

City of Stirling
City of Choice

Annual Report
2021/22





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Where to get a copy

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

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

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

Από πού να πάρετε αντίγραφο

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

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

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

Dove ottenerne una copia

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

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

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

何处可获取年度报告

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

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

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

何處可獲取年度報告

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

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

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

Каде да побарате копија

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

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

Có thể lấy một bản ở đâu

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

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

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

شرازگن دستریس به ای نه

تسا نیا شرازگ یاه هخسن یخرب دوجوم دنشاب یم هک دراد دوجو یتاعالطا نیا رب هوالع .دنشاب یم یسررب لباق یاه هناخباتک رد یرادرمش زکرم رد هک یرادرمش یاه هخسن زا یخرب رد یرادرمش هدافتسا یارب (08) 9205 8555 یاه هرامش هب یرادرمش یاه هخسن یپاچ یاه هخسن زا یخرب .دنک یم یرادرمش یاه هخسن یپاچ هب یسررب یارب یرادرمش

Acknowledgement of Country

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

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

The City of Stirling acknowledges the Wadjak People of the Nyoongar Nation as the traditional custodians of Mooro Country. We pay our respects to Aboriginal and Torres Strait Islander Elders past and present for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

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





Introduction

The City of Stirling Annual Report for the 2021/22 financial year presents the City's financial and operational performance for the year against the key objectives, strategies and priorities outlined in our Strategic Community Plan and Corporate Business Plan.

The *Local Government Act 1995* requires local governments to prepare an annual report for each financial year. If the auditor's report is not available in time for the report to be accepted by 31 December, it must be accepted no later than 2 months after the auditor's report becomes available to the City. The City of Stirling goes beyond statutory requirements by producing a report that is comprehensive and engaging, demonstrating a wide range of activities.
The Annual Report is seen by the City as an essential tool to inform all stakeholders of its performance and plans.

The Strategic Community Plan 2018-2028 (reviewed 2020) and its supporting Corporate Business Plan 2020-2024 form the vision for the development of the City of Stirling. These two publications detail the community's aspirations and the approaches in place to achieve them. The Annual Report 2021/22 informs the reader of how the City is delivering on its vision to be a place where people choose to live, work, visit and invest. Divided into five main sections, this Annual Report comprises the following:

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

The City strives to build a sustainable future for its community. To achieve this, the City has adopted the Global Reporting Initiative (GRI) as a means of monitoring progress towards sustainability and outlining a strategy to realise its goals. The GRI process enables the City to deliver on reporting commitments in a transparent, consistent and internationally credible framework. The City has chosen GRI indicators that are most relevant to its activities. The GRI index can be found on page 284 of this report.

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

The Annual Report 2021/22 has been prepared in accordance with the *Western Australian Local Government Act 1995* and the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Framework and guidelines.

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



Our City

The City of Stirling (the City) is located 8 km north of Perth's central business district and covers an area of around 100km^2. Spanning 30 suburbs – from Scarborough in the west to Inglewood in the east, and from Hamersley in the north to Herdsman in the south – the City is a thriving cosmopolitan, multicultural and economic hub.

It is the largest local government area by population in Western Australia and the 17th largest in Australia. The City's estimated resident population in 2021 was 234,000, with a median age of 38 years. Between 2016 and 2020, the annualised population growth rate was 0.41 per cent.

The City of Stirling sits on land known as Mooro Country, home to Wadjak Nyoongar people for more than 40,000 years. Mooro Country extends from the Indian Ocean in the west to beyond the City's boundary in the east, and from the Swan River on the banks of Perth's CBD south of the City of Stirling to the boundary of Perth's metropolitan northern border in Yanchep. A coastal wetlands trail for Nyoongar people begins at the Swan River and follows a chain of lakes through to Yanchep. The Nyoongar community regards this chain of lakes as 'all the same water' and shares the ideal 'one water, many lakes'. Today, Aboriginal heritage sites are registered at each of the lakes in this chain, making Gwelup, Star Swamp and Herdsman significant sites within the City of Stirling for Nyoongar people.

The City of Stirling's population is incredibly diverse. Recent data from 2021 shows that around 37 per cent of the City's population was born overseas and 29 per cent of the population spoke a language other than English at home. The population of Aboriginal and/or Torres Strait Islanders has remained stable at approximately one per cent of the City's population.

Migrants form an important part of City of Stirling's history, with Chinese and European settlers bringing with them a growth in agriculture. New migrants developed thriving market gardens based in the central suburbs of Osborne Park, Balcatta and Gwelup in the early 1900s. By the late 1940s, suburban subdivisions were taking shape with many new suburbs deriving their names from Aboriginal words synonymous to the area. Other suburbs were named after local figures and community influences.

The *Local Government Act 1960* was passed in July 1961, with road boards becoming shires and uniform legislation was put in place to govern cities, towns and shires. In the same year, the Perth Road Board became the Shire of Perth, with a population of approximately 84,000 people. Ten years later in 1971, the Shire of Perth was renamed the City of Stirling, with a population at this time of 160,000 people.

The City is predominantly urban, with over 103,000 private dwellings. It also has 1,780ha of open space for reserves, parks, natural conservation areas and special purpose lands, including over 700ha of natural bushland, 26 wetland sites and 7 km of coastal dunes and beaches. Our built environment boasts a thriving industrial hub, beautiful history-laden suburbs and cool, eclectic café strips.

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 80,350 people work in the City of Stirling within key industries including construction, retail, health, professional, scientific and technical, education and training, manufacturing, hospitality, and real estate services. The total value of final goods and services generated by the City of Stirling economy in 2021 was estimated at $17.56 billion.

The popular summer playgrounds and top surf spots of Scarborough and Trigg are just some of the City's major attractions. In 2021, the tourism industry contributed an estimated $401 million to the local economy while employing around 1,678 people. However, since 2020 the COVID-19 pandemic has severely impacted the City's tourism sector output and related employment.

The City's rich and diverse history continues to be celebrated today, with Mount Flora Museum providing a window into the past, displaying a fascinating collection of photographs and historical objects. The museum's curator actively seeks out stories of the City's history, which includes an oral history collection, 'Stirling Stories', capturing stories of the past from residents. A significant milestone in our history, 2021 marked 50 years as the City of Stirling. This was celebrated in a number of ways with several events held throughout the year given a commemorative flavour, including a series of market gardens at the Osborne Community Hub in July, and the annual Mayoral Christmas Dinner featuring a 50th anniversary theme in December.



