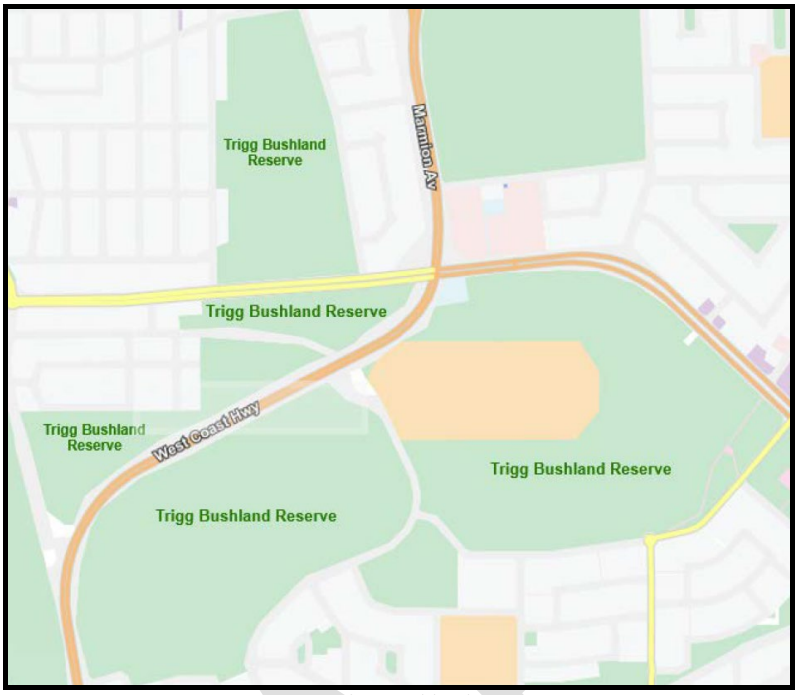
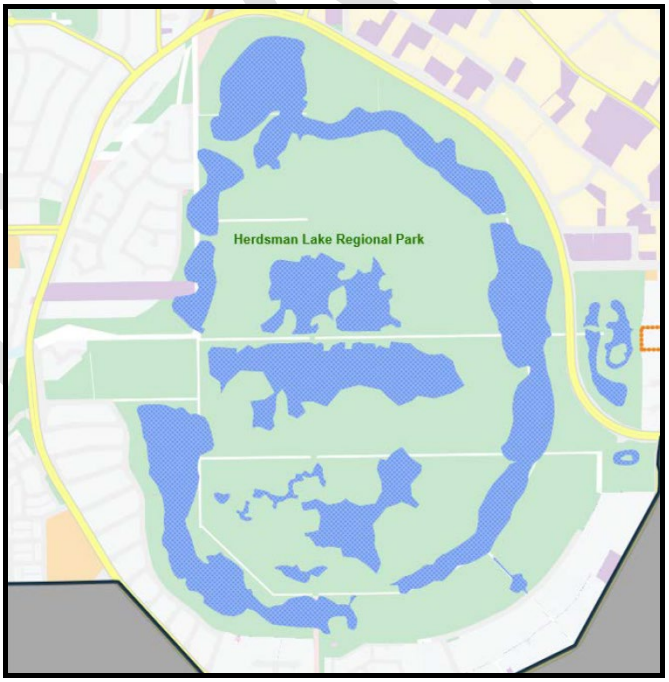


Map 4 - Trigg Bushland Reserve



Map 5 - Herdsman Lake Regional Park

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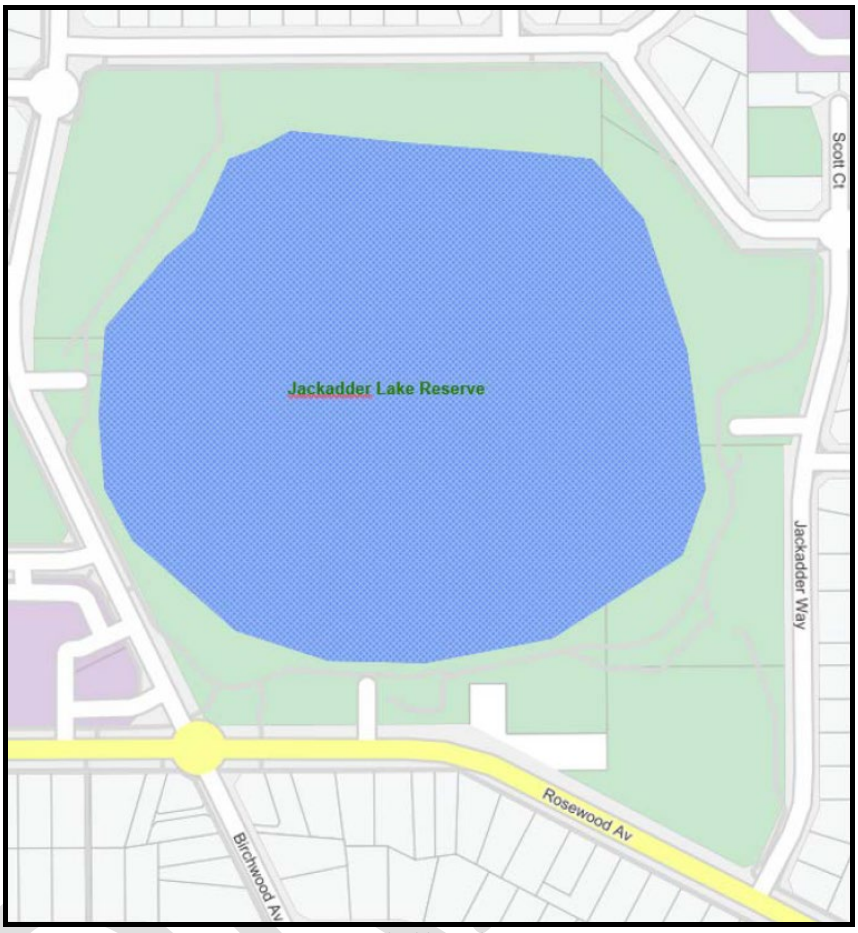

Map 6 - Jackadder Lake Reserve

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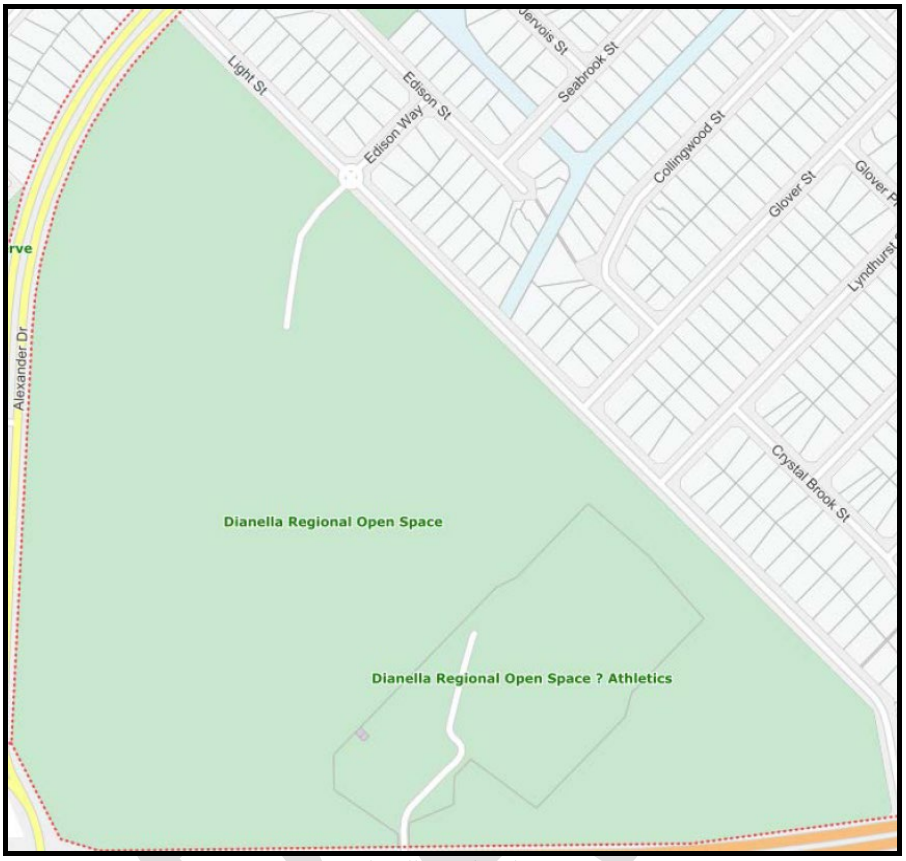

Map 7 - Dianella Regional Open Space

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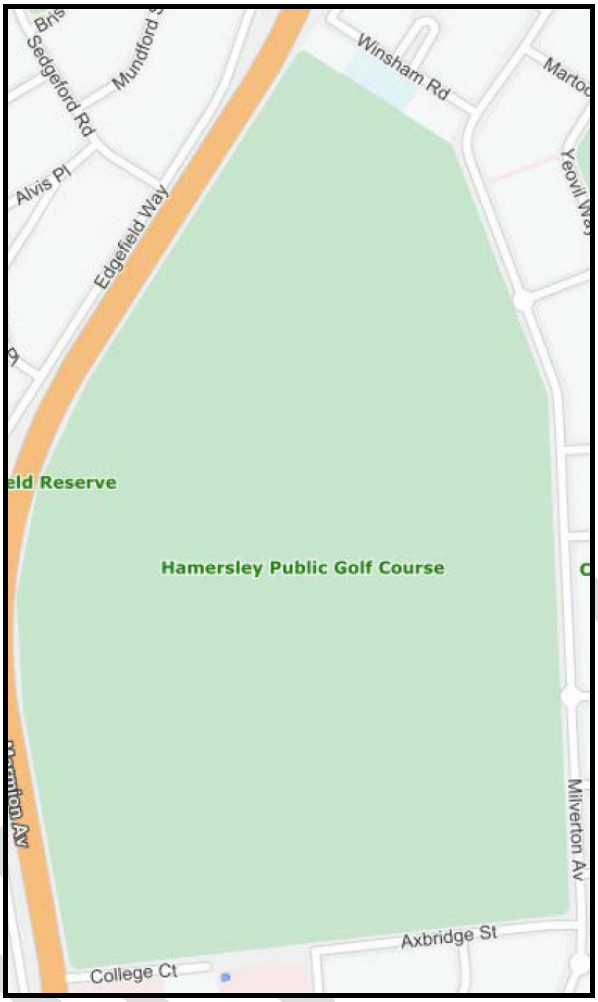

Map 8 - Hamersley Public Golf Course

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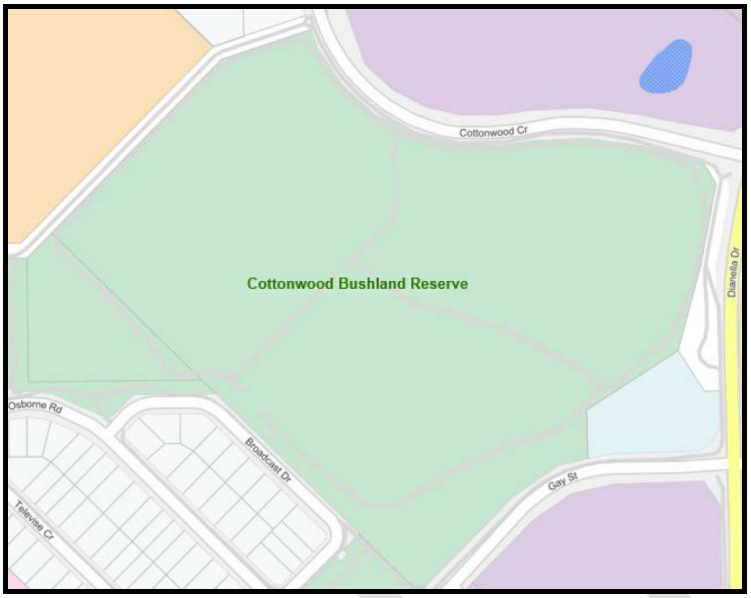
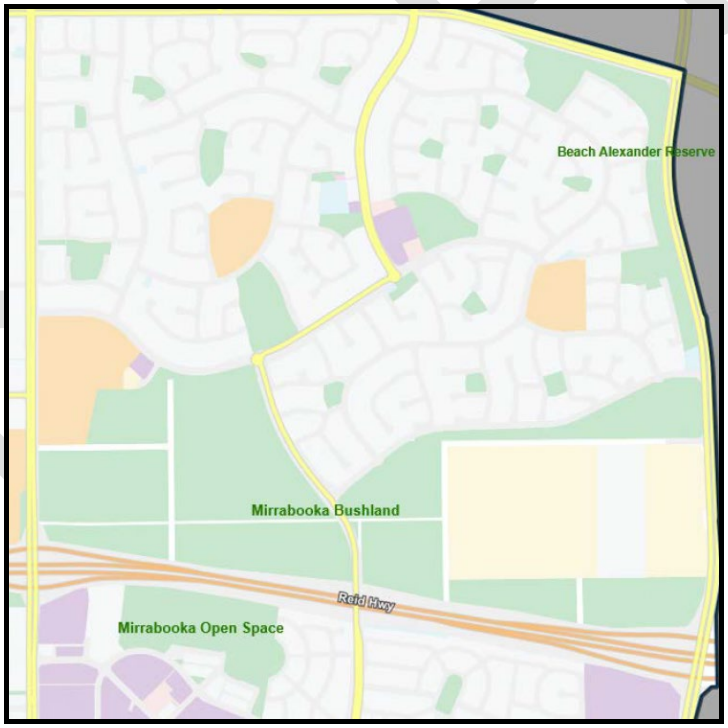


Map 9 - Cottonwood Bushland Reserve



Map 10 - Mirrabooka Open Space

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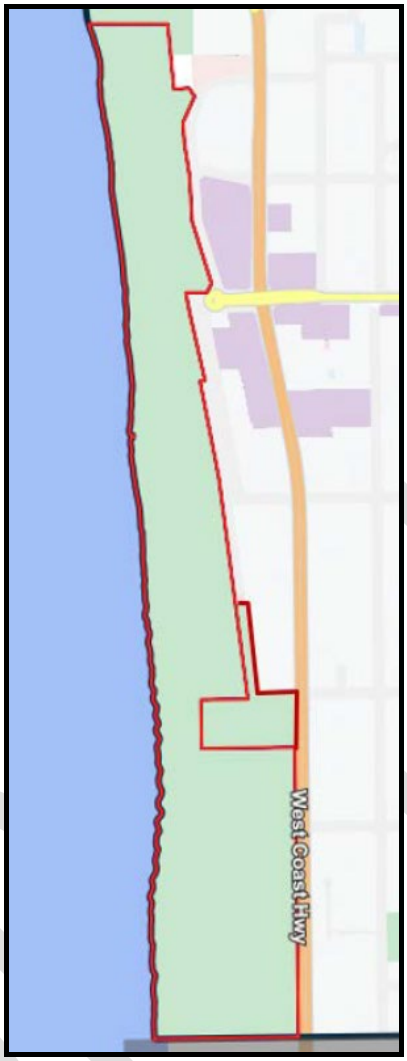

Map 11 - Coastal Reserves

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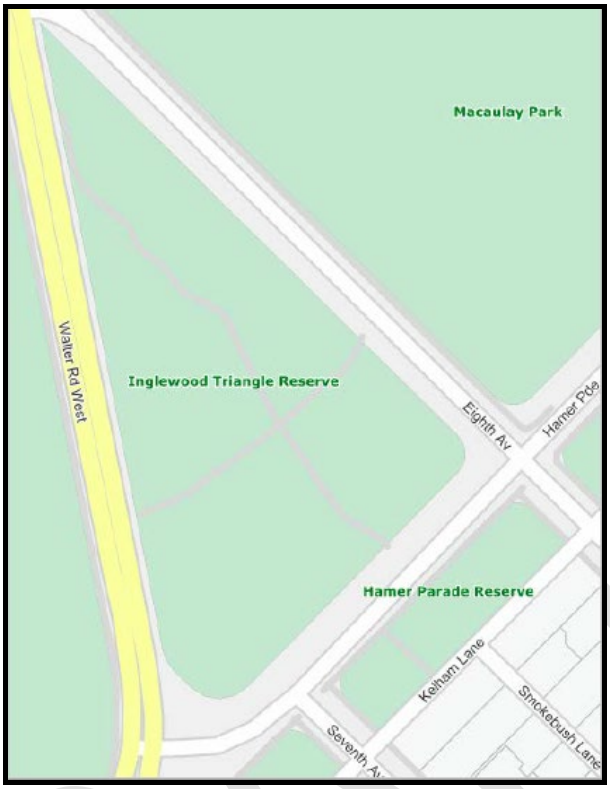

Map 12 – Inglewood Triangle Reserve

Map 13 - Breckler Park

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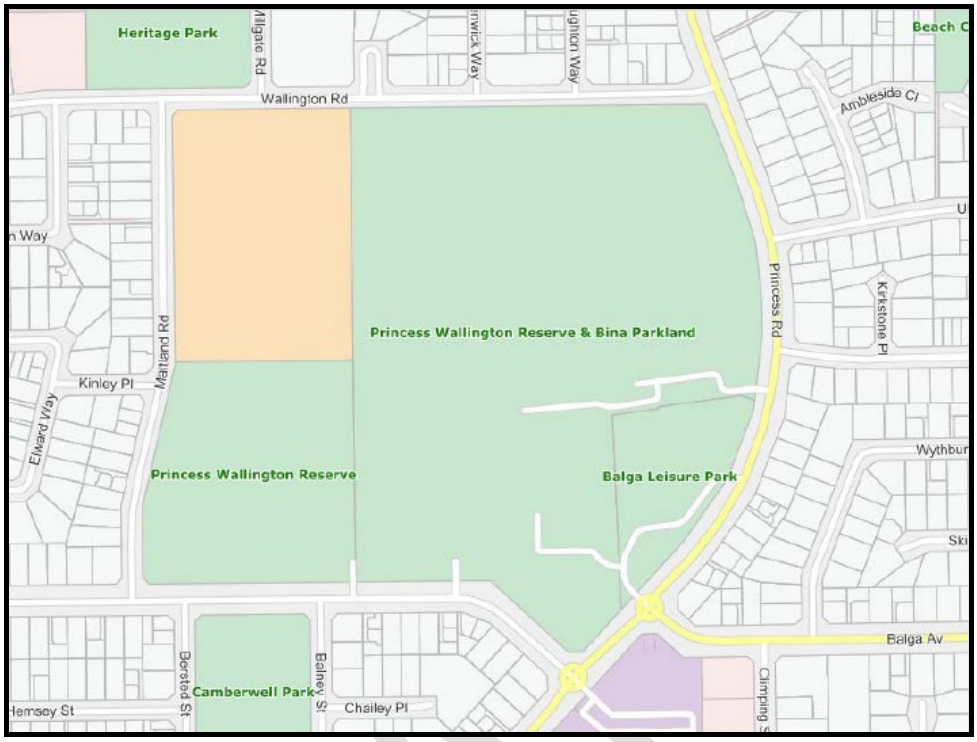