About the City of Stirling

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

Estimated population **234,380***

94% overall community satisfaction score

98% satisfaction rate from event goers

63% **born in Australia****

2,203 new citizens were naturalised

6 **leisure centres** 3 with swimming pools

6 **libraries**

447 **hireable spaces** with **25,941** bookings in 2021/22

Total area
104.7 km²
7 km of coastline

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

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

1.2% identify as Aboriginal or Torres Strait Islander**

21 million containers processed at the Container Refund Centre

31% of employees live in the City

30 suburbs

52.1% educated to Year 12 or above**

7.18 million residential waste bins collected

6,925 trees planted in 2021/22

21.1% aged under 20**

22.3% aged over 60**

500 registered volunteers

22,410* businesses with a gross regional product of $17.5 billion

1,094 km of roads

38** median resident age group

365 events held in 2021/22 in the City attracting 320,000 people

101,893 rateable properties

1,104 km of pathways

22,000 ratepayers received their rates notice via email

53 artworks in the City's public art collection and **233** pieces in the visual arts collection

Sources
* Australian Bureau of Statistics, Regional Population Growth, Australia
** 2021 Census



Message from the Mayor and CEO

Last financial year, I reported once again that the City's budget was balanced and debt-free, to chart a course forward out of the economic uncertainties brought on by the COVID-19 pandemic.

Looking back on the year, the 2021 local government elections saw three new Councillors join the City of Stirling and four incumbents re-elected, with 15 council meetings and 23 committee meetings held through the year.

The Stephenson Avenue Extension project – a key component of our Stirling City Centre vision – was partially opened in December 2021, with practical completion of stage 1 in February 2022. A month later, our work won excellence in road safety and was highly commended for best public works from the Institute of Public Works and Engineering Australasia awards.

The City delivered on major commitments, including celebrating the official opening of the Moyle Pavilion and the Hamer Park clubrooms in April 2022. Over $6 million was invested in the project, including $1.3 million from the State Government.

We also saw indoor refurbishments completed for the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood, and we announced major works to replace the outdoor pools with a state-of-the-art, L-shaped multi-use pool and new plant equipment.

We launched WA's first Women's Shed on International Women's Day, began the first trial of eScooter in metropolitan Perth, successfully delivered the City's biennial Art Awards and Exhibition, partnered with Destination Perth and the City of Joondalup to trial a coastal explorer bus, and won the Local Government Award at the WA Multicultural Awards.

After years of planning and our previous success in securing $2 million of Australian Government funding for a business case into Trackless Trams, the Australian Government announced in March that the City and Curtin University would conduct an Australian-first trial of the technology, bringing a tram to our shores and testing its capability.

We will continue to deliver and invest under our new Strategic Community Plan and vision to be a sustainable City with a local focus.



Mark Irwin
Mayor

Another year of striving to achieve our community's vision for the City of Stirling has seen our services and programs continue to adapt to the needs of our 234,380 residents and 22,410 businesses.

Our arts and events program acknowledges the importance of fostering a strong and sustainable creative community, with around 365 events held within the City in 2021/22.

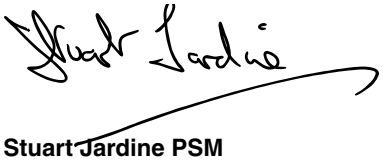
We continued to play our part in enabling our City to develop, with a total of 1,919 development applications and 3,040 building permits lodged during the financial year. The estimated value of building works for permits issued within the City was $671,760,120.

Alongside the Mayor and Executive Team, the City successfully lobbied for $700,000 in election commitments ahead of the federal election. This included $500,000 for an upgrade to Joondanna Reserve and $200,000 for Beaufort Street lighting upgrades.

Sustainability remained a key focus for the City as we worked with our community through the launch of our Sustainable Verge Awards, the Waterwise Verge Rebate and the Free Tree Programs. More than 4,300 native plants and trees were provided to City of Stirling residents. We also committed to purchase three electric vehicles for the Parking Services fleet in the 2022/23 replacement program and are looking forward to their arrival. Our Containers for Change Refund Centre also processed a staggering 21 million containers during the year.

I am proud to report the services and initiatives we delivered to the community were recognised for their excellence, through multiple awards received in 2021/22. This included recognition at the WA Aquatic Recreation Industry Awards, Waterwise Recognition Awards, Local Government Professionals WA Annual State Conference 2021 and many more. For the eighth consecutive year, our Annual Report was awarded gold in the Australasian Reporting Awards.

We also achieved a 94 per cent overall community satisfaction rate, and I look forward to continuing the productive relationship with Council to deliver a high standard of services and programs for our community in 2022/23.



Stuart Jardine PSM
CEO

Our leadership approach

Our vision

The City of Stirling will be a place where people choose to live, work, visit and invest. We will have safe and thriving neighbourhoods with a range of housing, employment and recreational opportunities. We will engage with our diverse community to help shape our future into the City of Stirling – City of Choice.

Our mission

To serve the City's diverse community through delivering efficient, responsive and sustainable services.

Our values

- Agile
- Approachable
- Inclusive
- Innovative
- Inspiring
- Respectful
- Transparent.

Our plans

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

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

Our commitment to sustainability

Over the past eight years, the City of Stirling has become more actively committed to developing and improving its Integrated Planning and Reporting Framework to achieve more sustainable outcomes. The City advocates the importance of taking a long-term outlook in addition to a short-term view when making decisions and taking action. This why we have a long-term 10-year Strategic Community Plan and a shorter-term four-year Corporate Business Plan.

Sustainability emphasises the need to consider in an integrated way the wider economic, social and environmental implications of decisions and actions for the community. The sustainability agenda has more recently been expanded to consider a fourth element of sustainable communities. Known as governance or ethical responsibility, this component reflects the principles, values and standards of an organisation. These four pillars of sustainability are broadly known as the 'quadruple bottom line'.

At the City of Stirling, we have developed our Strategic Community Plan using the four pillars of sustainability in the quadruple bottom line to drive this approach through all aspects of our planning and delivery. These have become the key result areas in this plan, with the 'environment' pillar split into 'liveable neighbourhoods' and 'sustainability' to enhance our focus in these areas.

Planning and reporting within this framework enables us to simultaneously let our community know what is important to us and what sustainable outcomes are being achieved over the life of the Strategic Community Plan.

Diagram 1: Sustainable City approach





Our service commitment

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

During all interactions, we are committed to:

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

We are also committed to:

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

Performance highlights and challenges

The City of Stirling's 2021/22 Annual Report details the City's progress towards the objectives and priorities outlined in our Strategic Community Plan 2018 – 2028 and Corporate Business Plan 2021 – 2025.

This section provides a summary of achievements and challenges in 2021/22 by each of the key result areas outlined in our Strategic Community Plan. More detailed information can be found in the 'Our performance' section which begins on page 77.

Thriving communities

Objectives – What does the City aim to achieve?

S1.1 Strengthen communities through sense of place

S2.1 Promote active and healthy lifestyle choices

S3.1 Accessible services for all members of the community

S4.1 Work with the community to create a safer City

Achievements

The Kaleidoscope Initiative, in collaboration with the City of Canning, secured grant funding from Lotterywest to deliver job-readiness programs for migrant women affected by COVID-19. Kaleidoscope has held 11 workshops delivering 88 modules, with 199 women in attendance. In addition to the migrant women job-readiness workshops, 97 newcomers received job-readiness training, 93 participants attended cultural competency sessions and 81 newcomers have been empowered and connected to their industries via two mentoring cycles. These programs have enhanced the confidence, skills and ability of newcomers to support them gaining meaningful employment.

Implementation of RFID (radio frequency identification) smart shelves and self-service units took place in the City's six libraries, allowing customers to easily return and borrow items. Implementation of the concierge service model to support customers learning these new technologies has provided many opportunities for staff to engage with customers and offer additional library services and programs.

It was an exciting time at Hamersley Public Golf Course as we transitioned the facility to internal management in July 2021 for the first time since it opened in the 1960s. After a short COVID-19 delay, the City opened the doors on 3 July with a focus on exceptional customer service for all course management and retail services. Social clubs and general public service improvements were a key focus at the course this year which included modifying tee times and improving communication with social group organisers. The course achieved an incredible level of performance, increasing public access by 29 per cent and achieving an industry-record-breaking high of 104,000 rounds of golf – the most of any Western Australian golf course.

The City continued to implement the Multicultural Framework by providing services in response to the needs of newcomers, supporting welcoming initiatives, and improving the City's ability to respond to and meet the needs of diverse communities. The City's work in this space was recognised in March 2022, when the City was announced as the proud winner of the Local Government Award at the Western Australian Multicultural Awards.

The award recognises the City's consistent work over many years to promote multiculturalism and social inclusion, and to ensure that culturally and linguistically diverse residents have access to appropriate services that support their full community participation.

The newly refurbished Stirling Women's Shed space at Scarborough Community Hub was launched on 8 March – International Women's Day 2022. The launch was well attended by Councillors and Women's Shed attendees. The much-anticipated project received national media coverage, including on SBS World News and Channel 10's National Breakfast program. The project was supported with generous donations from Bunnings Innaloo, Greg Miller – Joy of Wood, Stirling Men's Shed and the WA Police.

Challenges

An Aquatic Safety Audit during 2021/22 identified various opportunities to improve safety across the City's three aquatic facilities. The audit recommended a range of operational improvements to ensure compliance with the new workplace health and safety legislation. This needed to be managed in line with a six-month indoor pool closure at the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood for redevelopment. Further improvements will continue to be implemented in 2022/23 along with a redevelopment and closure of the outdoor pools at the same facility.

The 2021/22 financial year was particularly challenging for the City's Environmental Health service, resulting in this area not meeting all of its inspection targets. This was primarily due to resourcing issues brought about by COVID-19, together with an increase in premises inspections required following the opening of the extended Karrinyup Shopping Centre. Recognising the importance of this function an internal audit is planned for 2022/23 to identify the improvements required to achieve inspection targets.

Looking forward

With an extremely diverse population, it is important that the City supports and encourages our residents to be part of their local communities. To do this we will continue with projects such as the Community Collaborations Fund, the Kaleidoscope Initiative and supporting people experiencing homelessness. We will also commence new projects such as the installation of Nyoongar signage and the recording of City of Stirling local history interviews.

The Hamersley Community Hub will receive improved amenities and a new playground. Public artworks will be installed at the Jackadder Lake Reserve. To improve public safety, the Safer Communities CCTV Initiative will commence.



Vibrant economy

Objectives – What does the City aim to achieve?

E1.1 Attract visitors to our City

E2.1 Facilitate economic growth

Achievements

The City's neighbourhood event series was redirected during COVID-19 with a change of format to provide maximum neighbourhood activation and opportunity. For 2021/22, the City's focus was to enable local communities to activate events and local programs with funding support via Community Arts and Events Funding (CAEF) and Community Creativity Funding (CCF). These became a key mechanism during the year to boost the local economy, activate locally and to create a stronger, more connected community with a sense of place. All the supported events and activations were well attended, attracting thousands of people, with more than 220,000 participants in total across a range of neighbourhood events.

The City's biennial Art Awards and Exhibition returned from 29 October to 7 November, with an extraordinary collection of new works from established and emerging Western Australian artists. Over 360 entries were received, included painted, sculptural, drawn, mixed media and digital works (excluding photography) – all of which were available for sale to the public. Over $15,000 in prizes were provided, including the $7,500 Acquisitive Prize awarded to Annette Peterson for her digital video work '*Shotgun Through Scarborough*'.

Travel restrictions and border closures kept international and interstate visitors away from the City for the most part of 2021/22. In order to generate intrastate visitors along our coastline, the City partnered with Destination Perth and the City of Joondalup to deliver the Sunset Coast Explorer, a double decker, open top bus. The free service operated along the City's 7.5 km of coast during the summer period, attracting over 17,000 passengers who generated an economic impact of over $500,000 for local businesses.

Challenges

The events industry continues to be one of the hardest- hit industries as a result of COVID-19 associated restrictions. A number of events, including several large-scale sporting events, were cancelled in 2021/22 due to border closures. Some planned sponsorship expenditure was returned during the City's budget review process. However in most instances, the City adapted and changed focus to deliver a smaller-scale event series.

Looking forward

With approximately 80,000 jobs across more than 22,000 businesses supporting the local economy, the City is the second-largest employment district in Western Australia after the Perth CBD. Following the major review of the strategic community plan, the City has expanded its focus into three main outcome areas from 1 July 2022. These include:

- Encouraging economic investment via a dedicated economic development service
- Facilitating local business and employment growth by distributing business innovation grants and place activation funding,
- Attracting visitors to our City with event sponsorship and tourist activities.

Liveable neighbourhoods

Objectives – What does the City aim to achieve?

B1.1 Plan to create unique and liveable neighbourhoods and places that meet community needs

B2.1 Connect the community through sustainable and integrated transport networks

B3.1 Ensure our assets meet future community needs

Achievements

In February 2022, 250 eScooters were rolled out in across six City suburbs, offering residents, visitors and tourists an innovative and sustainable transport experience unique to Perth. The City partnered with Neuron Mobility for the one-year trial, involving an easy-to-use app that allowed riders to scan the code on an available eScooter, giving them cost-effective transport from IKEA in the east of the ride zone all the way to our iconic Scarborough Beach in the west. The eScooter trial has been very successful, with 70,000 rides in the first three months. Positive journey trends have been observed, showing first and last-point connections with train stations, particularly Stirling Station along Moorland Bike Boulevard, as well as lengthy leisure trips along the coastline utilising the fantastic shared paths in the trial area.