Map 14 – Princess Wallington Reserve

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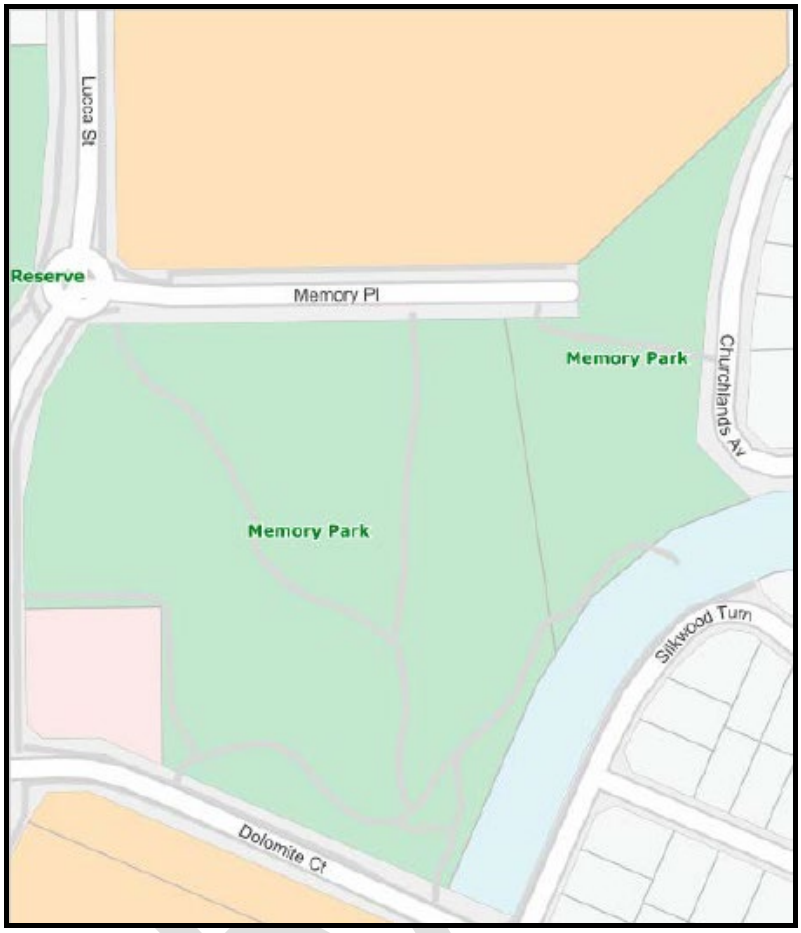

Map 15 - Memory Place Natural Reserve

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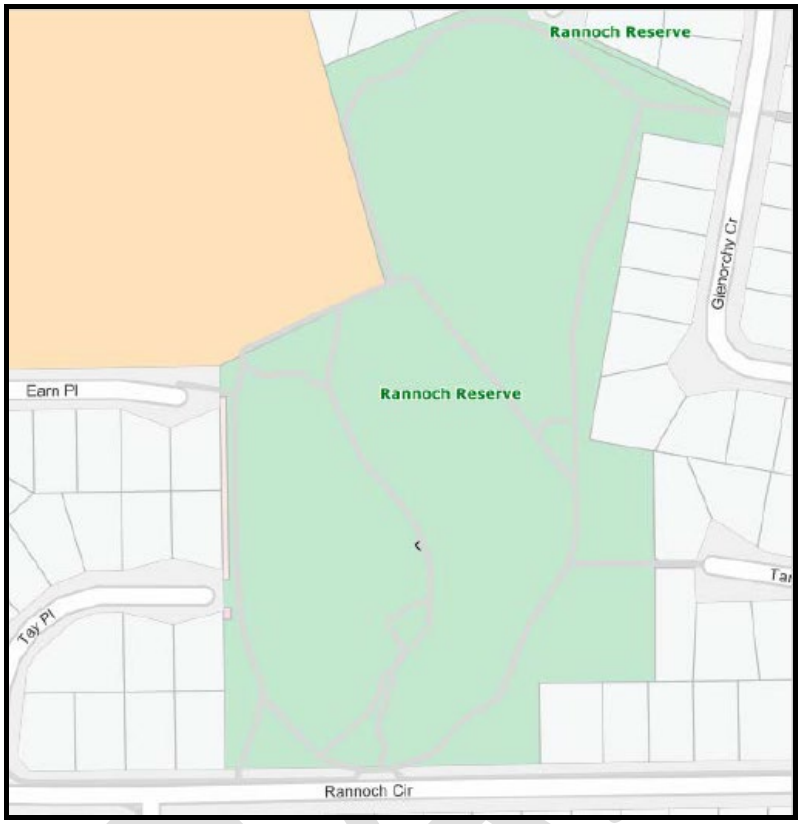
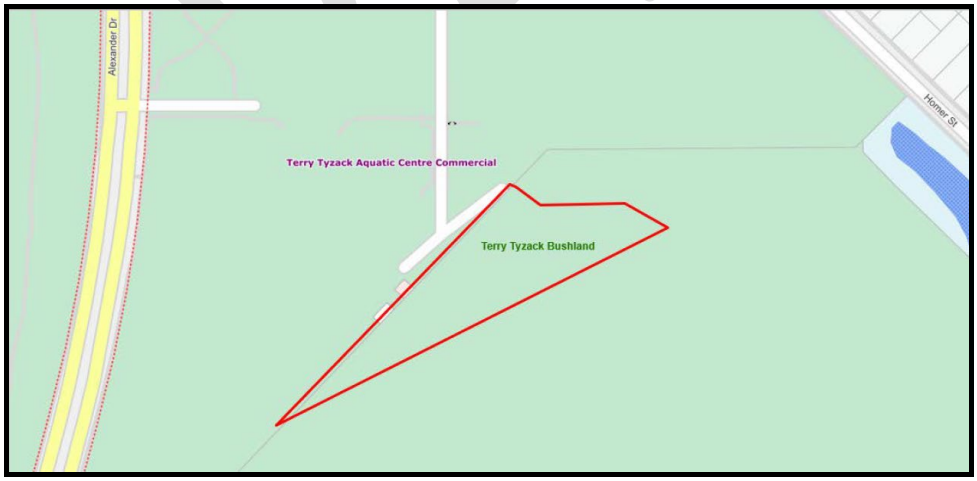


Map 16 - Rannoch Reserve



Map 17 - Terry Tyzack Bushland

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Map 18 - Richard Guelfi Reserve

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Map 19 - Aintree Eglinton Reserve

Map 20 - Wythburn Redcliffe Reserve

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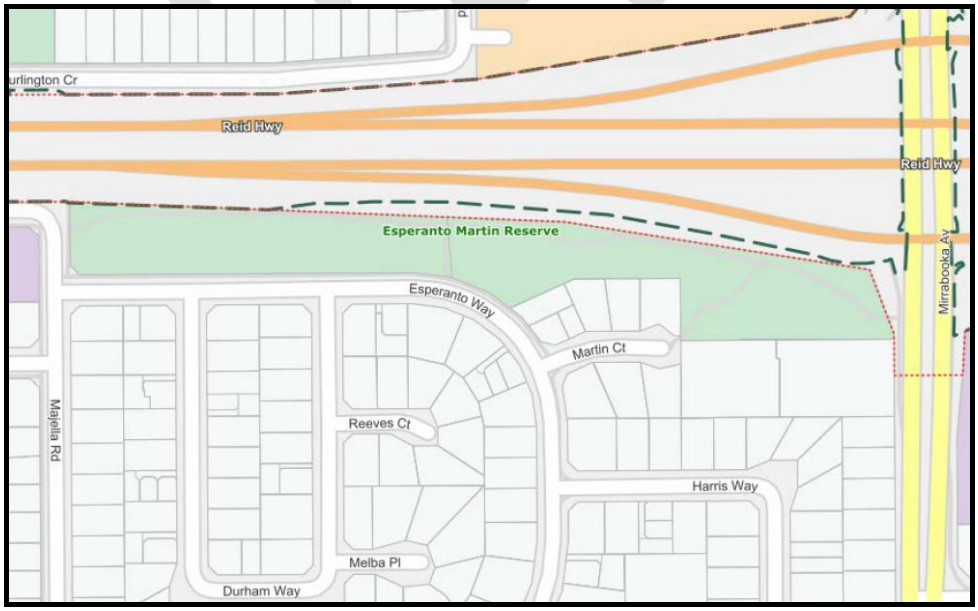
Map 21 - Herb Elliott Reserve



Map 22 – Esperanto Martin Reserve

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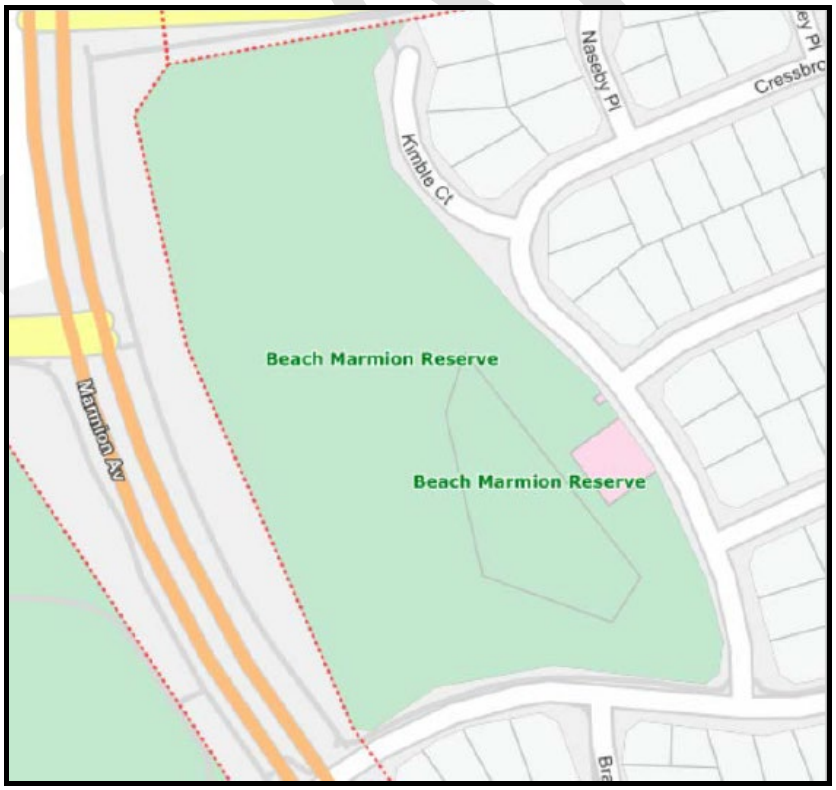
Map 23 - Charles Riley Memorial Reserve



Map 24 - Beach Marmion Reserve

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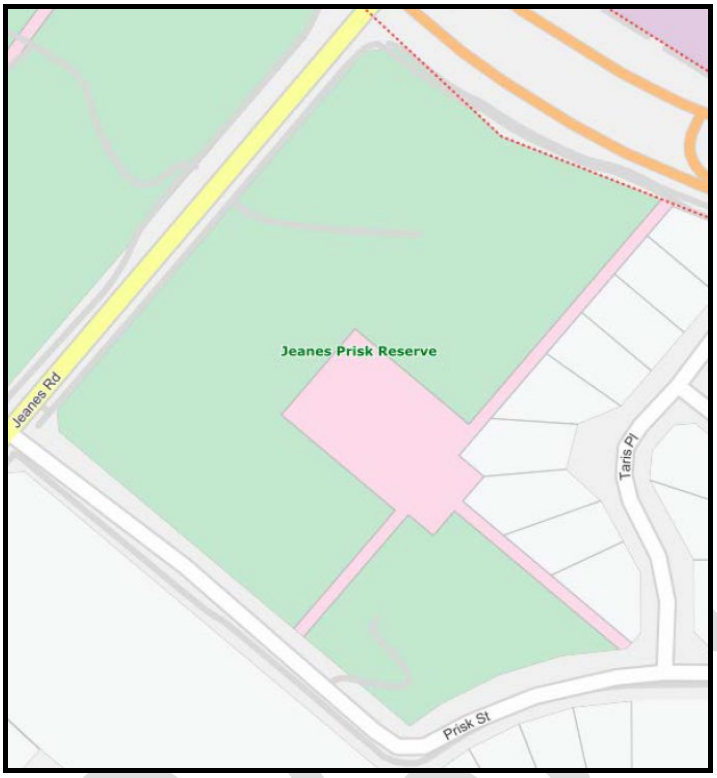

Map 25 - Jeanes-Prisk Reserve

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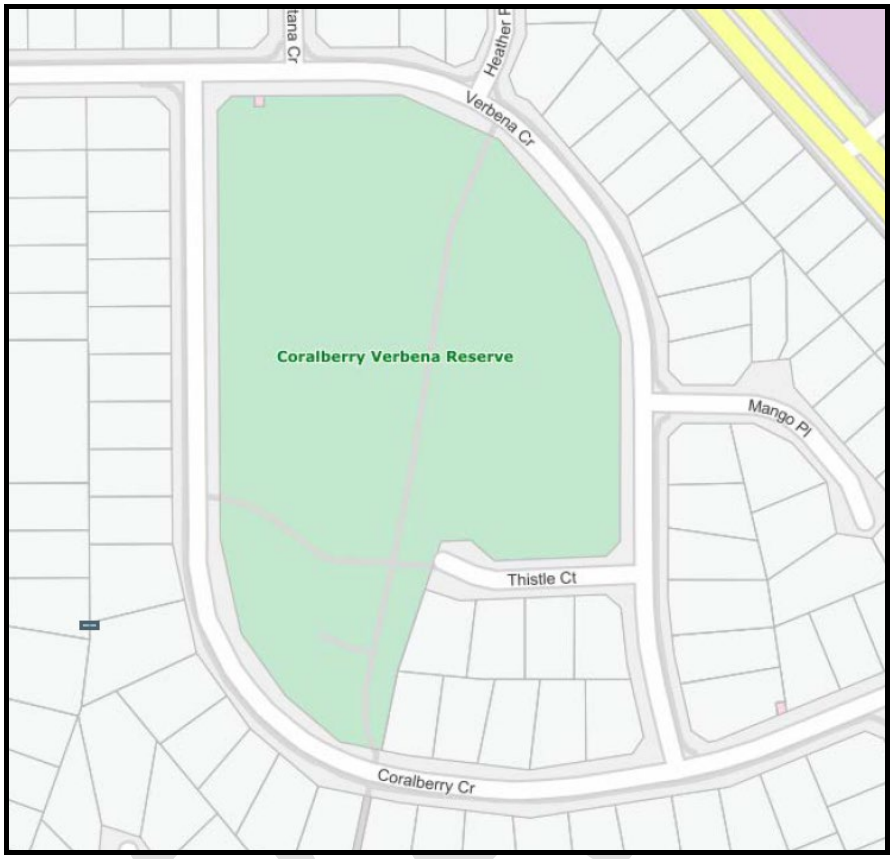
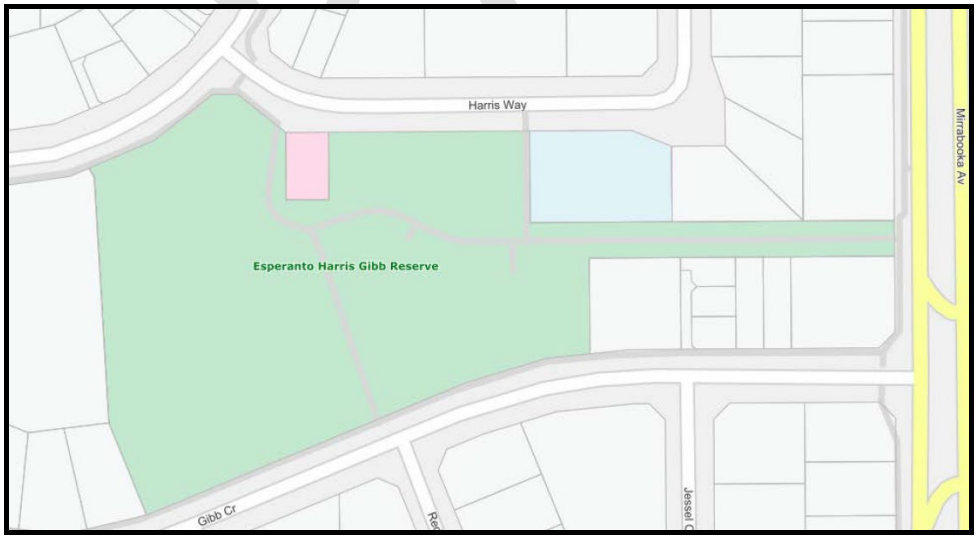


Map 26 - Coralberry Verbena Reserve



Map 27 - Esperanto Harris Gibb Reserve

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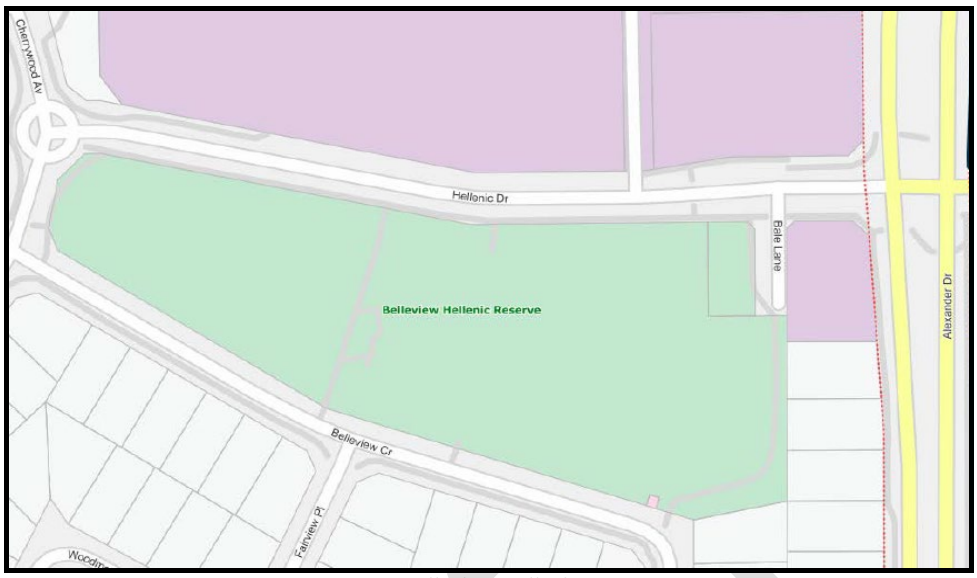
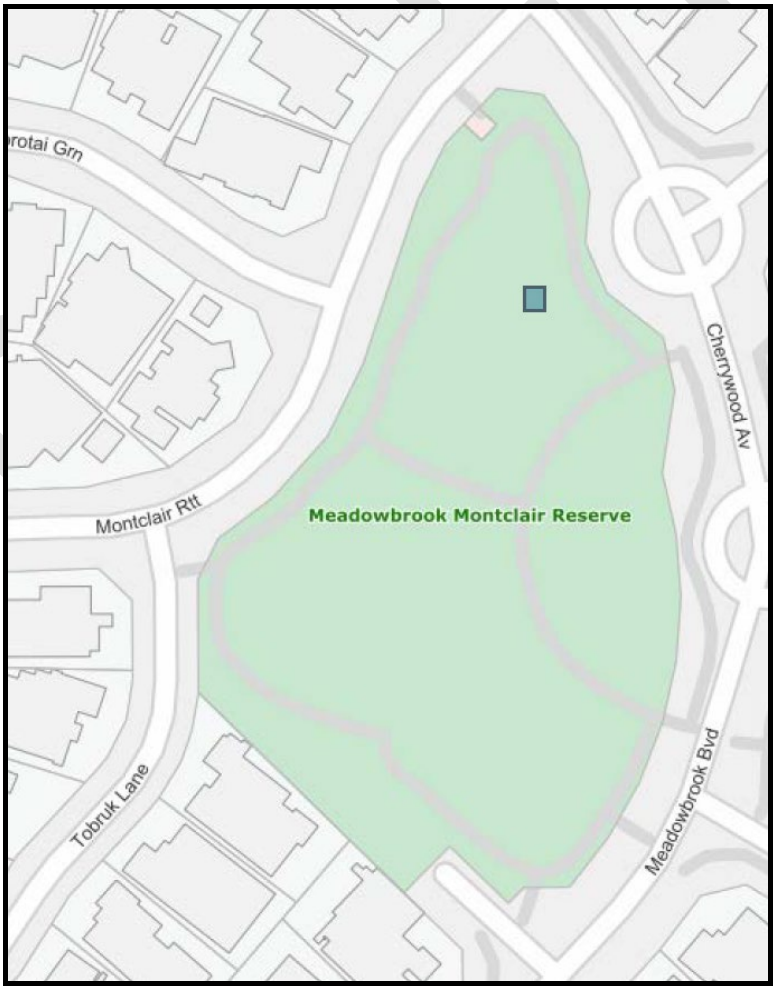


Map 28 – Belleview Hellenic Reserve



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Map 29 - Meadowbrook Montclair Reserve

Map 30 - Chellaston Edlaston Reserve

Map 31 – Redunca Coronata Reserve

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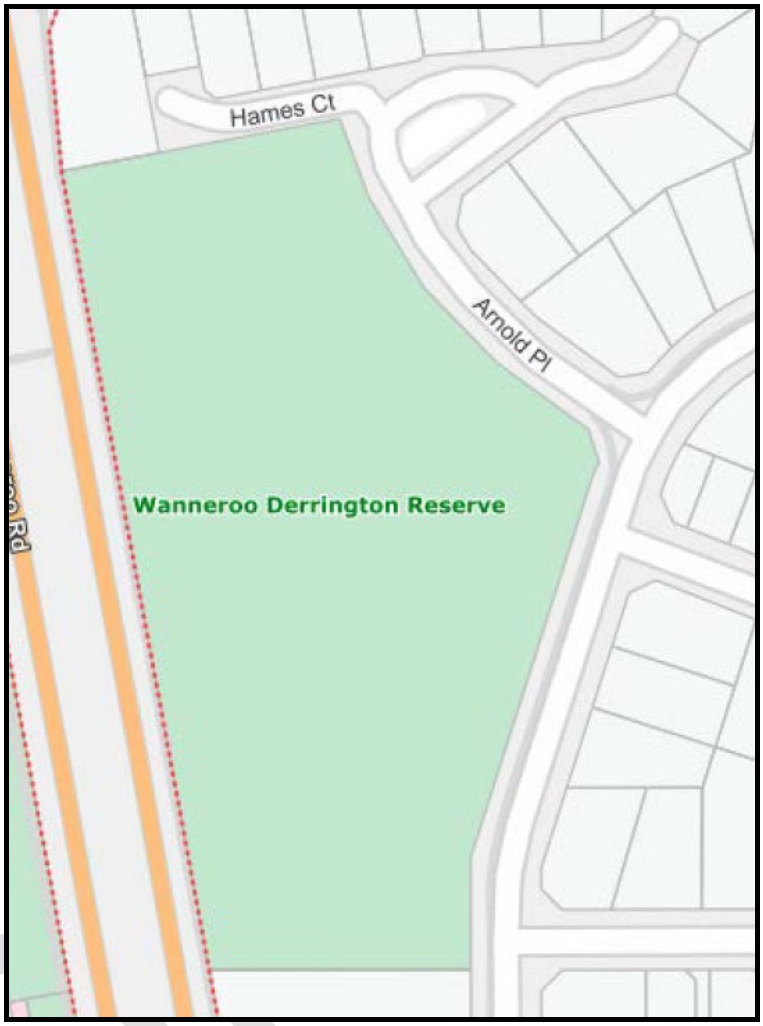

Map 32 – Wanneroo Derrington Reserve

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Map 33 - Emerald Marmion Reserve

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Map 34 - Careniup Wetlands Reserve

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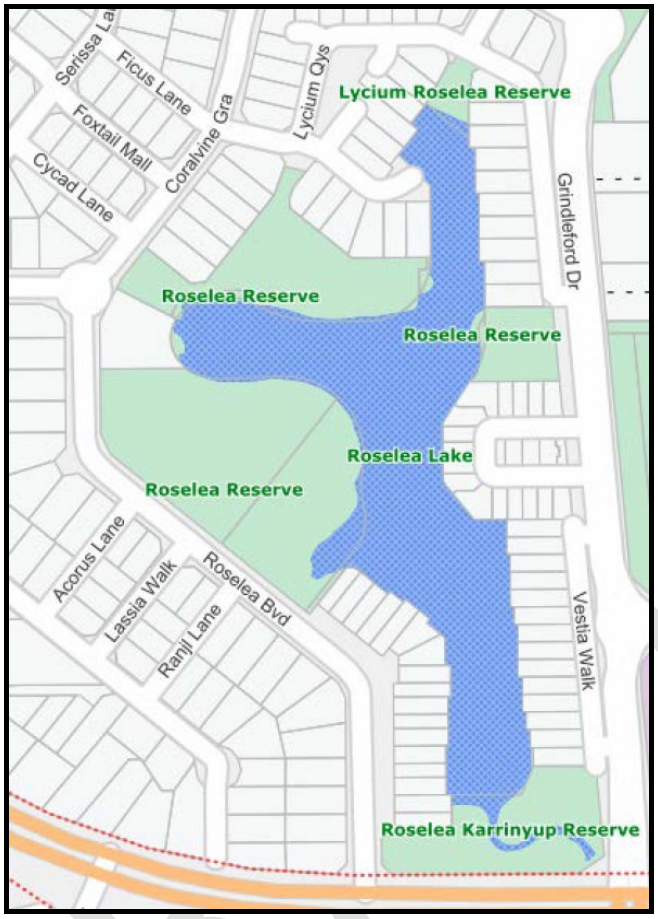

Map 35 - Roselea Reserve

Map 36 - Sattelberg Prevelly Reserve

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Map 37 - Jackson Duke Wheeler Reserve

Map 38 - Heritage Park

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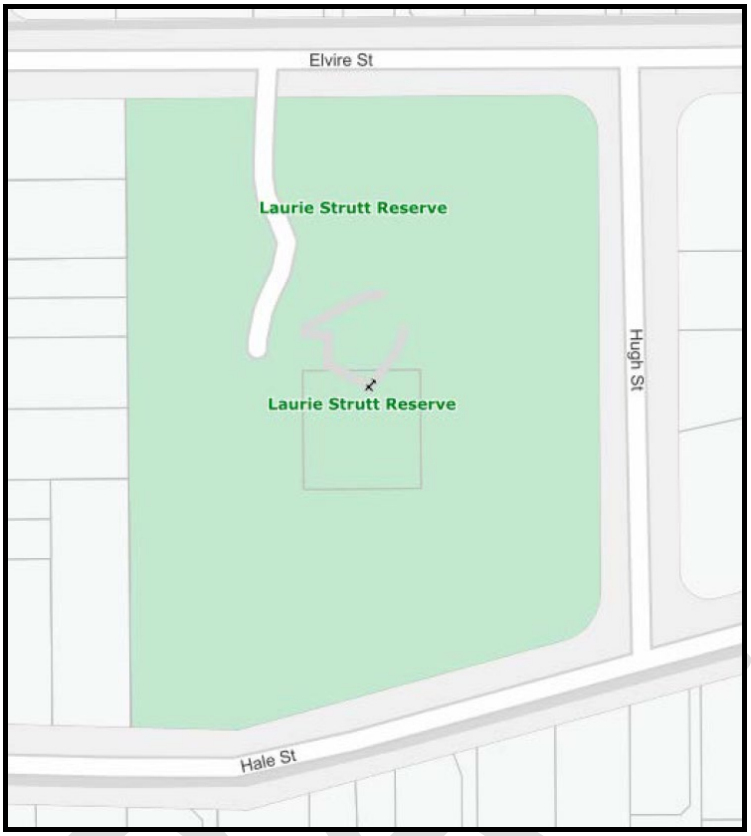

Map 39 - Laurie Strutt Reserve

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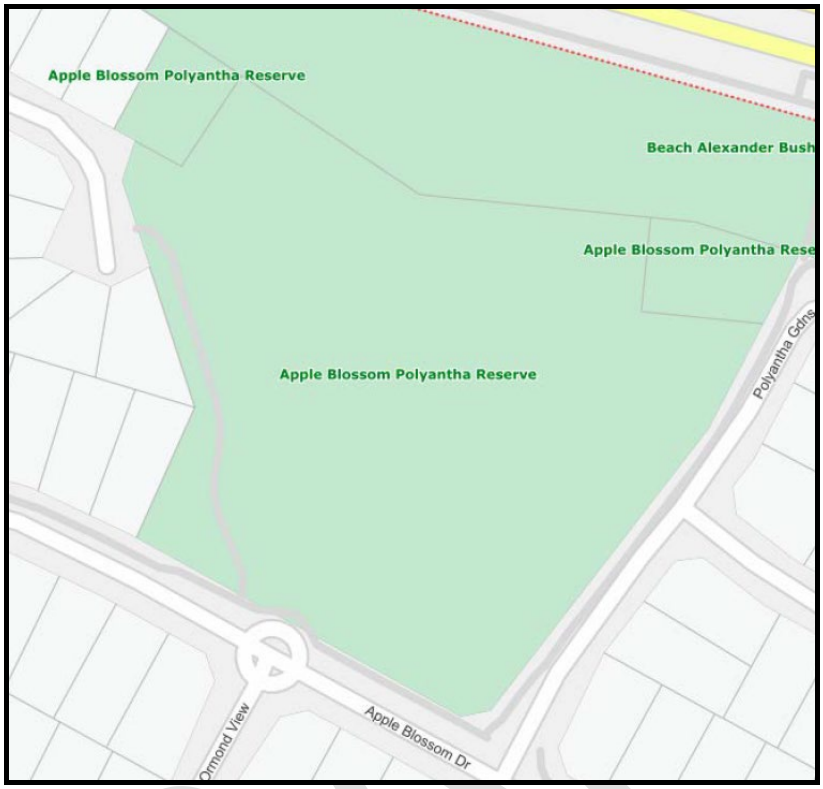

Map 40 - Apple Blossom Polyantha Reserve

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Map 41 - Clarko Reserve

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Map 42 – Talia Reserve

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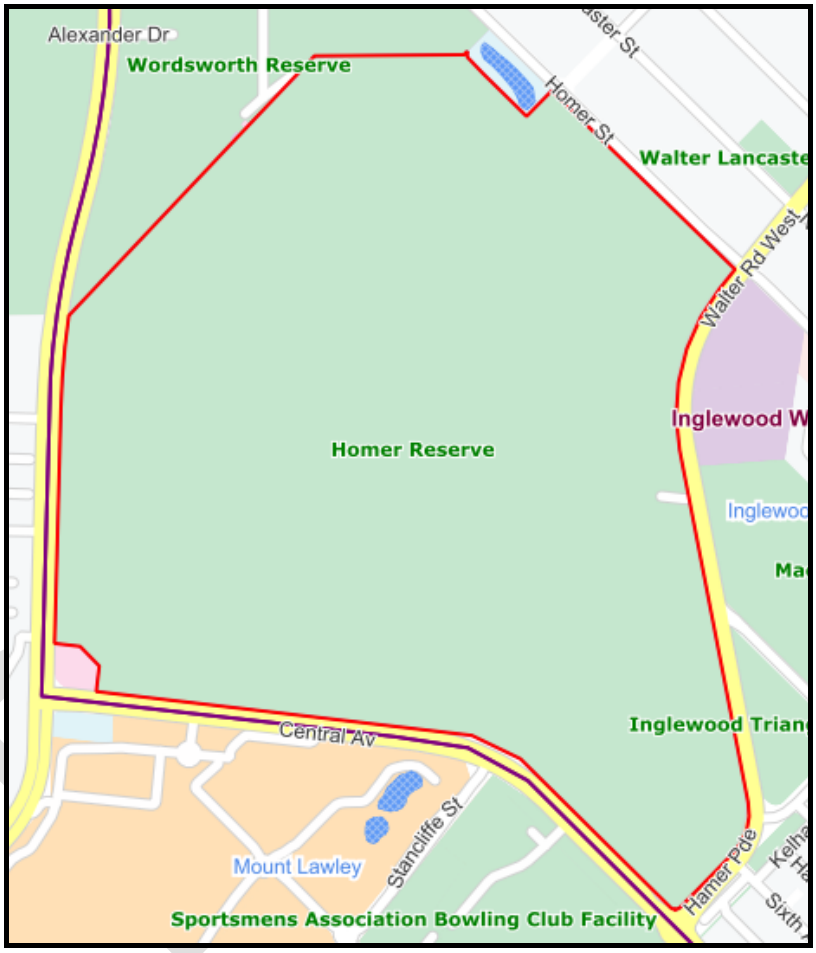

Map 43 – Homer Reserve

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SCHEDULE 2

Modified Penalties

ITEM No	CLAUSE No	NATURE OF OFFENCE	MODIFIED PENALTY	MODIFIED PENALTY – within Cat Prohibited Area or Fauna Protection Buffer Zone
			$	$
1.	3.4(1)(a)	Failure of an owner to hold a permit when keeping more than the standard number of cats on premises not in a Fauna Protection Buffer Zone	250.00	500.00
2.	3.4(1)(b)	Use of premises as cattery or cat management facility without permit	250.00	500.00
3.	3.4(2)	Failure of an owner to hold a permit when keeping a cat on premises in a Fauna Protection Buffer Zone		500.00
4.	3.10	Breach of a condition of a permit	250.00	500.00
5.	3.11(2)	Breach of a cat control notice	250.00	500.00
6.	2.2	Cat in Cat Prohibited Area		500.00
7.	2.1(1)	Cat causing a nuisance	250.00	500.00
8.	2.1(4)	Failure to abate a nuisance	250.00	500.00

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Proposed Cats Local Law 2025

Consultation Report August 2025

Background
The City has drafted a proposed new *City of Stirling Cat Local Law 2025* to repeal and replace the City of Stirling *Keeping and Control of Cats Local Law 1999*.

Project
In July 2023, the City received community feedback to gain a deeper understanding of new and emerging issues related to the Keeping and Control of Cats Local Law 1999.

In early 2024, the *Keeping and Control of Cats Local Law 1999* underwent a statutory review as part of the Local Laws Review - 2024, during which the public was invited to provide comments.

On 25 June 2024, the outcomes of public consultation were presented to Council. At this meeting, Council resolved for the *Keeping and* Control of Cats Local Law 1999 to be amended (Council Resolution Number 0624/018).

On 27 May 2025, Council considered and resolved to advertise a proposed *Cat Local Law 2025*, which, if made, would repeal and replace the Keeping and Control of Cats Local Law 1999 (Council Resolution Number 0624/018).

Legislation is required to be reviewed from time to time to ensure it reflects current practice and anticipates future needs.
The drafting of the proposed *Cat Local Law 2025* has been completed, guided by the following themes:

- Consider the appropriateness of the number of cat-prohibited areas to provide increased protection of flora and fauna within natural areas from cats.
- Review the requirements for permits for the number of cats per property.
- The potential removal of permits to identify cat owners.
- Ensuring alignment with the *Cat Act 2011* (WA).

Consultation

The Proposed Cats Local Law 2025 was out for consultation between 19 June to 15 August 2025. During this period the project page saw 1,383 page views. And the news article *Proposed Cats Local Law: what pet owners should know* received 2,042 page views.

A paid social media campaign linking to the news article ran from 4 July to 17 July 2025, reaching 13,774 people, generating 24,400 impressions, 3,568 clicks, and achieving a 14.62% click-through rate.

The Public notice was published in Perth Now Central, Stirling and Western Suburbs newspapers on Thursday 19 June 2025, This public notice was also posted to the CoS website (public notices webpage), LinkedIn and across the City's public noticeboards throughout each of the Stirling Libraries locations and Stirling admin reception.

The project was also promoted through several newsletters:

- Stirling Scene (2 July 2025) had a 58.35% open rate and 92 unique clicks on the proposed cat laws link
- Locally-led newsletter (4 July 2025) had a 58.15% open rate and 70 unique clicks on the proposed cat laws link
- Community Safety newsletter (July 2025) had a 73.61% open rate with 26 unique clicks on the proposed cat laws link.

These combined efforts reflect strong engagement and awareness across multiple communication channels.

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	119 (85.61%)	4 (80%)	123 (85.42%)
Object	N/A	N/A	20 (14.39%)	1 (20%)	21 (14.58%)
Total responses	N/A	N/A	139	5	144

Summary of support for the proposal: Feedback raised

Feedback Reference	Number of comments*	Feedback theme	Description
1	81	Wildlife protection	Many submissions support the proposal, emphasising the urgent need to protect native wildlife from predation by roaming cats. Contributors mention the destruction of birds, reptiles, and small mammals, and advocate for expanded cat-prohibited areas and buffer zones to safeguard vulnerable species and local ecosystems.
2	10	Cat Containment	A number of submissions support strict containment measures, such as keeping cats indoors, in cat runs, or on leashes, and prohibiting free roaming. Many urge for full containment requirements, curfews, and parity with dog control laws. Some opposition arises over the perceived cruelty or impracticality of indoor-only policies

3	4	Limiting Cat Numbers	Several submissions support capping the number of cats per household (commonly two), citing benefits for wildlife and easier enforcement.
4	3	Enforcement	Supporters call for robust enforcement, including fines, trapping, and clear reporting mechanisms.
5	14	Responsible Ownership	Many submissions advocate for promoting responsible ownership through education, mandatory microchipping, sterilization, and incentives for 'catio' construction. Supporters highlight the need for public campaigns and rebates, while some object to perceived overreach or lack of focus on unregistered cats.
6	28	Other	Submissions generally supportive for the proposal but do not focus on a specific theme. Some suggest that the law should apply to the City-wide, not just certain areas. Others call for even stricter rules, such as full containment at all times or mandatory nighttime containment. A few simply express agreement or support without elaboration (e.g., "Yes" or "X"). Some mention the need for consistency with laws for other domestic animals or suggest additional measures like devices to protect bird life.

***Please note that respondents may have touched on multiple feedback themes.**

The City received one detailed submission in support of the proposed local law. The theme of this submission was that the proposed local law should promote City-wide cat containment methods.

Summary of objections to the proposal: Feedback raised

Feedback Reference	Number of comments*	Feedback theme	Description
1	11	Cost and Social Impact	Opposition and concern arise regarding the financial burden on owners and ratepayers, especially for containment infrastructure and permit fees. Submissions highlight potential negative impacts on cat welfare, mental health, and risk of pet dumping, as well as the need for incremental change and support for renters.
2	2	Opposition to Containment	Some opposition arises over the perceived cruelty or impracticality of indoor-only policies.
3	2	Opposition to Cat Limits	Opposition is voiced by those concerned about impacts on responsible owners, adopters, foster carers, and animal welfare, especially for multi-cat households.
4	3	Animal Welfare and Other Ecological Issues	Some submissions oppose the proposed local law, arguing that cats are not the main cause of wildlife decline, and that containment may harm cat welfare. Some suggest focusing on broader ecological issues such as habitat loss and rodent management.
5	3	Other	These submissions often object to the proposal but do not fit neatly into the main themes. Some believe the proposed law does not go far enough and advocate for even stricter containment. Others express that their objection is conditional, pending clarification of the law's language or details.

***Please note that respondents may have touched on multiple feedback themes.**

The City received three detailed submissions objecting to the proposed local law. The themes of these submissions were as follows:

1. The intention of the local law is supported, but it primarily penalises responsible cat owners, rather than address the core issue of responsible pet ownership.
2. Objected to the proposed local law until some of the language of the local law, and the provisions concerning control notices following a complaint, were clarified.
3. The proposed local law would significantly impact cat rescue centres operating with a foster-based model. The proposed local law would risk a diminished pool of foster carers and increased intake of cats, which would lead to further financial stress and reduced capacity to reduce cat welfare. Additionally, the submission was supportive of consistent state-wide framework, which it is advocating for.