The City received a range of development applications for residential, commercial, mixed-use, change-of-use and industrial applications in 2021/22. The City received a total of 1,919 development applications and 3,040 building permits lodged during the financial year. Additionally, 161 applications for occupancy permits were processed. The estimated value of building works for permits issued within the City was $671,760,120.

Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood reopened on Thursday 21 April 2022, after stage 1 of the major refurbishment works were completed. The works involved retiling the internal pool concourse and reception area; major refurbishment of the indoor pools; upgrade of the indoor pool plant, changerooms and spa area; and LED lighting improvements; in what was the first major refurbishment of the indoor facility since it opened in 2001.

The City celebrated the official opening of the Moyle Pavilion and the Hamer Park clubrooms in April 2022 after over $6 million was invested into community sport through the construction of the two new facilities. The construction of Moyle Pavilion at Inglewood Oval and of the Hamer Park clubrooms, including provision of new sports floodlighting; new parking; and new clubroom spaces for junior and senior AFL, baseball and cricket clubs; has been a significant project for the City and the sporting clubs. The demolition of the old Hamer Park clubrooms will be completed in late 2022 with an overflow car park being constructed at this location. More information on this is provided in the case study on page 148.

Challenges

The COVID-19 pandemic resulted in some inspections being unable to be undertaken due to the isolation requirements of some swimming pool/spa owners and swimming pool inspectors. This resulted in the City being unable to meet all KPI targets during the year. However the City continued to engage via other methods to ensure compliant barriers were being maintained. However, with the introduction of a new online booking system and improved functionality allowing swimming pool inspectors to undertake mobile inspections from the field, this is expected to significantly improve in 2022/23.

In 2021/22, there was an increase in the number of road crashes on City roads for the first time since 2010. The City will continue to review these trends in 2022/23 as well as installing traffic management treatments and conducting road safety education workshops and events. Despite this increase, it is reassuring to note that the number of serious injury crashes is continuing to decline.

Supply chain demand in 2021/22 continued to have an impact on the City's capital works program as a lack of building materials and available labour hire increased the cost of a number of planned major projects. During the year, the City made the responsible decision to defer some of these projects and will continue to monitor market conditions in 2022/23. These projects will recommence once better value for money can be demonstrated for our community.

Looking forward

The City of Stirling is recognised for its tree-lined streets, well-planned neighbourhoods and vibrant local centres. We will plan to maintain the amenity of these local areas, ensuring that they are thriving and liveable into the future with well-maintained facilities and open spaces. To do this, we will finalise a number of our planning instruments, including the new Local Planning Scheme No.4 and the Scarborough Beach Redevelopment Area Normalisation. We will also deliver a number of parking improvement initiatives and carry out upgrades to community sporting facilities for the Carine Baseball Club, North Beach Soccer Club and Grindleford Reserve. Significant redevelopment works will continue at the Stirling Leisure Centre – Terry Tyzack Aquatic Centre – Inglewood, with a new 10-lane 50m outdoor pool and a four-lane 25m extension.

Sustainability

Objectives – What does the City aim to achieve?

N1.1 Lead by example and work with our community tosustain our natural resources

N2.1 Create and maintain inviting green spaces and streetscapes

Achievements

The City once again offered support to residents to transform their verges into waterwise gardens through the Waterwise Verge Rebate program in 2021/22. Rebates were provided together with a workshop, with gardening experts providing guidance and free native plants. Under the program, 51 residents removed 2,787m^2 of water-intensive irrigated grass. It also saw the removal of 27 irrigation systems and the installation of over 2,200 native plants and surrounding mulch. After the transformation, over three-quarters of participants estimate they now use 75 to 100 per cent less water on their verges, half of the participants no longer needed to water their verge at all post-transformation, and a quarter of participants installed waterwise drip-style irrigation. Over 70 per cent of participants are now considering transforming other areas on their private property into waterwise gardens.

The City provided 164 free home sustainability advice sessions in 2021/22. The advice sessions identify opportunities for residents to reduce their energy and water use and save money on bills. Participants learn simple, practical actions, including improving window treatments, replacing lights with more efficient LED globes, and applying soil wetter/mulch to improve water efficiency in the garden. Feedback indicates that the audits were delivered professionally, with high levels of customer satisfaction. For more information, visit www.stirling.wa.gov.au/livinggreen

Now in its sixth year, the Free Tree Program aims to increase canopy cover, shade and cooling on residents' private property. The species selection has been tailored to include small trees to suit as many properties as possible. Instead of a face-to-face collection, a delivery model, downscaled for management, was trialled, which resulted in 97 per cent delivery success, receiving positive feedback from residents. The provided trees will be mapped to residents' properties to assist with urban canopy data and projections. This year, 2,112 trees were provided to residents. To learn more, visit www.stirling.wa.gov.au/livinggreen

Challenges

Annually, thousands of primary school students and community members participate in various waste education activities and workshops provided by the City. COVID-19 had a huge impact on our program's delivery during the current financial year. However, we still managed to engage face to face with community members and students during 2021/22. By providing significant educational benefits on current environmental and sustainability issues, both our community and students benefited from composting and worm farm workshops, waste audits and waste education workshops. The City has introduced two Charity Clothing Drop-off Day events per year, with thousands of donations being diverted from landfill. We are diverting from landfill, reusing and recycling approximately 50t of clothing, shoes and accessories.

During the 2021/22 period, the City experienced changes to waste generation rates and visitor attendance at the Recycling Centre Balcatta (RCB) due to COVID-19. The closure of the City's RCB for a period in 2021 affected the waste services provided at the centre. This resulted in a reduction in visitor numbers and the flow-on effect of lower volumes received at the RCB.

Scheme water use by the City has gradually increased 14 per cent over the past five years, despite innovative efficiency measures being implemented within City facilities and across City operations. This is due to a growing population and increased demand for services and infrastructure (such as a new aquatic centre). The City will need to closely monitor these results in future years to address and improve water use.

Looking forward

During the major review of the Strategic Community Plan in 2021/22, it was identified that there is an expectation within the community that the City should increase its efforts to create a more sustainable future. Strong feedback across all areas of the City of Stirling shows that people want to be more involved in environmental sustainability and would like the City to provide leadership and direction in this area. Following the challenges over the past two years, appreciation for the natural environment and public open space in local communities has increased. It is very important to our community that this is protected and enhanced in years to come.

As a result, the City has expanded its focus on the natural environment with four new outcome areas in the new Sustainable Stirling 2022-2032. These include the transition to net zero emissions, supported by the City's Sustainable Energy Action Plan and Energy Improvement Program. Ensuring a sustainably managed water supply and a healthy, balanced urban water system will be a shared responsibility across all services at the City. Support for biodiversity and healthy ecosystems will be delivered through key projects such as the Living Green Schools fund, Coastal Hazard Risk Management and Adaptation Planning, and protection and enhancement of the City's urban tree canopy. We will also continue our efforts to support a low-waste economy and reduce our waste generation as well as guiding our community to do the same.

Governance and leadership

Objectives – What does the City aim to achieve?

G1.1 Provide accountable and ethical governance

G2.1 Work with and influence others for mutual benefit

G3.1 Strengthen customer service

G4.1 Optimise use of the City's resources and build organisational capacity

Achievements

Since 1999, the City has conducted an annual community satisfaction survey to better understand its performance and to ensure its services are meeting community needs. The survey is undertaken by an independent research agency, applying rigorous statistical approaches so that an appropriate cross-section of the community is represented. The survey covers many of the City's key services and responsibilities and the results for those specific focus areas are provided throughout the remainder of this report. Included within the survey is a single overarching question asking residents how satisfied they are overall with the services provided by the City. We are delighted to report that for the 2021/22 financial year, the City has achieved its highest recorded level of community satisfaction ever, with a score of 94 per cent.

Despite COVID-19 restrictions, the City conducted 15 ordinary council meetings and 23 committee meetings, attended by 458 members of the public. All council and committee minutes and agendas were uploaded before their deadlines. The City also maintained 100 per cent compliance to statutory requirements regarding minutes being signed. The City also naturalised 2,203 new Australians over a total of 24 citizenship ceremonies.

In December 2021, the Mayor and Chief Executive Officer proactively lobbied current members and candidates in each electorate ahead of the 2022 federal election, with the aim of securing funding. This was very positively received, with multiple briefings held with seven federal members/candidates in the lead-up to the federal election and over $700,000 in election commitments secured, including $500,000 for an upgrade to Joondanna Reserve and $200,000 for Beaufort Street lighting upgrades.

In addition to these commitments and as a result of the City's dedicated lobbying for our trackless tram project, on 15 March 2022, the Hon. Paul Fletcher, Minister for Communications; Urban Infrastructure; Cities and the Arts announced approval of $135,000 to conduct an Australia-first trial of a Trackless Tram. This funding will be used to support the delivery of a trackless vehicle to trial in Perth which will provide critical information to inform the City's Trackless Tram Business Case project and will be conducted with partners from Curtin University, Development WA and other State Government agencies. This is another significant step forward for this exciting project and the trial is expected to be undertaken in 2022/23.

Challenges

Throughout 2021/22, council and committee meetings had to adapt to the difficult circumstances created by COVID-19. Council and committee meetings transitioned to a hybrid format, with Elected Members and officers able to participate in person or from home if they were affected by COVID-19. During these meetings, live video and audio between Council Chambers and attendees from home enabled instant participation between all attendees. The City hosted 17 consecutive hybrid council and committee meetings between February and June 2022, with all hybrid council meetings being live streamed. This ensured that the democratic process remained unaffected during COVID-19, enabling consistent participation at council and committee meetings.

Looking forward

Transparent and ethical governance contributes to public trust and confidence in the City's decision making, and we are committed to this process. Along with delivering excellent customer service, we will strive for operational efficiency, effectiveness and continuous improvement. Projects to improve the City's workplace health and safety will be implemented in 2022/23 along with a new learning management system. An onboard truck management system and in-vehicle management system for City vehicles will improve fleet efficiency. A number of other information technology projects will also aim to increase efficiency in service delivery and drive innovation.





Our future: The year ahead

Committed to progress, we are forging ahead to create a bright future for everyone living, working or visiting the City of Stirling. A new cutting-edge strategic community plan and an ambitious and achievable vision will help shape the City's direction over the next 10 years.

Following a major review of the City's long-term strategic community plan in 2021/22, the new 'Sustainable Stirling 2022-2032 will shift focus for the City in 2022/23. A new vision to be 'a sustainable City with a local focus', encapsulates community and Council priorities and will continue to drive improvements in the City's community engagement, service performance and sustainable outcomes. These priorities are further articulated in the City's Corporate Business Plan 2022-2026, which ensures that the services, projects and programs we will deliver over the next four years are aligned to this new vision.

During 2022/23, the City will invest significant effort on the maintenance and improvement of its infrastructure. This includes:

- Stage 2 of the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood redevelopment
- Renewal of the North Beach Soccer Club
- Design and construction of a new facility for the Carine Cats Ball Club
- Significant drainage works for Weaponess Road – highlighted for priority following severe storm and flood damage in 2021
- Additional solar panel installations as part of the City's Solar Escalation Program to bring investments in line with achieving our 2030 renewable energy targets.

The City will also invest in a range of other projects to support the community and create a sustainable future. These include support for people experiencing homelessness, public art projects, a safer communities CCTV initiative and developing a plan for community infrastructure in the Stirling City Centre. Grants will be provided to support business innovation and sponsorship for major events, in order to attract visitors and create activity in our local centres.

We are committed to delivering a sustainable and thriving City that engages the community and fosters prosperity. With hard work and consistent service delivery, we will continue to strengthen our position as a 'City of Choice' in which to live, work and visit.

Further information on activities and projects 'looking forward' is outlined by key result area in the 'Our performance' section from page 77.







Our Council

Local government is one of Australia's three tiers of government (federal, state and local). Western Australia alone has a total of 138 local governments, with the City of Stirling being the largest by population.

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

Democracy in the City of Stirling

The City of Stirling is one of 138 local governments in Western Australia. The City operates in accordance with the *Local Government Act 1995*.

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

Local government elections

Local government elections are held every two years, with the next election to be held on 21 October 2023. All those registered on the state electoral roll are eligible to vote for their local government. Non-resident owners and occupiers can also apply for eligibility to vote. Any eligible elector can stand to nominate for election, with no requirement for a candidate to belong to a political party or other organisation.