12.2/GOV5 THOROUGHFARES AND PUBLIC PLACES LOCAL LAW 2009 - STATUTORY REVIEW - OUTCOMES OF ADVERTISING

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

Role

Legislative - *Making local laws, policies and planning instruments.*

Council Resolution

1125/051

Moved Councillor Creado, seconded Councillor Proud

1. **That Council NOTES the outcomes of advertising of the statutory review of the Throughfares and Public Places Local Law 2009.**

2. **That Council NOTES that completing this statutory review satisfies the City's Local Law review compliance obligations under the *Local Government Act 1995* and its transition provisions under Local Government reform.**

3. **That an Elected Member Workshop be SCHEDULED in early 2026 to facilitate renewed consideration of the Throughfares and Public Places Local Law 2009 and to establish a clear roadmap for implementing any amendments or introducing a new local law.**

The motion was put and declared CARRIED (13/0) by exception resolution.

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

Committee Recommendation

1. That Council NOTES the outcomes of advertising of the statutory review of the Throughfares and Public Places Local Law 2009.

2. That Council NOTES that completing this statutory review satisfies the City's Local Law review compliance obligations under the *Local Government Act 1995* and its transition provisions under Local Government reform.

3. That an Elected Member Workshop be SCHEDULED in early 2026 to facilitate renewed consideration of the Throughfares and Public Places Local Law 2009 and to establish a clear roadmap for implementing any amendments or introducing a new local law.

Officer's Recommendation

1. That Council NOTES the outcomes of advertising of the statutory review of the Throughfares and Public Places Local Law 2009.

2. That Council NOTES that completing this statutory review satisfies the City's Local Law review compliance obligations under the *Local Government Act 1995* and its transition provisions under Local Government reform.

3. That an Elected Member Workshop be SCHEDULED in early 2026 to facilitate renewed consideration of the Throughfares and Public Places Local Law 2009 and to establish a clear roadmap for implementing any amendments or introducing a new local law.

Purpose

To present the outcomes of the statutory review of the Thoroughfares and Public Places Local Law 2009.

Details

The Thoroughfares and Public Places Local Law 2009 has not undergone a formal statutory review since 2017.

In accordance with Section 3.16 of the *Local Government Act 1995*, the City is required to periodically review its local laws. As part of local government reform, the review period is being extended from eight years to 15 years. However, before this change takes effect, the City must still complete a statutory review of its local laws by December 2026. If this review is not undertaken prior to December 2026, the local law would be repealed.

This review will fulfill the City's legislative obligations for local law reviews, whilst balancing historical resolutions regarding the local law, and the changing landscape of Local Government reform.

On 25 September 2025, the City gave local public notice of its intention to the review the Thoroughfares and Public Places Local Law 2009. Members of the public were invited to provide a submission to the City prior to 6 November 2025. The City received one submission, which advocated for amendments to the local law to include modern principles of accessibility, active transport and family-friendly design.

Recent History of the Thoroughfares and Public Places Local Law 2009

The Thoroughfares and Public Places Local Law 2009 has been considered by Council on multiple occasions since its adoption in 2009. At its meeting held 11 February 2020, Council considered a draft City of Stirling Streets and Public Places Local Law 2019, which was proposed to replace the existing local law. Council subsequently endorsed (Council Resolution Number 0220/023) the following actions:

- Amend the content and intent of Clause 1.4 of the draft Streets and Public Places Local Law 2019;
- Undertake community consultation with the building industry and the business community prior to commencing the formal process to adopt the proposed City of Stirling Streets and Public Places Local Law 2019;
- Facilitate a community workshop to seek community input into the review;
- Engage with the then Department of Local Government, Sport and Cultural Industries and the Delegated Legislation Committee; and
- Commence preparation of a series of draft Deemed Permit Policies under the local law.

The City also consulted with LGIS regarding any potential risks associated with a Deemed Permit Policy scheme under that draft local law.

The community workshop did not occur due to the COVID-19 Pandemic, and a community survey was conducted instead, which received 491 responses.

At its meeting held 5 July 2022, Council resolved (Council Resolution Number 0722/005) to defer the local law-making process for the draft Streets and Public Places Local Law 2022 until the Local Government Act reforms came into force, which was expected to occur in 2023. Although the local government reform included a proposal for standardised local laws, only the Meeting Procedures law has been released to date for public consultation.

On 25 June 2024, Council resolved to resume the local law-making process for the draft Streets and Public Places Local Law. However, progress has since stalled. Given the significant complexity and uncertainty often involved in developing local laws, it was considered more suitable to first undertake the mandatory statutory review required under reform before proceeding further.

The proposed Deemed Permit Policy scheme was anticipated to generate interest and invite careful consideration, prompting uncertainty around whether it would meet the approval requirements of the Joint Standing Committee on Delegated Legislation ahead of the December 2026 deadline. Undertaking the statutory review was therefore deemed a prudent and necessary first step.

Importantly, completing this review ensures that, should there be delays in progressing a revised or new version of the Thoroughfares and Public Places Local Law 2009 before December 2026, the City will not be left without a local law regulating activities on thoroughfares and public places.

Given the time elapsed since Council last considered the direction of the Thoroughfares and Public Places Local Law 2009, it is appropriate to seek renewed direction and provide updated advice on the feasibility of certain aspects of the draft Streets and Public Places Local Law.

To support this, it is recommended that an Elected Member Workshop be scheduled in early 2026. This workshop will provide an opportunity to establish a clear and definitive roadmap for implementing any amendments or introducing a new local law, without the additional requirement to meet the December 2026 deadline to undertake a statutory review. At this Workshop, the City can also propose amendments to strengthen the abandoned shopping trolley provisions, pending Council's resolution regarding the proposed Shopping Trolley Local Law 2025 (contained in this agenda as a separate item).

Financial Assessment and Implications

Nil.

Stakeholder Engagement

In accordance with Section 3.16(2) of the *Local Government Act 1995* an advertisement was placed on 25 September 2025 on LinkedIn; the City's website and on all notice boards in the City's Administration Centre, Recreation Centres and Libraries and in Perth Now – Stirling and Perth Now – Central. The advertisement was also published in the Post newspaper on 27 September 2025, and in Perth Now – Western Suburbs on 2 October 2025.

Recommended Action

Based on need for further direction on the Thoroughfares and Public Places Local Law 2009, it is recommended that Council notes feedback received during the statutory review process, and notes that an Elected Member Workshop will be held with Council early in early 2026 to facilitate renewed consideration of the Thoroughfares and Public Places Local Law 2009.

Relevant Policies, Legislation and Council Resolutions

Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
11 February 2020	0220/023	2. That Council ENDORSES consultation on the draft City of Stirling Streets and Public Places Local Law 2019 to: a. Undertake community consultation with the Building Industry and the business community prior to commencing the formal process to adopt the proposed City of Stirling Streets and Public Places Local Law 2019; b. Facilitate a community workshop to seek community input into the proposed City of Stirling Streets and Public Places Local Law 2019; c. Engage with the Department of Local Government, Sport and Cultural Industries and the Delegated Legislation Committee to explain the changes that are driving the new regulatory approach; and d. Commence preparation of a series of draft Deemed Permit Policies under the local law to aid understanding of how the new regime would apply in specific circumstances.
5 July 2022	0722/005	1. That the legislative local law making process for the proposed City of Stirling Streets and Public Places Local Law 2022 be DEFERRED until the Local Government Act reforms come into force in 2023. 2. That the legislative local law making process for the proposed City of Stirling Streets and Public Places Local Law 2022 PROCEEDS in 2023, with a community workshop being held.
25 June 2024	0624/018	3. That Council PROGRESSES the legislative local law-making process for the City of Stirling Parking Amendment Local Law and the proposed City of Stirling Streets and Public Places Local Law.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

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 Information

Attachments

Attachment 1 - Thoroughfares and Public Places Local Law 2009 ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

City of Stirling

THOROUGHFARES AND PUBLIC PLACES LOCAL LAW 2009

Local Government Act 1995

City of Stirling

Thoroughfares and Public Places Local Law 2009

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Local Government Act 1995

City of Stirling

Thoroughfares and Public Places Local Law 2009

Under the powers conferred by the *Local Government Act 1995* and all other powers enabling it, the Council of the City of Stirling resolved on 3 March 2009 to make this local law.

Part 1 - Preliminary

1.1 Citation

This local law may be cited as the *City of Stirling Thoroughfares and Public Places Local Law 2009*.

1.2 Commencement

This local law commences on the 14th day after the day on which it is published in the *Government Gazette*.

1.3 Application

This local law applies throughout the district.

1.4 Repeal

The City Of Stirling Local Laws 241 – 280 (Prevention Of Damage To, Obstruction Of And Misuse Of Streets And Council Property), 282 ,486 – 490 (Street Lawns And Gardens), 655 – 666 (Hawkers And Stallkeepers), 730 – 744 (Street Trading), published in the *Government Gazette* on 12 May 1971, are repealed.

1.5 Definitions and interpretation

In this local law -

"Act" means the *Local Government Act 1995*;

"applicant" means a person who applies for a permit;

"authorised person" means a person authorised by the City under section 9.10 of the Act to perform any of the functions of an authorised person under this local law;

"built-up area" has the meaning given to it in the *Road Traffic Code 2000*;

"***built-up area*** means the territory contiguous to and including any road –
(a) on which there is provision for street lighting at intervals of not over 100m for a distance of at least 500m or, if the road is shorter than 500m, for the whole road; or
(b) which is built up with structures devoted to business, industry or dwelling houses at intervals of less than 100m for a distance of 500m or more;"

[Regulation 3 of the *Road Traffic Code 2000*]

"bulk rubbish container" means a bin or container designed or used for holding a substantial quantity of rubbish and which is unlikely to be lifted without mechanical assistance, but does not include a bin or container used in connection with the City's regular domestic rubbish collection service;

"carriageway" has the meaning given to it in the *Road Traffic Code 2000*;

"***carriageway*** means a portion of a road that is improved, designed or ordinarily used for vehicular traffic, and includes the shoulders, and areas, including embayments, at the side or centre of the carriageway, used for the stopping or parking of vehicles; and, where a road has 2 or more of those portions divided by a median strip, the expression means each of those portions, separately;"

[Regulation 3 of the *Road Traffic Code 2000*]

"CEO" means the chief executive officer of the City;

"charitable organisation" means an institution, association, club, society or body whether incorporated or not, the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature and from which any member does not receive any pecuniary profit except where the member is an employee or the profit is an honorarium;

"City" means the City of Stirling;

"City property" means anything except a thoroughfare –

(a) which belongs to the City;

(b) of which the City is the management body under the *Land Administration Act 1997*; or

(c) which is an 'otherwise unvested facility' within section 3.53 of the Act;

"***otherwise unvested facility*** means a thoroughfare, bridge, jetty, drain, or watercourse belonging to the Crown, the responsibility for controlling or managing which is not vested in any person other than under this section."

[Section 3.53 of the *Local Government Act 1995*]

"commencement day" means the day on which this local law comes into operation;

"Council" means the council of the City;

"crossing" means a crossing giving access from a public thoroughfare to -

(a) private land; or

(b) a private thoroughfare serving private land;

"crossover" has the same meaning as crossing;

Note: crossings are also dealt with in regulations 12 to 15 of the Local Government (Uniform Local Provisions) Regulations 1996. Those include provisions relating to construction, cost sharing, repair, and crossings affecting declared main roads.

"district" means the district of the City;

"footpath" has the meaning given to it in the *Road Traffic Code 2000*;

> "***footpath*** means an area that is open to the public that is designated for, or has as one of its main uses, use by pedestrians;"
>
> [Regulation 3 of the *Road Traffic Code 2000*]

"garden" means any part of a thoroughfare which is planted, developed or treated, otherwise than as a lawn, with one or more plants but does not include the planting of a tree;

"intersection" has the meaning given to it in the *Road Traffic Code 2000*;

> "***intersection*** means –
>
> (a) the area where 2 or more carriageways meet; or
>
> (b) the area within which vehicles, travelling by, on or from different carriageways may come into conflict;"
>
> [Regulation 3 of the *Road Traffic Code 2000*]

"kerb" includes the edge of a carriageway;

"lawn" means any part of a thoroughfare which –

(a) is planted, by any person, only with grass, or with a similar plant; or

(b) is planted, by the City, with any other plant;

"liquor" has the meaning given to it in section 3 of the *Liquor Control Act 1988*;

> "***liquor*** means —
>
> (a) a substance intended for human consumption which at 20° Celsius contains more than 1.15% ethanol by volume, or such other proportion as is prescribed; and
>
> (b) any other substance prescribed as being liquor for the purposes of this Act; and
>
> (c) any thing that, for the purposes of sale, is held out to be such a substance;"
>
> [Section 3 of the *Liquor Control Act 1988*]

"lot" has the meaning given to it in the *Planning and Development Act 2005*;

> "***lot*** means a defined portion of land —
>
> (a) depicted on a plan or diagram available from, or deposited with, the Authority and for which a separate Crown grant or certificate of title has been or can be issued; or
>
> (b) depicted on a diagram or plan of survey of a subdivision approved by the Commission; or
>
> (c) which is the whole of the land the subject of —
>
> (i) a Crown grant issued under the *Land Act 1933*[2]; or
>
> (ii) a certificate of title registered under the *Transfer of Land Act 1893*; or

(iii) a survey into a location or lot under section 27(2) of the *Land Administration Act 1997* or a certificate of Crown land title the subject of such a survey; or

(iv) a part-lot shown on a diagram or plan of survey of a subdivision deposited with the Authority; or

(v) a conveyance registered under the *Registration of Deeds Act 1856*,

but does not include a lot in relation to a strata scheme, a lot in relation to a survey-strata scheme, or a lot shown as common property on a survey-strata plan, as those terms are defined in the *Strata Titles Act 1985*;"

[Section 4 of the *Planning and Development Act 2005*]

"nature strip" has the meaning given to it in the *Road Traffic Code 2000*;

"***nature strip*** means an area between a carriageway and the front boundary of adjacent land, but does not include a path;"

[Regulation 3 of the *Road Traffic Code 2000*]

"occupier", in relation to land, does not include the City;

"***occupier*** where used in relation to land means the person by whom or on whose behalf the land is actually occupied or, if there is no occupier, the person entitled to possession of the land, and includes a person in unauthorised occupation of Crown land and where under a licence or concession there is a right to take profit of Crown land specified in the licence or concession, means the person having that right;"

[Section 1.4 of the *Local Government Act 1995*]

"owner", in relation to land, does not include the City;

"***owner***, where used in relation to land —

(a) means a person who is in possession as —

(i) the holder of an estate of freehold in possession in the land, including an estate or interest under a contract or an arrangement with the Crown or a person, by virtue of which contract or arrangement the land is held or occupied with a right to acquire by purchase or otherwise the fee simple; or

(ii) a Crown lessee or a lessee or tenant under a lease or tenancy agreement of the land which in the hands of the lessor is not rateable land under this Act, but which in the hands of the lessee or tenant is by reason of the lease or tenancy rateable land under this or another Act for the purposes of this Act; or

(iii) a mortgagee of the land; or

(iv) a trustee, executor, administrator, attorney, or agent of a holder, lessee, tenant, or mortgagee, mentioned in this paragraph;

or

(b) where there is not a person in possession, means the person who is entitled to possession of the land in any of the capacities mentioned in paragraph (a), except that of mortgagee; or

(c) where, under a licence or concession there is a right to take profit of Crown land specified in the licence or concession, means the person having that right; or

(d) where a person is lawfully entitled to occupy land which is vested in the Crown, and which has no other owner according to paragraph (a), (b), or (c), means the person so entitled; or

(e) means a person who —

(i) under the *Mining Act 1978*, holds in respect of the land a mining tenement within the meaning given to that expression by that Act; or

(ii) in accordance with the *Mining Act 1978* holds, occupies, uses, or enjoys in respect of the land a mining tenement within the meaning given to that expression by the *Mining Act 1904*; or

(iii) under the *Petroleum and Geothermal Energy Resources Act 1967* holds in respect of the land a permit, drilling reservation, lease or licence within the meaning given to each of those expressions by that Act;

or

(f) where a person is in the unauthorised occupation of Crown land, means the person so in occupation."

[Section 1.4 of the *Local Government Act 1995*]

"permissible verge treatment" means a treatment described in clause 2.7(2), and includes reticulation pipes and sprinklers installed for the purposes of the treatment;

"permit" means a permit issued under this local law;

"permit holder" means a person who holds a valid permit;

"person" does not include the City;

"premises" for the purpose of the definition of "public place" in both this clause and clause 5.1, means a building or similar structure, but does not include a carpark or a similar place;

"public place" includes a thoroughfare or place which the public are allowed to use, whether or not the thoroughfare or place is on private property, but does not include –

(a) premises on private property from which trading is lawfully conducted under a written law; and

(b) City property;

"Regulations" means the *Local Government (Functions and General) Regulations 1996*;

"sign" includes a notice, flag, mark, structure or device on which may be shown words, numbers, expressions or symbols;

"**thoroughfare"** has the meaning given to it in the Act, but does not include a private thoroughfare which is not under the management or control of the City;

"***thoroughfare*** means a road or other thoroughfare and includes structures or other things appurtenant to the thoroughfare that are within its limits, and nothing is prevented from being a thoroughfare only because it is not open at each end;"

[Section 1.4 of the *Local Government Act 1995*]

"town planning scheme" means a town planning scheme of the City made under the *Planning and Development Act 2005*;

"tree" means woody perennial plant generally having a single stem or trunk which will grow to a height of approximately 4 metres or higher;

"vehicle" includes –

(a) every conveyance and every object capable of being propelled or drawn on wheels, tracks or otherwise; and

(b) an animal being ridden or driven,

but excludes –

(a) a wheel-chair or any device designed for use by a physically impaired person on a footpath; and

(b) a pram, a stroller or a similar device; and

"verge" means that part of a thoroughfare between the carriageway and the land which abuts the thoroughfare and includes a nature strip, but does not include a footpath.

[Clause 1.5 amended by Government Gazette No. 64 of 2011]

Part 2 - Activities in thoroughfares and public places

Division 1 - General

2.1 General prohibitions

A person must not -

(a) remove or kill by felling, poison or any other means a tree on a verge area or thoroughfare or verge unless the person is -

(i) acting under authority of a permit issued by the City; or

(ii) a City employee or contractor engaged by the local government to undertake work in relation to a particular tree or trees on thoroughfares in the district or on City property generally; or

(iii) acting under authority of a written law.

(b) damage a lawn or a garden or remove any plant or part of a plant from a lawn or a garden that is not a tree unless –

(i) the person is the owner or the occupier of the lot abutting that portion of the thoroughfare and the lawn or the garden or the particular plant has not been installed or planted by the City; or

(ii) the person is acting under the authority of a written law;

(c) place, or allow to be placed or remain, on a thoroughfare or verge any thing (except water) that –

(i) obstructs the thoroughfare or verge; or

(ii) results in a hazard for any person using the thoroughfare or verge;

(d) unless at the direction of the City, damage, remove or interfere with any part of a thoroughfare, or any structure erected on a thoroughfare by the City or a person acting under the authority of a written law;

(e) play or participate in any game or sport so as to cause danger to any person or thing or impede the movement of vehicles or persons on a thoroughfare;

(f) within a mall, arcade or verandah of a shopping centre, ride any bicycle, skateboard, rollerblades or similar device; or

(g) install a tree on the verge unless approved in writing by the City.