Elected Members are voted in for a four-year term, with Council electing the Deputy Mayor. The Mayor of the City of Stirling is popularly elected, as declared by referendum in 2019. The Mayor is appointed for a four-year term which expires in 2023. Elected Members represent the seven wards shown on the map below. Further information on each ward can be found on the City's website at www.stirling.wa.gov.au/citywards

The role of the Mayor, Deputy Mayor and Elected Members

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

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

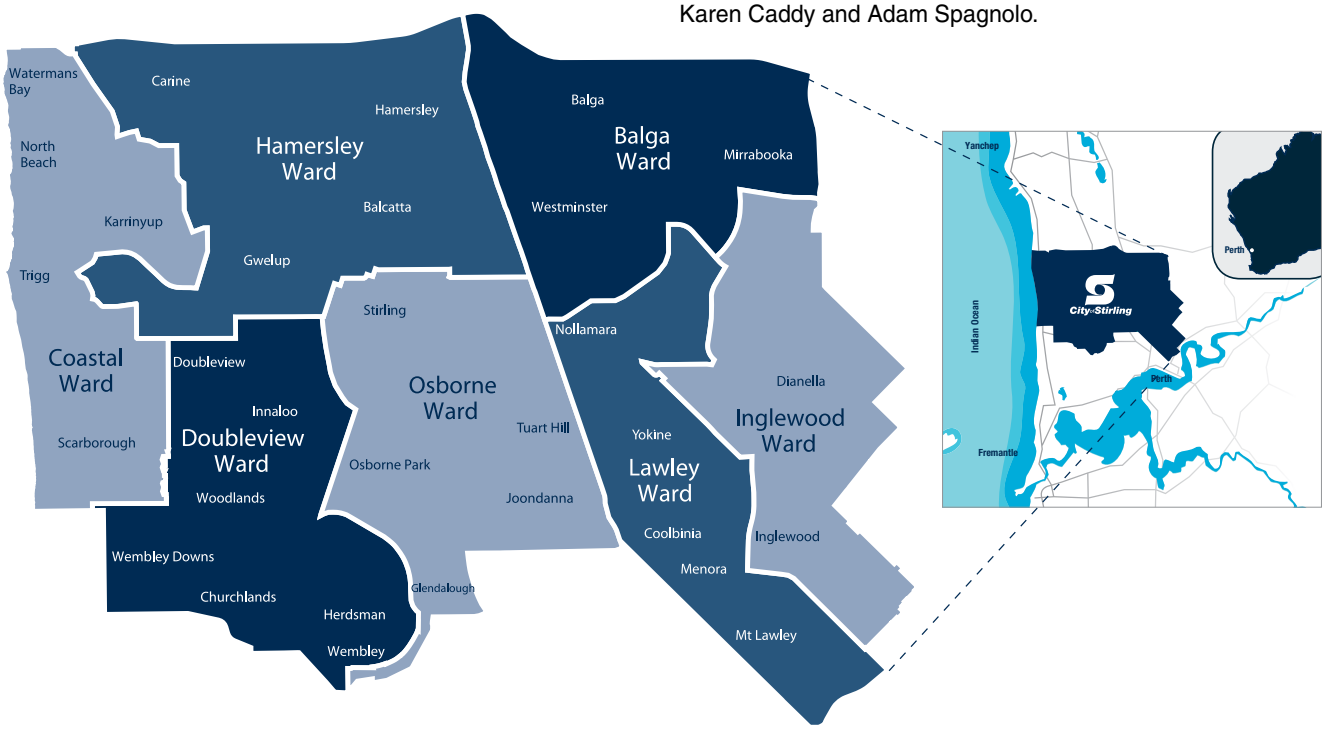
The Deputy Mayor performs the functions of Mayor as required. Councillor Stephanie Proud JP is the serving Deputy Mayor of the City of Stirling.

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

The specific role of Elected Members is to:

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

The City would like to acknowledge the significant contributions of retired Councillors David Boothman, Karen Caddy and Adam Spagnolo.





Elected Member profiles

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

Mayor Mark Irwin

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

Bachelor of Science
Diploma of Management



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

Mayor Mark Irwin was born and raised in Scarborough and was first elected as a Councillor for the City of Stirling in 2015. He was elected as Mayor by his fellow Councillors in October 2017 and was re-elected as the City's first popularly elected Mayor in 2019. Mayor Irwin is married with three adult children. Mayor Irwin enjoys connecting with people and discussing local issues. He is passionate about community service and has been a member of Scarboro Surf Life Saving Club (SLSC) throughout his life.

Mayor Irwin has a degree in science from UWA and a Diploma of Management. He is also a Graduate of the Australian Institute of Company Directors. He is an advocate of the benefits of health and fitness, having operated a health and fitness business with his wife for 20 years. His strong connection with small business has included terms on the Stirling Business Association and Small Business Development Corporation boards. He was recently placed in the *Business News* Power 500, the most influential leaders across the industries that underpin our state. He is sought after for presentations to industry and government as an innovative driver of strategic and cultural change.

Mayor Irwin has also held positions in community-based roles as President of Scarboro SLSC and Surf Life Saving WA, and now uses these leadership skills to lead a cohesive and ambitious council of Elected Members. Through his role, he has forged successful relationships with local, state and national bodies. He is proud to be leading a progressive local council and community.

Doubleview Ward

Councillor Stephanie Proud JP

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



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

Councillor Stephanie Proud JP has owned and operated a small business since 1989 and has enjoyed a diverse administrative career in small, medium and corporate enterprises. She has resided in the City of Stirling with her family since 1993 and has represented the local community since 1998, through community organisations, schools and local reference groups.

Cr Proud was a member of the Murdoch University Animal Ethics Committee and has served as a RACWA councillor. She is an active Justice of the Peace. Cr Proud strongly advocates for passive and active community recreation, including development of skate and BMX parks City-wide. She drove delivery of the outdoor exercise equipment installed at Jackadder Lake, Woodlands; and Luketina Reserve, Wembley Downs. She has a strong interest in the preservation of public open space, the protection of the natural environment, increasing tree-canopy coverage, sustainable and moderate residential development in accordance with residential guidelines, and responsible financial management.

Councillor Elizabeth Re

City of Stirling Councillor since: 2005

Bachelor of Science
Graduate Diploma in Education
Member of Australian Institute of Company Directors
Fellow Environmental Health Australia



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

Councillor Elizabeth Re was born and has lived in City of Stirling most of her life. She has a Bachelor of Science and Graduate Diploma in Education and has worked in and is passionate about sustainability, environmental health and public health. Cr Re has championed the creation of footpaths, park activities, improved public transport systems, and upgrades for sporting and community buildings.

Cr Re was the first woman appointed as Principal Health and Building Inspector in local government in Western Australia. Her advocacy on behalf of women and diversity in the workplace was recognised in 2010 with an award for Australian Ambassador for Women. She was also awarded Fellow of Environmental Health Australia for her services in environmental public health and promotion of women in the workforce. Cr Re is the founder of several community organisations and believes community consultation and education are paramount to delivering good services and value for ratepayers and families.