[Clause 2.1 amended by Government Gazette No. 64 of 2011]

2.2 Activities allowed with a permit - general

(1) A person must not, without a permit –

(a) dig or otherwise create a trench through or under a kerb or footpath;

(b) subject to Division 3 of this Part, throw, place or deposit any thing on a verge except for removal by the City under a bulk rubbish collection, and then only in accordance with the terms and conditions and during the period of time advertised by the City in connection with that collection;

(c) cause any obstruction to a vehicle or a person using a thoroughfare as a thoroughfare;

(d) cause any obstruction to a water channel or a water course in a thoroughfare;

(e) throw, place or drain offensive, noxious or dangerous fluid onto a thoroughfare;

(f) damage a thoroughfare, kerb or footpath;

(g) light any fire or burn any thing on a thoroughfare other than in a stove or fireplace provided for that purpose;

(h) unless installing, or in order to maintain, a permissible verge treatment -

(i) lay pipes under or provide taps on any verge; or

(ii) place or install, on any part of a thoroughfare, any thing such as gravel, stone, flagstone, cement, concrete slabs, blocks, bricks, pebbles, plastic sheeting, kerbing, wood chips, bark or sawdust;

(i) fell any tree onto a thoroughfare;

(j) provide, erect, install or use in or on any building, structure or land abutting on a thoroughfare any hoist or other thing for use over the thoroughfare;

(k) on a public place use anything or do anything so as to create a nuisance;

(l) place or cause to be placed on a thoroughfare or verge a bulk rubbish container;

(m) interfere with the soil of, or anything in, a thoroughfare or take anything from a thoroughfare; or

(n) prune or lop a tree on a verge or in a thoroughfare unless that person is -

(i) a City employee or contractor engaged by the City to undertake work in relation to a particular tree or trees on thoroughfares in the district or on City property generally; or

(ii) acting under authority of a written law.

(2) The City may exempt a person from compliance with subclause (1) -

(a) if that person complies with a policy issued by the City issued under clause 6.5 in relation to a specified activity in or on a thoroughfare, verge or footpath; or

(b) on the application of that person.

Note: Wherever a permit is required to be obtained under this local law, the provisions of Part 6 of this local law apply.

2.3 No possession and consumption of liquor on thoroughfare

(1) A person must not consume any liquor or have in her or his possession or under her or his control any liquor on a thoroughfare unless –

(a) that is permitted under the *Liquor Control Act 1988* or under another written law; or

(b) the person is doing so in accordance with a permit.

(2) Subclause (1) does not apply where the liquor is in a sealed container.

Division 2 - Vehicle crossings

2.4 Temporary crossing

(1) Where it is likely that works on a lot will involve vehicles leaving a thoroughfare and entering the lot, the person responsible for the works must obtain a permit for the construction of a temporary crossing to protect the existing carriageway, kerb, drains and footpath, where –

(a) a crossing does not exist; or

(b) a crossing does exist, but the nature of the vehicles and their loads is such that they are likely to cause damage to the crossing.

(2) The "person responsible for the works" in subclause (1) is to be taken to be –

(a) the builder named on the building licence issued under the *Local Government (Miscellaneous Provisions) Act 1960*, if one has been issued in relation to the works; or

(b) the registered proprietor of the lot, if no building licence has been issued under the *Local Government (Miscellaneous Provisions) Act 1960* in relation to the works.

(3) If the City approves an application for a permit for the purpose of subclause (1), the permit is taken to be issued on the condition that, until such time as the temporary crossing is removed, the permit holder must keep the temporary crossing in good repair and in such a condition so as not to create any danger or obstruction to persons using the thoroughfare.

2.5 Removal of redundant crossing

(1) Where works on a lot will result in a crossing no longer giving access to a lot, the crossing is to be removed and the kerb, drain, footpath, verge and any other part of the thoroughfare affected by the removal are to be reinstated to the satisfaction of the City.

(2) The City may give written notice to the owner or occupier of a lot requiring her or him to –

(a) remove any part of or all of a crossing which does not give access to the lot; and

(b) reinstate the kerb, drain, footpath, verge and any other part of the thoroughfare, which may be affected by the removal,

within the period of time stated in the notice, and the owner or occupier of the lot must comply with that notice.

Division 3 - Verge treatments

2.6 Definition

In this Division -

"acceptable material" means any material which will create a hard surface, and which appears on a list of acceptable materials maintained by the City.

2.7 Permissible verge treatments

(1) An owner or occupier of land which abuts on a verge may on that part of the verge directly in front of her or his land install a permissible verge treatment.

(2) A permissible verge treatment is –

(a) the planting and maintenance of a lawn;

(b) the planting and maintenance of a garden provided that -

(i) clear sight visibility is maintained at all times for a person using the abutting thoroughfare in the vicinity of an intersection or bend in the thoroughfare or using a driveway on land adjacent to the thoroughfare for access to or from the thoroughfare;

(ii) where there is no footpath, a pedestrian has safe and clear access of a minimum width of 2m along that part of the verge immediately adjacent to the kerb;

(iii) it does not include a wall or built structure

(iv) it is not of a thorny, poisonous or hazardous nature;

(c) the installation of an acceptable material; or

(d) the installation of an acceptable material in accordance with paragraph (c), and the planting and maintenance of either a lawn or a garden on the balance of the verge in accordance with paragraph (a) or (b).

[Clause 2.7 amended by Government Gazette No. 64 of 2011]

2.8 Only permissible verge treatments to be installed

(1) A person must not install or maintain a verge treatment which is not a permissible verge treatment.

(2) The owner and occupier of the lot abutting a verge treatment referred to in subclause (1) are each to be taken to have installed and maintained that verge treatment for the purposes of this clause and clause 2.9.

2.9 Obligations of owner or occupier

An owner or occupier who installs or maintains a permissible verge treatment must -

(a) keep the permissible verge treatment in a good and tidy condition and ensure, where the verge treatment is a garden or lawn, that a footpath on the verge and a carriageway adjoining the verge is not obstructed by the verge treatment;

(b) ensure the verge treatment does not cause a sight distance obstruction to any person using a footpath on the verge or a carriageway or crossing adjoining the verge or in proximity to it;

(c) not place any obstruction on or around the verge treatment;

(d) not disturb a footpath on the verge;

(e) ensure that the verge treatment does not damage or obstruct a drain, manhole, gully, inspection pit, channel, kerb, or tree planted by the City; and

(f) ensure that any sprinklers or pipes installed to irrigate a verge treatment -

(i) do not protrude above the level of the lawn when not in use,

(ii) are not used at such times so as to cause unreasonable inconvenience to pedestrians or other persons, and

(iii) do not otherwise present a hazard to pedestrians or other persons.

2.10 Notice to owner or occupier

The City may give a notice in writing to the owner or the occupier of a lot abutting on a verge to make good, within the time specified in the notice, any breach of a provision of this Division.

2.11 Transitional provision

(1) In this clause –

"repealed provisions" means one or more of the provisions of the repealed local laws which permitted certain types of verge treatments, whether with or without the consent of the City; and

"repealed local laws" means the local laws that are repealed by clause 1.4.

(2) A verge treatment which –

(a) was installed prior to the commencement day; and

(b) on the commencement day is a type of verge treatment which was permitted under and complied with the former provisions,

is to be taken to be a permissible verge treatment for so long as the verge treatment remains of the same type and continues to comply with the repealed provisions.

2.12 Power to carry out public works on verge

Where the City or an authority empowered to do so under a written law disturbs a verge, the City or the authority -

(a) is not liable to compensate any person for that disturbance;

(b) may backfill with sand, if necessary, any garden or lawn; and

(c) is not liable to replace or restore any –

(i) verge treatment and, in particular, any plant or any acceptable material or other hard surface; or

(ii) sprinklers, pipes or other reticulation equipment.

Division 4 - Property numbers

2.13 Definition

In this Division -

"Number" means a number of a lot with or without an alphabetical suffix indicating the address of the lot by reference to a thoroughfare.

2.14 Assignment of numbers

The City may assign a Number to a lot in the district and may assign another Number to the lot instead of that previously assigned.

Division 5 - Fencing

2.15 Public place – clause 4(1) of Division 1, Schedule 3.1 of Act

Each of the following places is specified as a public place for the purpose of clause 4(1) of Division 1 of Schedule 3.1 of the Act –

(a) a public place, as that term is defined in clause 1.2; and

(b) City property.

Division 6 - Signs erected by the local government

2.16 Signs

(1) The City may erect a sign on a public place specifying any conditions of use which apply to that place.

(2) A person must comply with a sign erected under subclause (1).

(3) A condition of use specified on a sign erected under subclause (1) is to be for the purpose of giving notice of the effect of a provision of this local law.

2.17 Transitional

Where a sign erected on a public place has been erected under the repealed local laws, then on and from the commencement day, it is to be taken to be a sign erected under clause 2.16 if –

(a) the sign specifies a condition of use relating to the public place which gives notice of the effect of a provision of this local law; and

(b) the condition of use specified is not inconsistent with any provision of this local law.

Division 7 - Driving on a closed thoroughfare

2.18 No driving on closed thoroughfare

(1) In this clause –

"closed thoroughfare" means a thoroughfare wholly or partially closed under section 3.50 or 3.50A of the Act.

(2) A person must not drive or take a vehicle on a closed thoroughfare unless –

(a) that is in accordance with any limit or exception specified in the order made under section 3.50 of the Act; or

(b) the person has first obtained a permit.

Part 3 - Advertising signs on thoroughfares

3.1 Definitions

In this Part -

"advertising sign" means a sign used for the purpose of an advertisement or to draw attention to a product, business, person or event;

"community event" means a charitable, cultural or educational display, event or activity conducted by a charitable organisation; and

"illuminated street sign" means –

A sign consisting of an illuminated street name, as well as an advertisement or other legend, graphics or symbols, which has the primary function of assisting motorists to identify the name of intersecting roads.

"political sign" means –

(a) an election sign or advertisement; or

(b) a sign or advertisement to which the constitutional freedom of political communication applies.

"portable direction sign" means a portable free standing sign that –

(a) does not exceed 500mm in height or 0.5m^2 in area; and

(b) is used to direct persons to a residential property that is open for inspection by the public.

[Clause 3.1 amended by Government Gazette No. 156 of 2013, No. 38 of 2015]

3.2 General prohibitions

Subject to the exceptions in clauses 3.3-3.3.8, a person must not –

(a) erect or place an advertising sign on a thoroughfare or verge; or

(b) post any bill or paint, place or affix any advertisement on a thoroughfare or verge, or City property on the thoroughfare or verge.

[Clause 3.2 amended by Government Gazette No. 156 of 2013, No. 38 of 2015]

3.3 Portable direction signs

(1) A person may erect or place, in a thoroughfare or verge, a portable direction sign during the hours that the property referred to in the sign is open for inspection by the public.

(2) The portable direction sign must not be erected or placed -

(a) on a footpath;

(b) on or within 2m of a carriageway; or

(c) in any other location where, in the opinion of the City, the sign is likely to obstruct a line of sight along a thoroughfare or create a hazard for any person using the thoroughfare.

3.4 Permit for a charitable organisation

The City may issue to a charitable organisation a permit to place, on a thoroughfare or verge, an advertising sign to draw attention to a community event held by that organisation.

3.5 Advertising permit or exemption

(1) The City may issue a permit to a person to post a bill, paint, place or affix any advertisement on a bus seat or bus shelter.

(2) The City may exempt the holder of a valid stallholder's permit, trader's permit or outdoor eating facility permit from all or part of the prohibitions in clause 3.2 in relation to an advertising sign or advertisement that directly relates to the goods or services which are the subject of the permit.

(3) A permits is not required for a cultural or educational display, event or activity conducted by the City.

3.6 Election or poll

The City may erect, or issue a permit to a returning officer to erect, an advertising sign on a thoroughfare or verge to draw attention to the date of, or location of a polling place for, a City election or poll.

3.7 Political sign

The City may issue a permit for the erection or display of a political sign.

[Clause 3.7 inserted by Government Gazette No. 156 of 2013]

3.8 Illuminated Street Sign

The City may issue a permit to a person to erect an illuminated street sign on a thoroughfare or verge.

[Clause 3.8 inserted by Government Gazette No. 38 of 2015]

3.9 Impounding of advertising signs

An authorised person may remove or impound an advertising sign or portable direction sign that is in a thoroughfare or verge in contravention of this local law.

Notes:

1. Regulation 29 of the *Local Government (Functions and General) Regulations 1996* states –

"**29. Contraventions that may lead to impounding of goods (Act s. 3.37 —**

(1) A contravention of a regulation or local law made under the Act can lead to the impounding of goods involved in the contravention if —

(a) it occurs in a public place; and

(b) either —

(i) the presence of the goods —

(I) presents a hazard to public safety; or

(II) obstructs the lawful use of any place;

or

(ii) where the regulation or local law prohibits or regulates the placement of the goods, the goods are located in a place contrary to that regulation or local law."2.The City's Parking Local Law 2014 (including clauses 3.9 and 6.10) regulate the stopping of vehicles on verges and the parking of vehicles on any portion of a thoroughfare for the purpose of exposing it for sale.

[Clause 3.9 renumbered by Government Gazette No. 156 of 2013, No. 38 of 2015]

Part 4 - Obstructing animals, vehicles or shopping trolleys

Division 1 - Animals and vehicles

4.1 Leaving animal or vehicle in public place or on City property

(1) A person must not leave an animal or a vehicle, or any part of a vehicle, in a public place or on City property so that it obstructs the use of any part of that public place or City property, unless that person has first obtained a permit or is authorised to do so under a written law.

(2) Subject to any other Local Law, a person does not contravene subclause (1) if a vehicle is left for a period not exceeding 24 hours .

4.2 Prohibitions relating to animals

(1) In this clause, "owner" in relation to an animal includes –

(a) an owner of the animal;

(b) a person who has the animal in his or her possession or under his or her control; and

(c) the occupier of any premises where the animal is ordinarily kept or ordinarily permitted to live.

(2) An owner of an animal must not –

(a) allow the animal to enter or remain for any time on any thoroughfare except for the use of the thoroughfare as a thoroughfare and unless it is led, ridden or driven;

(b) allow the animal which has a contagious or infectious disease to be led, ridden or driven in a public place;

(c) train or race the animal on a thoroughfare, or

(d) subject to subclause (4), allow the animal to defecate on a thoroughfare.

(3) An owner of a horse must not lead, ride or drive the horse on a thoroughfare in a built-up area, unless the person does so under a permit or under the authority of a written law.

(4) An owner of an animal does not commit an offence if the defecation is immediately removed.

4.3 Removal of vehicle or animal

An authorised person may impound an animal or vehicle left in contravention of clause 4.1

Note: provisions relating to the impounding of vehicles or animals in public places are contained in sections 3.37-3.48 of the Local Government Act 1995 and regulations 29 and 29A of the Local Government (Functions and General) Regulations 1996.

"**29. Contraventions that may lead to impounding of goods (Act s. 3.37) —**

(1) A contravention of a regulation or local law made under the Act can lead to the impounding of goods involved in the contravention if —

(a) it occurs in a public place; and

(b) either —

(i) the presence of the goods —

(I) presents a hazard to public safety; or

(II) obstructs the lawful use of any place;

or

(ii) where the regulation or local law prohibits or regulates the placement of the goods, the goods are located in a place contrary to that regulation or local law.

(1a) A contravention of a regulation or local law made under the Act can lead to the impounding of goods that are animals (if they are involved in the contravention) whether or not the contravention takes place in a private or a public place.

(2) In subregulation (1) or (1a) —

public place includes a place that is on private property that the public are allowed to use."

"**29A. Abandoned vehicle wrecks, value etc. prescribed for (Act s. 3.40A(5)(c)) —**

For the purposes of the definition of ***abandoned vehicle wreck*** in section 3.40A(5)(c) —

(a) the prescribed value is "$200"; and

(b) the prescribed manner in which that value is to be calculated is that the value is to be based on the local private sale value of a vehicle of the same, or a similar, model, year and condition."

Division 2 - Shopping trolleys

4.4 Definitions

In this Division –

"retailer" means a proprietor of a shop in respect of which shopping trolleys are provided for the use of customers of the shop; and

"shopping trolley" means a wheeled container or receptacle supplied by a retailer to enable a person to transport goods.

4.5 Shopping trolley to be marked

A retailer must clearly mark its name or its trading name on any shopping trolley made available for the use of customers.

4.6 Person not to leave trolley in public place

A person must not leave a shopping trolley in a public place or on City property other than in an area set aside for the storage of shopping trolleys.

4.7 Retailer to remove abandoned trolley

(1) If a shopping trolley is found in a public place or on City property, other than in an area set aside for the storage of shopping trolleys, the City may advise (verbally or in writing) a retailer whose name is marked on the trolley of the location of the shopping trolley.

(2) A retailer must remove a shopping trolley within 24 hours of being so advised under subclause (1).

4.8 Retailer taken to own trolley

In the absence of any proof to the contrary, a shopping trolley is to be taken to belong to a retailer whose name is marked on the trolley.

4.9 Impounding of abandoned trolley

An authorised person may impound a shopping trolley that is –

(a) left on a thoroughfare, verge or City property that is not marked in accordance with clause 4.5; or

(b) not removed by a retailer after having been so advised under clause 4.7(2).

Part 5 - Trading in thoroughfares and public places

Division 1 - Stallholders and traders

5.1 Definition

In this Division -

"public place" includes -

(a) any thoroughfare or place which the public are allowed to use, whether or not the thoroughfare or place is on private property; and

(b) City property,

but does not include premises on private property from which trading is lawfully conducted under a written law;

"stall" means a movable or temporarily fixed structure, stand or table in, on or from which goods or services are sold, hired or offered for sale or hire;

"stallholder" means a person in charge of a stall;

"stallholder's permit" means a permit issued to a stallholder;

"trader" means a person who carries on trading;

"trader's permit" means a permit issued to a trader; and

"trading" includes –

(a) the selling or hiring of, the offering for sale or hire of, or the soliciting of orders for, goods or services in a public place; and

(b) displaying goods in any public place for the purpose of –

(i) offering them for sale or hire;

(ii) inviting offers for their sale or hire;

(iii) soliciting orders for them; or

(iv) carrying out any other transaction in relation to them.

5.2 Stallholder's permit

A person must not conduct a stall on a public place unless that person is –

(a) the holder of a valid stallholder's permit; or

(b) an assistant specified in a valid stallholder's permit.

5.3 Trader's permit

A person must not carry on trading unless that person is –

(a) the holder of a valid trader's permit; or

(b) an assistant specified in a valid trader's permit.

Note: other requirements for an application for a trader's permit, including a requirement to pay any fee that is imposed, are contained in Part 6.

5.4 No permit required to sell newspaper

Despite any other provision of this local law, a person who sells, or offers for sale, a newspaper only is not required to obtain a permit.

5.5 Exemptions from requirement to pay fee or to obtain a permit

(1) In this clause –

"commercial participant" means any person who is involved in operating a stall or in conducting any trading activity for personal gain or profit.

(2) The City may waive any fee required to be paid by an applicant for a stallholder's permit or a trader's permit on making an application for or on the issue of a permit, or may return any such fee which has been paid, if the stall is conducted or the trading is carried on –

(a) on a portion of a public place adjoining the normal place of business of the applicant; or

(b) by a charitable organisation –

(i) that does not sublet space to commercial participants, or involve commercial participants in the conduct of the stall or trading; and

(ii) where any assistant who is specified in the permit is a member of that charitable organisation.

(3) The City may exempt a person or a class of persons, whether or not in relation to a specified public place, from the requirements of this Division.

5.6 Conduct of stallholders and traders

(1) A stallholder while conducting a stall, or a trader while trading, must –

(a) display her or his permit to do so in a conspicuous place on the stall, vehicle or temporary structure or, if there is no stall, vehicle or temporary structure, carry the permit with her or him while conducting the stall or trading;

(b) not display a permit unless it is a valid permit; and

(c) when selling goods by weight, carry and use for that purpose, scales tested and certified in accordance with the provisions of the *Trade Measurement Administration Act 2006*.

(2) A stallholder or trader must not –

(a) deposit or store any thing on any part of a thoroughfare so as to obstruct the movement of pedestrians or vehicles;

(b) act in an offensive manner; or

(c) use or cause to be used any apparatus or device, including any flap or shelf, whereby the dimensions of a stall, vehicle or structure are increased beyond those specified in the permit.