Balga Ward



Councillor Andrea Creado

City of Stirling Councillor since: 2020

Master of Human Development
Bachelor Psychology
Bachelor of Arts (Psychology) with honours
Australian Institute of Company Directors (AICD) Graduate
Fellow Australian Institute of Management

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

Councillor Andrea Creado was born in India and migrated to Australia in 2001. She is currently the CEO of a multicultural women's health organisation, dedicating over 20 years' to the non-profit sector. As a community leader, she responds to local needs with services in health, physical activity, parenting and family violence.

Cr Creado has lived in the City of Stirling since 2001. She works, shops and uses recreational facilities locally in the Balga Ward. She has experience in leadership, establishing programs strategy and operations in both government and the community services sector. She contributes her knowledge and experience of working with multicultural communities on various boards, management committees and reference groups.

Cr Creado's priorities include services for vulnerable groups and improving community safety, local parks, amenities and environmental practices.

Coastal Ward



Councillor Tony Krsticevic

City of Stirling Councillor since: 2021

Bachelor Business (Accounting and Computing)

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

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

He has been helping the community solve problems and achieve positive outcomes for many years. He believes understanding and supporting local organisations is vital in building vibrant and more connected communities.

Councillor Krsticevic worked for the Australian Taxation Office before election as the State Member for Carine from September 2008 to March 2021. He understands the complex relationships between all levels of government and how to get the best outcomes for the community. Councillor Krsticevic advocates for stronger community input in decision making, encouraging people be interested in their neighbourhood. He is approachable and always available to assist people as the need arises.

Councillor Krsticevic nominated for Council because of the importance of transparent and accountable governance, sensible planning and development, safer suburbs and an environmentally sustainable future.



Councillor Felicity Farrelly

City of Stirling Councillor since: 2019

Bachelor of Agricultural Science
Master of Preliminary Landscape Management
Graduate Diploma in Education

M 0407 170 090 | **E** felicity.farrelly@stirling.wa.gov.au

Councillor Felicity Farrelly lives and has raised her family in the coastal area of Scarborough and has been a strong community advocate for issues affecting her neighbourhood and community. Cr Farrelly continues to promote authenticity in landscape, recognising that the Coastal Ward is a contested urban matrix where there are significant demands for developments and infrastructure, and where community consultation requires great transparency.

Cr Farrelly is aware of major issues that impact on the Coastal Ward and which are disrupting the neighbourhood dynamics. She recognises the challenges these bring, especially to wellness and the enjoyment of lifestyle. Cr Farrelly understands the need to be available to the community and listen to community for the benefit of all community members. Cr Farrelly is proud to be a representative for the great people in the Coastal Ward.

Hamersley Ward



Councillor Chris Hatton

City of Stirling Councillor since: 2019

Diploma in Education
Bachelor of Education
Graduate Certificate Educational Administration

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

Councillor Chris Hatton and his family have lived in the Hamersley Ward for over 30 years. He has a strong belief in keeping suburbs safe, vibrant and family friendly. Cr Hatton is a local school teacher and a board member of Balcatta Senior High School. He is also a former state member of parliament and a former board member of the Constable Care Child Safety Foundation.

Cr Hatton believes in working for the community and ensuring that Council spends wisely on essential services and infrastructure. He has particular interests in community safety, reducing traffic congestion, preserving green spaces and sensible housing densities. Cr Hatton welcomes residents and the community to contact him with any issues they may have. He has substantial knowledge and the expertise to be able to express community concerns to Council – to seek better outcomes for community members.



Councillor Karlo Perkov

City of Stirling Councillor since: 2017

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

Cr Karlo Perkov has been a serving Councillor for the Hamersley Ward since 2017. His parents settled in the area in the 1950s and he was born at the Osborne Park Hospital. As a local resident for over 25 years, Karlo enjoys nothing more than spending time with his family and friends in and around our diverse City.

In an age of social media, Cr Perkov still prefers to engage in the old-fashioned way, face to face, with a big smile and always eager to help.

Cr Perkov recognises the importance of protecting our natural environments and spaces. From Lake Gwelup, Trigg Bushland and Careniup Wetlands to Carine Open Space, he strongly supports these special areas, which are so vital for the wellbeing of our entire community.

Becoming a Councillor has given Karlo a far deeper sense of community appreciation and he's honoured to be serving and representing the City of Stirling.

Inglewood Ward



Councillor Bianca Sandri

City of Stirling Councillor since 2017

Bachelor of Arts (Urban and Regional Planning) with honours
Certificate IV in Business

M 0439 185 175 | **E** bianca.sandri@stirling.wa.gov.au

Councillor Bianca Sandri's family have lived in the Inglewood Ward for over 50 years. She genuinely enjoys connecting with the community, discussing why Dianella and Inglewood are so great and how the City can improve on local issues. Cr Sandri is a former Deputy Mayor and prides herself on being an advocate for her community to ensure the right decisions are made.

Cr Sandri has a degree in urban planning and business qualifications and she owns a small business. She understands firsthand the challenges faced by local businesses and the importance of good governance, community consultation and supporting local community groups. Cr Sandri won the *Business News* 40 under 40 award in 2019 and was acknowledged as a Power 500 in 2022. Cr Sandri has a strong focus on local community, integrity, service, community engagement and fiscal responsibility.



Councillor David Lagan

City of Stirling Councillor since: 2011

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

Councillor David Lagan has been a Councillor since 2011. Cr Lagan and his wife Sharon have two teenage children attending university and working part time in their chosen degree areas. Cr Lagan has a bachelor's degree in teaching and physical education and has contributed to Western Australian schools and the community on a number of levels, including time with the Australian Sports Commission. Cr Lagan is the vice patron of a number of local sporting clubs within the Inglewood Ward.

Cr Lagan grew up in a family involved in the Western Australian wine industry, which underpins his strong belief in encouraging and growing small businesses. Cr Lagan is committed to creating a progressive and stronger Stirling and is always available to support community members. Cr Lagan has championed numerous elements of future technology and sustainability at the City of Stirling.

Lawley Ward



Councillor Joe Ferrante

City of Stirling Councillor since: 2011

Executive Certificate in Business (Marketing)
Graduate Diploma in Business (Marketing)

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

Councillor Joe Ferrante has lived in the City of Stirling for over 50 years, growing up in Tuart Hill and its surrounding suburbs. Over the last 14 years, Cr Ferrante and his family have been residents of Mount Lawley and Menora. Cr Ferrante works with a global logistics provider as a national sales executive managing international companies.