Division 2 - Street entertainers

5.7 Definitions

In this Division –

"perform" includes to play a musical instrument, sing, mime, dance, give an acrobatic or aerobic display or entertain, but does not include public speaking;

"permit" means a permit issued for the purpose of clause 5.10;

"permitted area" means the area or areas, specified in a permit, in which the permit holder may perform; and

"permitted time" means the time or times, specified in a permit, during which the permit holder may perform.

5.8 Permit required to perform

A person must not perform in a public place without a permit.

5.9 Variation of permitted area and permitted time

(1) The City may by notice in writing to a permit holder vary –

(a) the permitted area;

(b) the permitted time; or

(c) both the permitted area and the permitted time,

shown on a permit.

(2) The City may direct a permit holder to move from one permitted area to another permitted area, if more than one area is specified in a permit.

5.10 Duration of permit

A permit is valid for a period of 3 months after the date on which it is issued unless it is sooner cancelled under this local law.

5.11 Cancellation of permit

The City may cancel a permit, if in its opinion, or in the opinion of an authorised person –

(a) the volume of sound caused by the permit holder in connection with the performance adversely affects the enjoyment, convenience or comfort of other persons in a public place; or

(b) the performance otherwise constitutes a nuisance.

Division 3 - Outdoor eating facilities on public places

5.12 Definitions

In this Division -

"Facility" means an outdoor eating facility or establishment on any part of a public place, but does not include such a facility or establishment on private land;

"permit holder" means the person to whom a permit has been issued for the purpose of clause 5.15; and

"public place" has the meaning given to it in clause 5.1.

5.13 Permit required to conduct Facility

A person must not establish or conduct a Facility without a permit.

5.14 Removal of an unlawfully conducted Facility

Where a Facility is conducted without a permit, or in contravention of a condition of a permit, any tables, chairs, umbrellas or other equipment may be removed by an authorised person and impounded in accordance with the Act.

5.15 Temporary removal of Facility may be requested

(1) The permit holder for a Facility is to temporarily remove the Facility when requested to do so on reasonable grounds by an authorised person or a member of the Police Service or an emergency service.

(2) The permit holder may replace the Facility removed under subclause (1) as soon as the person who directed her or him to remove it allows it to be replaced.

Part 6 - Permits

Division 1 – Applying for a permit

6.1 Application for permit

(1) A person who is required to obtain a permit under this local law must apply for the permit in accordance with subclause (2).

(2) An application for a permit under this local law must -

(a) be in the form determined by the City;

(b) be signed by the applicant;

(c) provide the information required by the form;

(d) contain any other information required, for that particular type of permit, under this local law; and

(e) be forwarded to the City together with any fee imposed and determined by the City under and in accordance with sections 6.16 to 6.19 of the Act.

(3) The City may require an applicant to provide additional information reasonably related to an application before determining an application for a permit.

(4) The City may require an applicant to give local public notice of the application for a permit.

(5) The City may refuse to consider an application for a permit which is not in accordance with subclause (2).

6.2 Decision on application for permit

(1) The City may –

(a) approve an application for a permit unconditionally or subject to any conditions; or

(b) refuse to approve an application for a permit.

(2) If the City approves an application for a permit, it is to issue to the applicant a permit in the form determined by the City.

(3) If the City refuses to approve an application for a permit, it is to give written notice of that refusal to the applicant.

(4) Where a clause of this local law refers to conditions which may be imposed on a permit or which are to be taken to be imposed on a permit, the clause does not limit the power of the City to impose other conditions on the permit under subclause (1)(a).

(5) Where a clause of this local law refers to the grounds on which an application for a permit may be or is to be refused, the clause does not limit the power of the City to refuse the application for a permit on other grounds under subclause (1)(b).

6.3 Relevant considerations in determining application for permit

(1) In determining an application for a permit, the City is to have regard to –

(a) any relevant policy of the City;

(b) the National Competition Principles Agreement;

(c) the desirability of the proposed activity;

(d) the location of the proposed activity; and

(e) such other matters as the City may consider to be relevant in the circumstances of the case.

(2) The City may refuse to approve an application for a permit on any one or more of the following grounds –

(a) that the applicant has committed a breach of any provision of this local law or of any written law relevant to the activity in respect of which the permit is sought;

(b) that the applicant is not a desirable or suitable person to hold a permit; or

(c) such other grounds as the City may consider to be relevant in the circumstances of the case.

Division 2 - Conditions

6.4 Conditions which may be imposed on a permit

The City may approve an application for a permit subject to conditions relating to -

(a) the payment of a fee;

(b) the duration and commencement of the permit;

(c) the commencement of the permit being contingent on the happening of an event;

(d) the rectification, remedying or restoration of a situation or circumstance reasonably related to the application;

(e) the approval of another application for a permit which may be required by the City under any written law;

(f) the area of the district to which the permit applies;

(g) where a permit is issued for an activity which will or may cause damage to a public place, the payment of a deposit or bond against such damage;

(h) the obtaining of public risk insurance in an amount and on terms reasonably required by the City; and

(i) the provision of an indemnity from the permit holder indemnifying the City in respect of any injury to any person or any damage to any property which may occur in connection with the use of the public place by the permit holder.

6.5 Imposing conditions under a policy

(1) In this clause –

"policy" means a policy of the City adopted by the Council containing conditions subject to which an application for a permit may be approved under clause 6.2(1)(a).

(2) Under clause 6.2(1)(a) the City may approve an application subject to conditions by reference to a policy.

(3) The City is to give a copy of the policy, or the part of the policy which is relevant to the application for a permit, with the form of permit referred to in clause 6.2(2).

(4) An application for a permit is to be taken not to have been approved subject to the conditions contained in a policy until the City gives the permit holder a copy of the policy or the part of the policy which is relevant to the application.

(5) Sections 5.94 and 5.95 of the Act apply to a policy and, for that purpose, a policy is to be taken to be information within section 5.94(u)(i) of the Act.

6.6 Compliance with and variation of conditions

(1) Where an application for a permit has been approved subject to conditions, or where a permit is to be taken to be subject to conditions under this local law, the permit holder must comply with each of those conditions.

(2) The City may vary the conditions of a permit, and the permit holder must comply with those conditions as varied.

Division 3 - General

6.7 Duration of permit

A permit is valid for one year from the date on which it is issued, unless it is –

(a) otherwise stated in this local law or in the permit; or

(b) cancelled under clause 6.10.

6.8 Renewal of permit

(1) A permit holder may apply to the City in writing prior to expiry of a permit for the renewal of the permit.

(2) The provisions of –

(a) this Part; and

(b) any other provision of this local law relevant to the permit which is to be renewed,

apply, with appropriate modifications to an application for the renewal of a permit.

6.9 Transfer of permit

(1) An application for the transfer of a valid permit is to –

(a) be made in writing;

(b) be signed by the permit holder and the proposed transferee of the permit;

(c) provide such information as the City may require to enable the application to be determined; and

(d) be forwarded to the City together with any fee imposed and determined by the City under and in accordance with sections 6.16 to 6.19 of the Act.

(2) The City may approve an application for the transfer of a permit, refuse to approve it or approve it subject to any conditions.

(3) Where the City approves an application for the transfer of a permit, the transfer may be effected by –

(a) an endorsement on the permit signed by the CEO or an authorised person or

(b) issuing to the transferee a permit in the form determined by the City.

(4) Where the City approves an application for the transfer of a permit, it is not required to refund any part of any fee paid by the former permit holder.

6.10 Production of permit

A permit holder must produce to an authorised person her or his permit immediately on being required to do so by that authorised person.

6.11 Cancellation of permit

(1) Subject to clause 8.1, a permit may be cancelled by the City if the permit holder has not complied with -

(a) a condition of the permit; or

(b) a provision of any written law which may relate to the activity regulated by the permit.

(2) If a permit is cancelled, the permit holder –

(a) must return the permit to the City as soon as practicable ; and

(b) is to be taken to have forfeited any fees paid in respect of the permit.

6.12 Nominee of permit holder

Where a permit holder by reason of illness, accident or other sufficient cause is unable to comply with this local law, the City may at the request of that permit holder authorise another person to be a nominee of the permit holder for a specified period, and this local law and the conditions of the permit apply to the nominee as if he or she was the permit holder.

Part 7 - Objections and appeals

7.1 Application of Part 9 Division 1 of Act

The provisions of Division 1 of Part 9 of the Act and regulation 33 of the Regulations apply to a decision –

(a) to impose conditions on a permit;

(b) to vary a permit; or

(c) not to renew or to cancel a permit.

Part 8 - Notices

8.1 Notice to redirect or repair sprinkler

Where a lawn or a garden is being watered with a sprinkler which is on the lawn or the garden, in a manner which causes or may cause an inconvenience or obstruction to any person using a thoroughfare, the City may give a notice to the owner or the occupier of

the land abutting on the lawn or the garden, requiring the owner or the occupier or both to move or alter the direction of the sprinkler or other watering equipment.

8.2 Hazardous plants

(1) Where a plant in a garden creates or may create a hazard for any person using a thoroughfare, the City may give a notice to the owner or the occupier of the land abutting the garden to remove, cut, move or otherwise deal with that plant so as to remove the hazard.

(2) Subclause (1) does not apply where the plant was planted by the City.

8.3 Damage to thoroughfare

Where any portion of a thoroughfare, kerb, or footpath has been damaged, the City may, by notice to the person who caused the damage, order that person to repair or replace that portion of the thoroughfare to the satisfaction of the City.

8.4 Thing unlawfully placed on thoroughfare

Where any thing is placed or remains on a thoroughfare in contravention of this local law, the City may by notice in writing to the owner or the occupier of the property which abuts that portion of the thoroughfare where the thing has been placed or remains, or such other person who may be responsible for the thing being so placed or remaining, require the relevant person to remove the thing.

Note: other powers for the City to give a notice under section 3.25(1)(b) of the Local Government Act 1995 are contained in regulations 6 and 7 of the Local Government (Uniform Local Provisions) Regulations 1996, dealing with obstructing public thoroughfares and encroaching on public thoroughfares, respectively.

Part 9 - Enforcement

Division 1 - Notices given under this local law

9.1 Offence to fail to comply with notice

If the City gives a notice under this local law requiring a person to do any thing and that person fails to comply with the notice, he or she commits an offence.

9.2 City may undertake requirements of notice

If a person fails to comply with a notice referred to in clause 9.1, the City may do the thing specified in the notice and recover from that person, as a debt, the costs incurred in so doing.

Division 2 - Offences and penalties

9.3 Offences

(1) A person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.

(2) A person who commits an offence under this local law is liable, on conviction, to a penalty not exceeding $5,000 and, if the offence is of a continuing nature, to an additional penalty not exceeding $500 for each day or part of a day during which the offence has continued.

9.4 Prescribed offences

(1) An offence against a clause specified in Schedule 1 is a prescribed offence for the purposes of section 9.16(1) of the Act.

(2) The amount of the modified penalty for a prescribed offence is that specified adjacent to the clause in Schedule 1.

(3) For the purpose of guidance only, before giving an infringement notice to a person in respect of the commission of a prescribed offence, an authorised person should be satisfied that –

(a) commission of the prescribed offence is a relatively minor matter; and

(b) only straightforward issues of law and fact are involved in determining whether the prescribed offence was committed, and the facts in issue are readily ascertainable.

9.5 Forms

Unless otherwise specified, for the purposes of this local law -

(a) where a vehicle is involved in the commission of an offence, the form of the notice referred to in section 9.13 of the Act is that of Form 1 in Schedule 1 of the Regulations;

(b) the form of the infringement notice given under section 9.16 of the Act is that of Form 2 in Schedule 1 of the Regulations; and

(c) the form of the notice referred to in section 9.20 of the Act is that of Form 3 in Schedule 1 of the Regulations.

Schedule 1 - Prescribed offences

CLAUSE	DESCRIPTION	MODIFIED PENALTY $
2.1(a)	Removal of tree on thoroughfare or verge	350
2.1(b)	Damaging lawn or garden	125
2.1(c)	Obstructing or causing a hazard on thoroughfare or verge	200
2.1(d)	Damaging or interfering with a thoroughfare or structure	350
2.1(e)	Playing games so as to impede vehicles or persons on thoroughfare	125
2.1(f)	Riding of skateboard or similar device on mall or verandah of shopping centre	125
2.2(1)(a)	Digging a trench through a kerb or footpath without a permit	200
2.2(1)(b)	Throwing or placing anything on a verge without a permit	200
2.2(1)(c)	Causing obstruction to vehicle or person on thoroughfare without a permit	200
2.2(1)(d)	Causing obstruction to water channel on thoroughfare without a permit	250
2.2(1)(e)	Placing or draining offensive fluid on thoroughfare without a permit	250
2.2(1)(g)	Lighting a fire on a thoroughfare without a permit	350
2.2(1)(h)	Installing pipes or stone on thoroughfare without a permit	200
2.2(1)(i)	Felling tree onto thoroughfare without a permit	200
2.2(1)(j)	Installing a hoist or other thing on a structure or land for use over a thoroughfare without a permit	350
2.2(1)(k)	Creating a nuisance on a thoroughfare without a permit	200
2.2(1)(l)	Placing a bulk rubbish container on a thoroughfare without a permit	200
2.2(1)(m)	Interfering with anything on a thoroughfare without a permit	200
2.2(1)(n)	Prune or lop a tree without a permit	250
2.3(1)	Consumption or possession of liquor on thoroughfare	125
2.4(1)	Failure to obtain permit for temporary crossing	250
2.5(2)	Failure to comply with notice to remove crossing and reinstate kerb	350
2.8(1)	Installation of verge treatment other than permissible verge treatment	250
2.9	Failure to maintain permissible verge treatment or placement of obstruction on verge	200
2.10	Failure to comply with notice to rectify default	200
2.16(2)	Failure to comply with sign on public place	125
2.18(2)	Driving or taking a vehicle on a closed thoroughfare	350
3.2	Placing advertising sign or affixing any advertisement on a thoroughfare or verge	125
3.3(2)	The erection or placing of a portable direction sign contrary to the Local Law	125
4.1(1)	Animal or vehicle obstructing a public place or City property	125
4.2(2)(a)	Animal on thoroughfare when not led, ridden or driven	125
4.2(2)(b)	Animal on public place with infectious disease	125

4.2(2)(c)	Training or racing animal on thoroughfare in built-up area	125
4.2(2)(d)	Failure to remove animal excreta	125
4.2(3)	Horse led, ridden or driven on thoroughfare in built-up area	125
4.6	Person leaving shopping trolley in public place other than trolley bay	125
4.7(2)	Failure to remove shopping trolley upon being advised of location	200
5.2(1)	Conducting of stall in public place without a permit	350
5.3(1)	Trading without a permit	350
5.6(1)(a)	Failure of stallholder or trader to display or carry permit	125
5.6(1)(b)	Stallholder or trader not displaying valid permit	125
5.6(1)(c)	Stallholder or trader not carrying certified scales when selling goods by weight	125
5.6(2)	Stallholder or trader engaged in prohibited conduct	125
5.8	Performing in a public place without a permit	125
5.9(2)	Failure of performer to move onto another area when directed	125
5.13	Establishment or conduct of outdoor eating facility without a permit	350
6.6	Failure to comply with a condition of a permit	200
6.10	Failure to produce permit on request of authorised person	125
9.1	Failure to comply with notice given under local law	200

Dated 09 March 2009.

The Common Seal of the City of Stirling)
was affixed by authority of a resolution)
of the Council in the presence of:)

……
DAVID BOOTHMAN
MAYOR

……
STUART JARDINE
CHIEF EXECUTIVE OFFICER

12.2/8.1 NEW LICENCE - INNALOO

Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 5.23(2) of the *Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to the following:-

(e) a matter that if disclosed, would reveal -
(iii) information about the business, professional, commercial or financial affairs of a person

Council Resolution

1125/052

Moved Councillor Creado, seconded Councillor Proud

That Council PROCEEDS with the confidential recommendation as outlined in the Recommended Action section of this report.

The motion was put and declared CARRIED (13/0) by exception resolution, and by an Absolute Majority.

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

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.

Mayor Mark Irwin disclosed a Financial Interest in Item 13.1 as the Council report relates to him travelling to the United States of America to continue his studies at Berkeley. Accordingly, he left the meeting at 9.31pm prior to consideration of the item.

Chief Executive Officer Stevan Rodic disclosed a Financial Interest in Item 13.1 as the Council report relates to him travelling to the United States of America to continue his studies at Berkeley, and the requirement for him to continue professional development forms part of his employee contract with the City.

At 9.32pm, Deputy Mayor Karlo Perkov assumed the Chair as Presiding Member, as Mayor Mark Irwin had left the Chamber due to his Financial Interest.

13.1 BERKELEY CHANGEMAKER PROGRAM ATTENDANCE

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

1125/053

Moved Councillor Re, seconded Councillor Krsticevic

1. **That Council APPROVES the attendance of Mayor Mark Irwin at the Berkeley Changemaker Program in California, USA between 3 and 10 May 2026.**

2. **That Council APPROVES the attendance of the Chief Executive Officer, Stevan Rodic, at the Berkeley Changemaker Program in California, USA between 3 and 10 May 2026.**

The motion was put and declared CARRIED (12/0).

For: Councillors Creado, Dudek, Ferrante, Giudici, Hatton, Ion, Krsticevic, Olow, Perkov, Proud, Re and Thornton.
Against: Nil.

Recommendation

1. That Council APPROVES the attendance of Mayor Mark Irwin at the Berkeley Changemaker Program in California, USA between 3 and 10 May 2026.

2. That Council APPROVES the attendance of the Chief Executive Officer, Stevan Rodic, at the Berkeley Changemaker Program in California, USA between 3 and 10 May 2026.

Purpose

To seek Council's approval for the Mayor and Chief Executive Officer (CEO) to attend the Berkeley Changemaker Program being held in California USA between 3 and 10 May 2026.

Details

At its meeting held 3 December 2024, Council approved Mayor Mark Irwin and Chief Executive Officer Stevan Rodic's attendance at the Berkeley Executive Leadership Program from 10 – 14 March 2025 in California, USA (Council Resolution Number 1224/020). This is a globally recognised training program for leaders and executives to acquire and master leadership tools, skills and frameworks to lead innovation and growth. The Mayor and CEO both completed this course and found the content very valuable and increasingly relevant in a local government context.

The Berkeley Executive Leadership Program is a pillar of the Certificate of Business Excellence (COBE) certification. Completion of the Berkeley Changemaker Program is another pathway towards achieving the COBE accreditation.

Key takeaways from the program include practicing inclusive leadership, leveraging persuasive communication for a larger impact, and navigating, shaping and leading change effectively, nurturing a high-performance culture.

The Berkeley Changemaker Program requires significant pre-work prior to the event. The course is in-person and runs for three days at the Berkeley Haas School of Business, University of California. The program guide has been attached (refer Attachment 1). Upon successful completion of the program, certification will be provided.

The Berkeley Changemaker Program will continue to build upon the skills and knowledge obtained through the Berkeley Executive Leadership Program. With a focus on critical thinking, collaboration and communication, the Mayor and the CEO's joint commitment to furthering their learnings demonstrates their willingness to build better leadership and relations between the Council, City staff and the community.

Learnings from the Berkeley Executive Leadership Program have been shared across the City's Leadership Team throughout the year at the CEO's monthly 'Hour of Power' sessions. This has been well received, and it is proposed that learning from the Changemaker Program will continue to form part of the CEO's sessions with the Leadership Team.

While in San Francisco, the Mayor and CEO propose to seek meetings with agencies such as the San Francisco County Transportation Authority and San Francisco Municipal Transportation Agency. The head offices of Salesforce and Uber are also located nearby, and will be valuable in assessing how major international companies can contribute to the growth and development of urban areas, particularly through their investment in infrastructure, public spaces, and community engagement initiatives. These companies often play a pivotal role in shaping the streetscape, enhancing the vibrancy of city precincts, and fostering innovation-driven ecosystems that benefit both residents and local businesses.

The position of Mayor has significant leadership responsibilities. Under section 2.8 of the *Local Government Act 1995*, as a leader of the City, the Mayor is relevantly required to:

- Preside at meetings;
- Provide leadership and guidance to the community;
- Carry out civic and ceremonial duties;
- Speak on behalf of the City; and
- Liaise with the CEO on the City's affairs and functions.

The Mayor for any local government is the civic leader of the Council and is required to demonstrate a high level of leadership and develop the relevant skills and expertise to perform their role.

The position of CEO also has significant leadership responsibilities. Under section 5.41 of the *Local Government Act 1995*, as a leader of the City. The CEO is required to:

- Advise the Council;
- Cause council decisions to be implemented;
- Manage the day-to-day operations of the City;
- Liaise with the Mayor on the City's affairs and functions;
- Speak on behalf of the City, if the Mayor agrees; and
- Be responsible for the employment, management and supervision of all employees of the City.

As the leader of the City's administration, the CEO is required to undertake extensive management and strategic leadership of a complex organisation and to administer numerous legislative responsibilities.

Financial Assessment and Implications

The Mayor is entitled to attend training and development under the Elected Member Training Policy; costs associated with this training will be met with the Elected Members' Biennial Training Allowance. Council has already approved sufficient funds for this purpose in the 2025/2026 Annual Budget.

The CEO is entitled to attend training under the Professional Development clause of his employment contract, and Council has already approved sufficient funds for this purpose in the 2025/2026 Annual Budget.

Below is the estimated cost to attend the Berkeley Changemaker Program which runs between 6 - 8 May 2026. The total period of travel to attend this program will be between 3 and 10 May 2026.

Currency is shown in AUD, per person.

Inclusions	Amount AUD
Registration Fee	$5,880
Airfare	$4,100
Accommodation (7 nights)	$2,900
Estimated Total	$12,880

Stakeholder Engagement

Nil.

Options Summary

The following options were considered, presented in the order in which they are recommended.

OPTIONS	
1.	For Council to approve the attendance of the Mayor and the CEO to the Berkeley Changemaker Program being held in California USA.
2.	For Council to not support the attendance of the Mayor and the CEO to the Berkeley Changemaker Program being held in California USA.

Recommended Action

To ensure the Mayor and CEO continue to develop the necessary skills and experience in leading a complex public sector organisation, the attendance at the program is supported.

Relevant Policies, Legislation and Council Resolutions

Elected Member Training Policy.
Local Government Act 1995

Meeting Date	Council Resolution Number	Council Resolution
3 December 2024	1224/020	1. That Council APPROVES the attendance of Mayor Mark Irwin at the Berkeley Executive Leadership Program from 10 - 14 March 2025 in California, USA. 2. That Council APPROVES the attendance of the Chief Executive Officer, Stevan Rodic, at the Berkeley Executive Leadership Program from 10 - 14 March 2025 in California, USA.

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A capable and efficient City

Priority: Maintain a highly skilled and effective workforce

Objective: A well-governed City

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 - Berkeley Changemaker Program Guide ⇩

Available for viewing at meeting

Nil

Linked Documents

Nil.

Berkeley ExecEd

Empowering Forward-thinking Leaders to Break New Ground and Drive Change

Program Guide

Berkeley Changemaker

Navigate, Shape, and Lead Positive Change for Yourself and Others

Throughout these volatile times, the world needs changemakers to go beyond themselves and collectively work to create a positive impact. To do so, understanding change management is crucial for leaders to successfully adapt, grow, and succeed. But how do you maneuver and create change? Effectively driving change is rarely taught, leaving professionals and their organizations lost and overwhelmed amidst growing change challenges.

This program is delivered:

IN-PERSON

executive.berkeley.edu/programs/berkeley-changemaker

"If you want to understand something, try to change it." ~ Kurt Lewin

About the Program

The Berkeley Changemaker® is an inclusive leadership training founded on UC Berkeley's core values, like questioning the status quo and serving others, and its longstanding union with innovation. Throughout the three-day in-person program, you will acquire the hard skills needed to be a changemaker for a positive impact, regardless of your industry, as well as lead with purpose. The program employs a combination of lectures, cases, guest speakers, hands-on learning, and guided reflection to maximize the participant's learning retention.

What You'll Learn

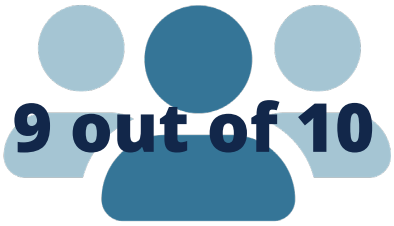
Become an Experienced Critical Thinker
Learn how to be strategic with your thinking and embody the entrepreneurial spirit to catalyze change for yourself, your teams, and your community. Spot opportunities, despite potential roadblocks, and master scaling ideas throughout your organization.

Practice Inclusive Leadership
Gain research-backed skills for working in high-impact teams and increase your self-awareness with actionable steps to become a more inclusive leader.

Leverage Persuasive Communication for a Larger Impact
Learn how to become a better communicator to craft your own effective changemaker story. Use the power of your vision to engage and inspire others to be part of your change efforts.

Navigate, Shape, and Lead Change Effectively
Change starts with us, and you'll learn real-world, time-tested strategies for galvanizing change efforts of all types, so you can work smarter, not harder, in pursuit of positive change.

Master the 3 C's of a Changemaker
Grasp the essential concepts that a changemaker must embrace and exemplify: critical thinking, collaboration, and communication. Learn the importance of each and how to properly employ them in your change-making efforts.



9 out of 10 employees said they would trade a portion of their life's earnings for greater meaning at work.
(Harvard Business Review)

From the Faculty

"In a world where the only constant is change, our companies, our communities, and our world are yearning for changemakers who can not just survive change but can leverage it to improve lives."
~ Alex Budak

Faculty

Our courses are taught by preeminent professors from UC Berkeley and the Haas School of Business.

ALEX BUDAK
Faculty Director
Lecturer | Executive Director, Berkeley Haas Global Access Program, Haas School of Business

EMILIANA R. SIMON-THOMAS
Professional Faculty | Haas School of Business, Science Director, Greater Good Science Center

DOY CHARNSUPHARINDR
Continuing Professional Faculty, Haas School of Business

BRANDI PEARCE
Lecturer | Director, High Impact Teams & Research, Team@Haas, Haas School of Business

MARCO T. LINDSEY
Associate Director of Diversity, Equity, and Inclusion, Haas School of Business

**Faculty subject to change.*

Who It's For

Mid-level professionals to late-stage executives in search of the hard skills necessary to make significant social impact and change in their personal and professional lives.

Program Options

3-DAY | IN-PERSON | $4,500

In-person programs are held at the UC Berkeley Campus in Berkeley, CA

For upcoming dates, visit:
executive.berkeley.edu/programs/berkeley-changemaker

Certificate of Completion

Completion of this program results in a verified digital certificate of completion.

A certificate of completion from Berkeley Executive Education signifies your commitment to advancing your knowledge, skills, and career.

VISIT OUR CERTIFICATE OF COMPLETION PAGE TO LEARN MORE

C.O.B.E.
Certificate of Business Excellence

Earn a mark of distinction from a world-class university, gain access to a powerful global network, and enjoy the flexibility of completing the program in up to three years. A UC Berkeley Certificate of Business Excellence allows individuals to create a personal learning journey structured by our four academic pillars Leadership, Entrepreneurship, Strategy, and Finance.

VISIT OUR COBE PAGE TO LEARN MORE

Berkeley ExecEd

Join our world-renowned faculty and business school at the heart of Silicon Valley for transformative programs in leadership, strategy, entrepreneurship, and finance—delivered in the industry's most innovative learning environment.

Berkeley by the Numbers

#1 Public University
Ranked by Forbes & U.S. News and World Report

At the Heart of Silicon Valley
Part of the world's most innovative and forward-thinking business ecosystem

54 Nobel Laureates
Nobel Laureates include faculty, researchers and alumni
(Cal Facts)

"One of the 10 Biggest Business School Innovations Of The Decade."
Poets & Quants celebrates Berkeley Exec Ed's new virtual classrooms

World's #1 Executive MBA Program
Berkeley Haas' Executive MBA as ranked by The Economist

Expand Your Network

As a program participant, you gain access to—and become a member of—the exclusive Berkeley learning community which consists of 21K + past participants across 40+ countries. Our participants span a wide variety of industries and roles that include:

COMMON INDUSTRIES

- Technology & web
- Software
- Transportation and Utilities
- Healthcare and Pharma
- IT
- Science and Engineering
- Retail and Consumer Goods
- Financial Services

COMMON JOB TITLES

- Manager
- Senior Manager
- Product Manager
- Engineer
- C-Suite Roles
- Director
- Vice President
- Entrepreneur

VISIT OUR PARTICIPANT'S PAGE TO LEARN MORE

About the Berkeley Changemaker® Initiative

Berkeley Changemaker® is a campus-wide initiative that includes some 30 courses and programs, all based on three through-lines—critical thinking, communication, and collaboration. The initiative was co-founded in 2020 by Rich Lyons, former dean of the Haas School of Business, and current Chancellor at the University of California, Berkeley.

Call Us: 1-510-642-1304

Email: executive@berkeley.edu

Haas School of Business
2220 Piedmont Avenue Berkeley, CA 94720 USA

executive.berkeley.edu

Berkeley Changemaker

Sample Schedule

In-Person

Day 1	Day 2	Day 3
Registration and Networking 8:00-8:30 am	Breakfast and Networking 8:00-8:30 am	Breakfast and Networking 8:00-8:30 am
Berkeley Changemaker: Mindset 8:30-9:30 am	Berkeley Changemaker: Leadership 8:30-9:30 am	Discovering Your Purpose 8:30-10:00 am
Break 9:30-10:00 am	Break 9:30-10:00 am	Break 10:00-10:30 am
Telling Your Changemaker Story 10:00-12:00 pm	Navigating Conflict When Leading Change 10:00-12:00 pm	The Science of Happiness 10:30-12:00 pm
Lunch 12:00-1:00 pm	Lunch 12:00-1:00 pm	Lunch and Campus Tour 12:00-1:15 pm
Mentorship Skills for Changemaking Impact 1:00-2:00 pm	Leading and Thinking Inclusively 1:00-2:30 pm	Berkeley Changemaker Chat 1:15-2:30 pm
Break 2:00-2:30 pm	Break 2:30-3:00 pm	COBE, Evaluations and Break 2:30-3:00 pm
High Impact Teaming 2:30-4:30pm Changemaker Reflection and Application 4:30-5:00 pm	Leading and Thinking Inclusively 3:00-4:30 pm Changemaker Reflection and Application 4:30-5:00 pm	Berkeley Changemaker: Action 3:00-4:30 pm Program Wrap Up and Certificates 4:30-5:00 pm
Drinks and Networking with Berkeley Changemaker Community 5:00-6:30 pm	Adjourn 5:00 pm	Adjourn 5:00 pm

Please note: The sample schedule is subject to change. All times are in Pacific Time (PT).

Program Topics

Berkeley Changemaker

The curriculum covers the following topics:

Topic 1 | Becoming a Berkeley Changemaker

> *Grounded in UC Berkeley values like questioning the status quo and serving others, we'll explore what it means to be a Berkeley Changemaker and how this inclusive identity can serve you personally and professionally.*

Topic 2 | Navigating Conflict When Leading Change

> *Leading change requires the skills to overcome roadblocks, and to negotiate effectively with cynics, and skeptics. This session shares communication techniques, grounded in social psychology, to help you turn conflict into progress*

Topic 3 | The Science of Happiness

> *Drawing from scientific research on human happiness and key drivers of success at work, this presentation will explain the what, why, and how of happiness at work. Participants will learn techniques to foster key skills of PERK: purpose, engagement, resilience, and kindness to increase happiness at work, including strategies for boosting civility, gratitude and compassion, or even helping co-workers reconcile conflict.*

Topic 4 | Discovering Your Purpose

> *This session will offer a scientific perspective on the meaning and sources of resilience to stress, then hone in on the ways that connecting with, reflecting upon, and leveraging our sense of purpose during everyday tasks, interactions, and decisions can help us manage challenges, difficulties, and setbacks and work.*

Topic 5 | Changemaker Reflection and Application

> *We will end each day with discussing key change leadership tools and engaging in guided reflection (individual and small group), to ensure you are ready to apply everything that you are learning in this program to your own work right away.*

Program Topics

Berkeley Changemaker

The curriculum covers the following topics:

Topic 6 | High Impact Teaming

> *This session will help you lead change through and with others. We'll discuss the vulnerability of change, the different roles members might enact during change and the importance of developing team norms that reinforce and ignite a change-focused mindset.*

Topic 7 | Leading and Thinking Inclusively

> *Leveraging research backed insights and lived experience, you'll develop increased self-awareness and action-steps for becoming a more inclusive leader.*

Topic 8| Telling Your Changemaker Story

> *Using tools of persuasive communication, we'll explore what makes a narrative compelling and effective and see how these can be applied to helping you tell your own story of change.*

Topic 9| Coaching and Mentoring

> *This session will teach you to become the coach and mentor that you wish you had, and to become the kind of manager that brings the best out of your colleagues and direct reports to help them grow and develop.*

Topic 10 | Berkeley Changemaker Chat

> *Learn first-hand about change and entrepreneurial thinking from two Berkeley Changemakers: Rich Lyons (UC Berkeley's Chief Innovation and Entrepreneurship Officer and former Berkeley Haas Dean) and Laura Hassner (Executive Director of Innovation and Entrepreneurship at UC Berkeley).*

Topic 11 | Vision Influence Impact

> *You can lead positive change at any level, and this session will show how you can use the power of vision to engage and inspire others to be part of your change efforts, and you will develop 5 "influence superpowers" to enable you to affect change even without formal authority.*

Mayor Mark Irwin returned to the meeting at 9.33pm, and resumed the Chair as Presiding Member prior to consideration of Item 13.2.

Councillor Joe Ferrante disclosed a Financial Interest in Item 13.2 as the item relates to his attendance at the conference. Accordingly, he left the meeting at 9.34pm prior to consideration of the item.

13.2 2026 INTERNATIONAL CONFERENCE REQUEST - AI FOR GOOD GLOBAL SUMMIT 2026

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

1125/054

Moved Councillor Olow, seconded Councillor Re

That Council APPROVES the attendance of Councillor Joe Ferrante at the AI for Good Global Summit 2026 from 7 - 10 July 2026 in Geneva, Switzerland.

The motion was put and declared CARRIED (12/0).

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

Recommendation

That Council APPROVES the attendance of Councillor Joe Ferrante at the AI for Good Global Summit 2026 from 7 - 10 July 2026 in Geneva, Switzerland.

Purpose

To seek Council's approval for Councillor Joe Ferrante at the AI for Good Global Summit 2026 from 7 – 10 July 2026 in Geneva, Switzerland.

Details

In accordance with the Elected Member Training Policy, Council may approve an application by an Elected Member to attend an international conference, provided it is relevant to the role of an Elected Member.

Councillor Joe Ferrante has requested approval to attend an international conference in July 2026 on "Artificial Intelligence for Good."

This United Nations (UN)-led, International Telecommunication Union (ITU)-organised summit brings together approximately 3,000 participants, including innovators, policymakers, and experts from across the globe with more than 50 UN agencies and the Swiss government.

Key focus areas include:

- Harnessing AI to accelerate progress on the UN Sustainable Development Goals;
- Advancing trustworthy, safe, and inclusive AI through global standards, governance, and policy frameworks; and
- Showcasing real-world AI applications and fostering partnerships to scale high-impact solutions.

Attendees will participate in high-impact sessions such as Centre Stage keynotes, technical workshops, Solutions and Frontier stages, and networking events. These learnings will include engaging with international peers on AI governance and ethical deployment, exploring scalable AI innovations for sustainable cities, health, environment, and social equity, and strengthening the City's positioning in the global AI-sustainability dialogue.

Benefit of attendance to the City of Stirling and Elected Member, provided by Councillor Joe Ferrante

AI for Good was established in 2017 by the ITU, the UN's leading agency for digital technologies. Its mission is to unlock AI's potential to serve humanity by building skills, setting AI standards, and advancing global partnerships.

Organised by ITU in collaboration with over 50 UN sister agencies and co-convened with the Government of Switzerland, AI for Good began as a joint initiative between ITU and the IBM Watson AI XPRIZE. A landmark moment was the inaugural AI for Good Global Summit in 2017 in Geneva, Switzerland, which brought together more than 400 leading experts in AI, including Stuart Russell, Yoshua Bengio, and Fei-Fei Li. Since then, the platform has evolved into a vibrant multi-stakeholder community encompassing governments, academia, industry, civil society, and the UN.

By attending this conference, Elected Members will gain valuable insights into current and emerging technologies and learn how cities worldwide are preparing for the challenges and opportunities of AI. This aligns with the City of Stirling's Generative Artificial Intelligence (AI) Policy 2.0, which enables appropriate and responsible use of AI by City employees and Elected Members. Participation will help ensure that AI implementation reflects human-centred values, remains ethical, fair, and transparent, and addresses security considerations while leveraging AI's benefits for the City and its community.

The conference will also provide exposure to global initiatives such as the UN Global Digital Compact, the High-Level Advisory Body on AI, and the G20, which are calling for leadership in AI standards and capacity-building.

Financial Assessment and Implications

An estimated cost to attend the international conference is tabled below. The currency provided is in AUD, which would be met from the Elected Member's Biennial Conference Allowance.

Inclusions	**Amount AUD**
Registration Fee	$1,723.15
Airfare (Economy)	$4,876.55
Accommodation (7 nights) **Geneva Marriott Hotel**	$5,110.54
Estimated Total	$11,710.24

Councillor Joe Ferrante has sufficient funds available in his Biennial Conference Allowance to attend the AI for Good Global Summit 2026 in Geneva, Switzerland from 7-10 July 2025.

Stakeholder Engagement

Nil.

Recommended Action

That Council approves the attendance of Councillor Joe Ferrante at the AI for Good Global Summit 2026 from 7 - 10 July 2026 in Geneva, Switzerland.

Relevant Policies, Legislation and Council Resolutions

Elected Member Training Policy
Local Government Act 1995

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

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

Nil.

Available for viewing at meeting

Nil.

Linked Documents

Nil.

Councillor Joe Ferrante returned to the meeting at 9.34pm prior to consideration of Item 13.3.

Councillor Elizabeth Re disclosed a Financial Interest in Item 13.3 as she is attending the conference. Accordingly, she left the meeting at 9.34pm prior to consideration of the item.

13.3 2026 INTERNATIONAL CONFERENCE REQUEST - 18TH INTERNATIONAL FEDERATION OF ENVIRONMENTAL HEALTH WORLD CONGRESS ON ENVIRONMENTAL HEALTH

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

1125/055

Moved Councillor Olow, seconded Councillor Ion

That Council APPROVES the attendance of Councillor Elizabeth Re at the 18th International Federation of Environmental Health World Congress on Environmental Health from 27 April to 1 May 2026 in Dubrovnik, Croatia

The motion was put and declared CARRIED (12/0).

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

Recommendation

That Council APPROVES the attendance of Councillor Elizabeth Re at the 18th International Federation of Environmental Health World Congress on Environmental Health from 27 April to 1 May 2026 in Dubrovnik, Croatia.

Purpose

To seek Council's approval for Councillor Elizabeth Re to attend the 18th International Federation of Environmental Health (IFEH) World Congress on Environmental Health from 27 April to 1 May 2026 in Dubrovnik, Croatia.

Details

In accordance with the Elected Member Training Policy, Council may approve an application by an Elected Member to attend an international conference. It must be relevant to the role of an Elected Member.

Councillor Elizabeth Re has requested to attend an international conference in April and May 2026 on Environmental Health.

This biennial congress draws environmental health officers, policymakers, researchers, and industry leaders from across the world, united under the theme "Resilient Environments, Healthy Communities."

Key focus areas include:

- Examining environmental health challenges amidst global change, such as climate resilience, pollution control, and ecosystem protection.
- Showcasing innovation and collaborative solutions for building resilient, healthy communities in rapidly evolving environments; and
- Facilitating knowledge sharing and capacity-building via interactive formats including keynote addresses, technical workshops, policy sessions, and networking events - designed to scale effective environmental health strategies worldwide.

Participants can expect to engage with international peers on critical issues like air and water quality, waste management, environmental risk assessment, and community health equity. Insights and partnerships forged here will support the City's positioning in global environmental health dialogue.

Benefit of attendance to the City of Stirling and Elected Member, provided by Councillor Elizabeth Re

The 18th International Federation of Environmental Health World Congress on Environmental Health marks the 40th anniversary of environmental health practitioners, researchers and experts in the public health field, across the world, gathering together to make the world a healthier and happier place.

Under the theme *'Resilient Environments, Healthy Communities,'* the Congress will unite professionals to collaborate on problem-solving, drive innovation, and develop the processes and procedures needed to manage future environmental health challenges faced by Environmental Health Officers (EHOs) and the planet.

It is a great opportunity for me to attend this World Congress and with my background in Environmental Health, as I believe listening, learning and networking with people around the world, would be invaluable in me bringing these ideas, procedures and policies back to the City to Stirling, for us to gain insight into good and current world practices, that would make our City more sustainable, safer and better prepared for the next pandemic and other environmental health issues. Also, to gain insight into proper public health planning which has now become mandatory by WA state government for local governments to complete.

Financial Assessment and Implications

An estimated cost to attend the international conference is tabled below. The currency provided is in AUD, which would be met from the Elected Member's Biennial Conference Allowance.

Inclusions	**Amount AUD**
Registration Fee (members early registration discount)	$855.96
Airfare (Economy)	$5,530.22
Accommodation (7 nights) **Sheraton Dubrovnik Riviera Hotel**	$2,255.61
Estimated Total	$8,641.79

Councillor Elizabeth Re has sufficient funds available in her Biennial Conference Allowance to attend the 18th IFEH World Congress on Environmental Health from 27 April – 1 May 2026 in Dubrovnik, Croatia.

Stakeholder Engagement

Nil.

Recommended Action

That Council approves the attendance of Councillor Elizabeth Re at the 18th International Federation of Environmental Health World Congress on Environmental Health from 27 April – 1 May 2026 in Dubrovnik, Croatia.

Relevant Policies, Legislation and Council Resolutions

Elected Member Training Policy
Local Government Act 1995

Sustainable Stirling 2022-2032

Key Result Area: Our leadership

Objective: A well-governed City

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

Nil.

Available for viewing at meeting

Nil.

Linked Documents

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.

Councillor Elizabeth Re returned to the meeting at 9.35pm prior to consideration of Item 14.1.

14.1 PROPOSED NOTICE OF MOTION - COUNCILLOR ELIZABETH RE - ADDITIONAL CATEGORIES IN 2027 ARTS AWARDS PROGRAM

Business Unit:	Community Development	Service: Libraries, Arts & Community History
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Information - *Receiving information about the City or its community.*

Moved Councillor Re, seconded Councillor Olow

That the City INTRODUCES additional categories for Youth, Senior and General participants as part of the City of Stirling Future Plan and 2027 City of Stirling Arts Awards and Exhibition Program.

Discussion ensued, and the mover and seconder agreed to amend the motion to the Suggested Alternative Recommendation, as follows:

Moved Councillor Re, seconded Councillor Olow

That a report be PRESENTED to the Community and Resources Committee meeting to be held 28 April 2026 to provide information and recommendations on enhancements and additional awards categories for the 2027 Arts Awards and Exhibition.

It was then suggested that between the words *'Categories'* and *'For',* the words '*such as Youth, Senior and General participants'* be ADDED to the recommendation.

With the agreement of the mover and seconder, the recommendation was reworded as follows:

Council Resolution

1125/056

Moved Councillor Re, seconded Councillor Olow

That a report be PRESENTED to the Community and Resources Committee meeting to be held 28 April 2026 to provide information and recommendations on enhancements and additional awards categories such as Youth, Senior and General participants for the 2027 Arts Awards and Exhibition.

The motion was put and declared CARRIED (12/1).

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

Notice of Motion Recommendation

That the City INTRODUCES additional categories for Youth, Senior and General participants as part of the City of Stirling Future Plan and 2027 City of Stirling Arts Awards and Exhibition Program.

(Suggested Alternative Recommendation – refer to end of report)

Background provided by Elected Member

"To acknowledge the many talented artists that reside within the City of Stirling and promote their creativity and future budding artists."

Details

The City of Stirling has been presenting an annual or biennial Art Awards and Exhibition since 1999. Whilst there are earlier instances of similar art awards held within the City dating as far back as the 1970s, these were likely presented in partnership with the local art societies that existed at the time.

The most recent 2025 Art Awards and Exhibition was the 17th presented by the City. There were 160 artworks, across a diverse range of mediums, which were shortlisted for exhibition from 350 entries from local artists both within the City and more broadly within Perth and across Western Australia. This is testament to the plethora of creative talent that exists within our suburbs and the ongoing importance of this flagship art event on the City's calendar.

The exhibition received 1,200 visitors over the 10-day period, providing our community with an accessible and local opportunity to enjoy and engage with both the artworks and the artists through a varied public program.

As we reflect on and review the 2025 Art Awards and Exhibition, taking on feedback from both visitors and the artists, the City's Arts Team is considering the current prize and award structure alongside all other elements. In past iterations, a number of new categories have been introduced or trialled including a 'Local Visions' Award for artworks that represented the places, spaces and faces of the City of Stirling during the City's 50th Anniversary Year, along with an 'Aboriginal Artist' Award aimed at encouraging and supporting more entries from Aboriginal artists and building capacity within the community.

The City continues to support its creative sector in a number of ways including through acquiring artworks for the indoor collection, commissioning site-specific public artworks for the City's public spaces and places, encouraging public art on private land and providing professional development opportunities including workshops, mentorships and studio residencies. In addition, the City's Community Grants Program supports a number of events, programs and projects that include arts outcomes.

Ensuring the community has the opportunity to engage with art is a priority and the City continues to find new spaces to display our indoor collection in the City's facilities through installing suitable fixtures and fittings and developing a series of pop-up capsule exhibitions.

Officers, having completed the review process, can prepare a report to be presented to the Community and Resources Committee meeting to be held 28 April 2026 which will provide recommendations on enhancements to the 2027 Arts Awards and Exhibition including additional award categories.

Financial Assessment and Implications

Details of any proposed additional prize categories or amendments to existing categories will be included in the report for consideration in the 2027/28 budget.

Sustainable Stirling 2022-2032

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

The health benefits of engaging with art whether through participation, both practicing or viewing art, are well-documented, and ensuring that the City's continues to facilitate the provision of the Art Awards and Exhibition supports this priority.

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.

Suggested Alternative Recommendation

That a report be PRESENTED to the Community and Resources Committee meeting to be held 28 April 2026 to provide information and recommendations on enhancements and additional awards categories for the 2027 Arts Awards and Exhibition.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Nil

14.2 PROPOSED NOTICE OF MOTION - COUNCILLOR ELIZABETH RE - RESUMPTION OF SCHOOL SWIMMING PROGRAM

Business Unit:	Recreation and Leisure Services	Service: Recreation Facilities
Ward:	City Wide	Location: Not Applicable
Applicant:	Not Applicable	

Role

Advocacy - *Advocating to government or other organisations.*

Moved Councillor Re, seconded Councillor Creado

That the Chief Executive Officer WRITES to the Minster of Education and the Minister of Sport and Recreation, stating the importance of the resumption of the WA State school swimming programs for primary schools within Western Australia, to address the increasing issues associated with drowning and the general water safety.

Discussion ensued, and the mover and seconder agreed to amend the word ‘Chief Executive Officer’ to ‘Mayor’, and also agreed to add the Suggested Alternative Recommendation to the substantive motion.

The recommendation was reworded as follows:

Council Resolution

1125/057

Moved Councillor Re, seconded Councillor Creado

1. **That the Mayor WRITES to the Minister of Education and the Minister of Sport and Recreation, stating the importance of the resumption of the WA State school swimming programs for primary schools within Western Australia, to address the increasing issues associated with drowning and the general water safety.**

2. **That a report be PRESENTED to the Community and Resources Committee meeting to be held 17 February 2026 to provide information and advocacy opportunities relating to learn to swim programs for children within the City of Stirling.**

The motion was put and declared CARRIED (13/0).

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

Notice of Motion Recommendation

That the Chief Executive Officer WRITES to the Minster of Education and the Minister of Sport and Recreation, stating the importance of the resumption of the WA State school swimming programs for primary schools within Western Australia, to address the increasing issues associated with drowning and the general water safety.

(Suggested Alternative Recommendation – refer to end of report)

Background provided by Elected Member

"The State Government previously had a program making it mandatory for primary school students to attend the free swimming program as part of the School curriculum over the years. This has been stopped and the generations coming along have limited swimming and water safety knowledge which has a significant impact upon families and emergency services. The drowning statistics are of concern and the mental effect on families doesn't disappear over time, and so preventative measures need to be implemented. Nationally in Australia, 48% of children under 12 years old are not proficient in swimming. There's has been 357 drowning deaths over the past 12 months, therefore a 27% increase on the 10 year average. Where the country of birth was known, 33% were born overseas, consistent with the 10 year average."

Details

The Department of Education offers two swimming programs aimed primarily at primary school aged children. One of these is offered as an in-term swimming program through local schools and the second is a holiday (vacation) swimming program offered at local leisure centres in a condensed five or 10 day program.

In-term swimming is offered through public primary schools with swimming teachers directly employed by the Department of Education. Use of facilities is by local governments with (generally) no charge for lane hire and only pool entry admission fees charged for the children. Anecdotally, some of these programs have been cancelled or reduced in duration from 10 days down to five, due to the unavailability of suitably qualified instructors sourced by the Department of Education. In some local examples, schools have expressed concern to the City that bus hire fees to transport children (paid by the schools directly) have become cost prohibitive. In at least one recent case, the City has waived the pool entry fees so the school was able to continue with the lessons and use the money saved to fund transport costs for the children. The decision on whether to participate in Department of Education lessons is a choice for individual school principals.

The vacation swimming program is offered during October and summer school holidays, and has varied in cost over the last four to five years. In 2023, enrolment costs were $30 per child ($20 for concession holders) plus pool entry fees. In September 2024, the State Government announced that the summer vacation swimming program would be free over the December and January holidays. This initiative also included pool entry fees with reimbursement provided to local government for the equivalent value of pool admissions. The capacity of the program to deliver free vacation lessons was constrained by available pool space and the availability of qualified instructors to deliver the program. In June 2025, the State Government announced that free vacation swimming lessons would not continue, and funding was cut from the budget with no new funding allocation. Lessons would continue under previous arrangements with enrolment costs of $32 ($20.50 concession) and pool entry fees payable by families in addition to the enrolment cost. Enrolment eligibility is limited to one enrolment per child per program (October and December/January).

In 2020, the State Government announced Kidsport funding could be used towards learn to swim costs for eligible families through endorsed (accredited) swim schools. The City has adopted this initiative and now allows voucher payments from the government to part cover the cost of learn to swim enrolments at City of Stirling facilities. This initiative has been well received as it allows constant ongoing learn to swim education throughout the year rather than an intensive five or 10-day period. A prolonged program is known to be more effective than a short duration intense program for skill development as it reinforces repetitive skill development over a longer period.

The City of Stirling understands the importance of learn to swim education and currently has more than 5,200 participants enrolled in learn to swim across three aquatic facilities in a variety of programs including school age learn to swim, and parent, baby and infant lessons. Lessons are offered year-round on an ongoing basis where participants progress through levels on a continuous basis once requisite skills for a particular level are achieved. The City also operates an in-term swimming program for private schools that choose not to pay a fee for service arrangement to the Department of Education for in-term swimming programs. Whilst there has been media reporting of a shortage of learn to swim instructors across the industry, the City has not experienced the same challenge and continues to thrive with record high enrolment numbers. Subject to pool space and instructor availability, there is no impediment to the City offering to conduct in-term swimming lesson for government schools on behalf of the Education Department on a fee for service arrangement. This would ensure that local children can access affordable learn to swim education in their local area and importantly, the City is providing an opportunity for learn to swim education that may not currently exist.

Given all in-term school lessons are conducted during school time when demand for pool space is generally low, accommodating the space for these lessons should not pose a significant challenge. Instructor availability would have to be determined, however allowing longer shift lengths that commence earlier than the current afternoon time slots may appeal to many casual staff.

The City understands it has an important role to play in providing an aquatic education to local residents and is in the unique position of having facilities available and the capability to scale up and assist the Department of Education in delivering this program on a full cost recovery from the State Government.

Officers can prepare a report to be presented to the Community and Resources Committee meeting to be held 17 February 2026 highlighting advocacy opportunities to ensure opportunities for learn to swim exist for all young residents of the City of Stirling.

Financial Assessment and Implications

Any financial implications of this further report to Council will be included in the future report.

Sustainable Stirling 2022-2032

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

Strategic Risk

Strategic Risk	Risk Appetite
Partnerships	The City will be proactive in improving existing relationships and working with new partners to grow its reputation as an organisation that the community, business, government and other organisations choose to engage with.

Suggested Alternative Recommendation

That a report be PRESENTED to the Community and Resources Committee meeting to be held 17 February 2026 to provide information and advocacy opportunities relating to learn to swim programs for children within the City of Stirling.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

14.3 PROPOSED NOTICE OF MOTION - COUNCILLOR ELIZABETH RE - POLICE STATION SITE OPTIONS AT MORRIS PLACE, INNALOO

Business Unit:	Commercial Portfolio	Service: Property Services
Ward:	Doubleview	Location: 7 Morris Road, Innaloo WA 6018
Applicant:	Not Applicable	

Role

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

Council Resolution

1125/058

Moved Councillor Re, seconded Councillor Proud

That a report be PRESENTED to the Planning and Development Committee meeting to be held 10 March 2026 on the options available for the City of Stirling to deliver, or assist in delivering, affordable housing on the Police Station site at Morris Place, Innaloo, with the intent of partnering with the State Government's affordable housing incentives, to address the shortage of affordable housing for senior residents.

The motion was put and declared CARRIED (13/0).

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

Notice of Motion Recommendation

That a report be PRESENTED to the Planning and Development Committee meeting to be held 3 February 2026 on the options available for the City of Stirling to deliver or assist in delivering affordable housing on the Police Station site at Morris Place, Innaloo, with the intent in partnering with the State Government's affordable housing incentives, to address the shortage of affordable housing for senior residents.

(Suggested Alternative Recommendation – refer to end of report)

Background provided by Elected Member

"Many senior residents at Innaloo and surrounding areas have been displaced due to the redevelopment and density development associated with the infill program, and safe, affordable housing is difficult to obtain and homelessness is on the rise. The ability to engage with State Government and private industry for development and potential land swaps."

Details

Officers can prepare a report to be presented to the Planning and Development Committee meeting to be held 10 March 2026.

The City's Property Services Team uses a range of approaches to consider how opportunities for affordable housing can be achieved or how the City can assist in opening up specific opportunities. This includes options for partnering with the State Government where appropriate, consideration of not for profits and their needs, and working with State Government agencies to progress de-constraining of their land to allow future housing prospects to emerge.

Affordability covers a broad range of issues in the housing market, supply being one of the most critical. The City has undertaken the initiative to also increase land supply into the housing market with specific subdivision undertaken to release new residential lots into the market. The housing market for seniors is a specific segment of the market which is equally diverse in their needs. The Property Services Team will engage with the appropriate State Government agency which currently owns the Police Station landholding in Morris Place to ascertain their intentions and current status of development.

A report will be provided with a number of options considered after those discussions with the landowner. Given the impending Christmas holiday period and the limited number of staff available at both the City of Stirling and at the State Government level, additional time is needed to finalise the report. As such, an alternative recommendation has been provided, indicating that a detailed report can be prepared for the Planning and Development Committee meeting to be held Tuesday 10 March 2026.

Financial Assessment and Implications

Relevant financial implications will be outlined in the report to be presented in March 2026.

Sustainable Stirling 2022-2032

Key Result Area: Our built environment

Objective: A liveable City

Priority: Facilitate diverse housing choice for our community

Strategic Risk

Strategic Risk	Risk Appetite
Community	The City will ensure that it engages with the community in accordance with its Community and Stakeholder Engagement Plan.

Suggested Alternative Recommendation

That a report be PRESENTED to the Planning and Development Committee meeting to be held 10 March 2026 on the options available for the City of Stirling to deliver, or assist in delivering, affordable housing on the Police Station site at Morris Place, Innaloo, with the intent of partnering with the State Government's affordable housing incentives, to address the shortage of affordable housing for senior residents.

Reason for Change

Options for affordable housing at the Police Station site at Morris Place, Innaloo can be investigated but will take time to review and research. With Christmas and the summer period approaching, a thorough report is not able to be presented to the next Planning and Development Committee meeting, but can be presented to the subsequent meeting, which is to be held 10 March 2026.

Relevant Documents and Information

Attachments

Nil.

Available for viewing at the meeting

Nil.

Linked Documents

Nil.

15. NOTICES OF MOTION FOR CONSIDERATION AT THE NEXT MEETING

15.1 PROPOSED NOTICE OF MOTION - COUNCILLOR ELIZABETH RE - OBJECTION TO FOOTPATHS IN DUNROSSIL PLACE, WEMBLEY DOWNS AND GODIN COURT, CHURCHLANDS, AND REVIEW OF FOOTPATH POLICY

Councillor Elizabeth Re submitted the following Notice of Motion at the Council meeting held 25 November 2025.

Notice of Motion Recommendation

1. **That footpaths are NOT INSTALLED in cul-de-sacs outside of Dunrossil Place, Wembley Downs and Godin Court, Churchlands.**

2. **That the Footpath Policy be REVIEWED at the Community and Resources Committee Meeting to be held in March 2026.**

Reason for Motion

1. *The current footpath policy is one size fits all, which it is not in reality.*
2. *The current City of Stirling policy states that cul-de-sacs are not mandatory and should be 'discretionary use'.*
3. *Parking and traffic worries in small cul-de-sacs.*
4. *Alternative pedestrian access is available in close proximity to the site.*
5. *Increases in concrete will increase heat in the area, and for children and animals walking on the concrete footpath.*
6. *Driveway and people's gardens could be ruined by the footpath construction and establishment.*
7. *All local residents in close proximity should be consulted and their views considered prior to footpaths being established.*

15.2 PROPOSED NOTICE OF MOTION - COUNCILLOR DAMIEN GIUDICI - CROSSOVER POLICY REVIEW

Councillor Damien Giudici submitted the following Notice of Motion at the Council meeting held 25 November 2025.

Notice of Motion Recommendation

That the City's Crossover Policy be REVIEWED, and that a report on the outcomes of the review be PRESENTED to the Planning and Development Committee meeting within the next six months.

Reason for Motion

"Residents in Dianella have signed a petition seeking a review of the City's Crossover Policy."

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

Nil.

19. CLOSURE

The Presiding Member declared the meeting closed at 9.47pm.

These minutes were confirmed as a true and correct record of proceedings on:

Date: .....

SIGNED:

.....

Presiding Member Signature

.....

Presiding Member Name (*please print*)