Cr Ferrante has particular interests in community safety, heritage protection and preservation of green open spaces. With residents at the front of his mind, Cr Ferrante wants to see the City lead residential development that is both practical and sustainable. Cr Ferrante feels that while fiscal responsibility and lower rates are important, delivering quality local government services are equally so. Cr Ferrante feels privileged to work with Stirling residents and encourages the community to contact him with any issues they may have.



Councillor Suzanne Migdale

City of Stirling Councillor since: 2017

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

Councillor Suzanne Migdale has lived in the City of Stirling for over 30 years and has attended local schools including Carmel School, Mount Lawley High School and ECU Mount Lawley. She is passionate about identifying and eliminating wasteful expenditure at the City and excited about shaping the City's future to improve efficiencies

Cr Migdale recognises the safety concerns of her community and strongly advocates for improvements to street lighting and safer roads. She opposes any increase to heights for high-rise developments in the Heritage Protection Area. She supports our local parks being upgraded while ensuring open spaces are secure and well maintained. Cr Migdale strongly advocates for improvements to services the City offers to seniors, growing the City's tree canopy and promoting local business. Cr Migdale is a keen supporter of our local sporting clubs and community groups. Community work is her passion, and she remains dedicated to improving our city in a spirit of inclusion for all residents.

Osborne Ward



Councillor Teresa Olow

City of Stirling Councillor since: 2021

Diploma in Small Business

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

Councillor Teresa Olow lives and works in Stirling, where she runs a business and has raised a family. Cr Olow has experience as a local government administrator and she understands the complexities of achieving a high-performing council. Cr Olow is a passionate supporter of small businesses, having had experience in running her own small business. She prides herself on being an advocate for her community to ensure the right decisions are made.

Cr Olow aims to improve accountability, transparency and efficiency by lobbying for the reduction of financial burden on residents and businesses. Cr Olow is committed to supporting residents, small businesses, community clubs and sporting associations by reducing costs and traffic congestion and by increasing green spaces. Having served as a committee member in a nursing home and sporting clubs, Cr Olow is committed to serving her community by being connected and approachable about how Council can improve on local issues.



Councillor Lisa Thornton

City of Stirling Councillor since: 2019

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Councillor Lisa Thornton was born in Mount Lawley, with her family making Western Australia home for eight generations after arriving on the ship *Marquis of Anglesea*. This pales in comparison to the 3,000 generations or more our First Nations people have called Australia home. A long-term Stirling resident working as a science educator, Cr Thornton is an active member of the community. Through working in the field of genetics and the minerals and resources sector, Cr Thornton has engaged in both industry and academia.

Cr Thornton spends her spare time supporting positive community initiatives. She believes in the power of community and helping the local economy, and that communities thrive when we work together. Cr Thornton believes our environment is one of our biggest assets, and we must look after it by protecting public open space and regulating infill. Together, we can build resilient communities, support the local economy, prioritise sustainability, work towards zero waste, promote sensible planning, and help rebuild the urban forest for cooler cities and our wildlife.

Council meetings

The Council of the City of Stirling consists of 15 Elected Members, with two Elected Members representing each ward and the Mayor as presiding member.

Council is the policy and decision-making body for the City and generally meets on alternate Tuesday evenings at 6.30pm. The Chief Executive Officer and the Directors of the City also attend council meetings to provide Elected Members and members of the public with information relating to council business.

Members of the public are welcome to attend council meetings and may present up to three questions during public question time.

Minutes of council meetings are available to the public on the Friday following the council meeting via the City of Stirling website at stirling.wa.gov.au/minutes.

All ordinary and special council meetings are also live streamed to the City's YouTube channel www.youtube.com/citystirlingwa

In 2021/22, 17 consecutive council and committee meetings were held in an in-person and online hybrid format due to COVID-19. For more information on hybrid council meetings, refer to page 180.

Elected Member meeting attendance

The table below shows the Elected Members' attendance at meetings held between 1 July 2021 and 30 June 2022.

Table 1: Elected Members' meeting attendance

Mayor and Elected Members	Audit Committee (4)	CEO Performance Review Committee (2)	Community and Resources Committee (10)	Electors' General Meeting (1)	Ordinary Council (15)	Planning and Development Committee (7)	Special Council (2)
M Irwin	4	2	7	1	14	7	2
S Proud JP	4	2	10	1	15	7	2
D Boothman JP (retired 6 August 2021)	0	0	0	0	1	0	0
K Caddy (did not recontest at 2021 election)	2	1	3	0	5	2	0
A Creado* (elected 23 October 2021)	2 (3)	1 (1)	5 (7)	1 (1)	7 (9)	5 (5)	2 (2)
F Farrelly	1	2	8	1	14	5	2
J Ferrante	4	1	9	1	14	4	2
C Hatton	3	2	9	1	14	7	2
T Krsticevic* (elected 23 October 2021)	3 (3)	1 (1)	6 (7)	1 (1)	9 (9)	5 (5)	2 (2)
D Lagan	4	2	10	1	14	6	2
S Migdale	4	1	10	1	13	5	2
T Olow* (elected 23 October 2021)	3 (3)	1 (1)	7 (7)	1 (1)	9 (9)	5 (5)	2 (2)
K Perkov	4	2	9	1	15	7	2
E Re	1	2	9	1	15	4	2
B Sandri	2	1	8	1	13	6	2
K Sargent	0	2	10	1	15	7	2
A Spagnolo (did not recontest at 2021 election)	0	1	0	0	5	0	0
L Thornton	1	1	6	1	13	4	2

In 2021/22, the City of Stirling Council considered 192 reports whereby matters were considered in open session and 33 matters were considered behind closed doors on a confidential basis. Council was presented with 694 public questions with 458 members of the public attending meetings throughout the year.

*As Cr Creado, Cr Krsticevic and Cr Olow were elected in October 2021 the maximum number of council meetings they were able to attend has been noted against each of these elected members.

The table below shows committee members, the presiding member (PM) and the deputy presiding member (DPM) where applicable.

Table 2: Committee members

Mayor and Elected Members	Community and Resources Committee July 2021 – October 2021	Community and Resources Committee November 2021 – June 2022	Planning and Development Committee July 2021 – October 2021	Planning and Development Committee November 2021 – June 2022	Audit Committee July 2021 – October 2021	Audit Committee November 2021 – June 2022
M Irwin	■	■	■	■	■	■
B Sandri (Deputy Mayor until 17 October 2021)		■	■		■	■
D Boothman JP (retired 6 August 2021)			■			
K Caddy (retired 17 October 2021)	■				■	
A Creado (elected 17 October 2021)				■		
F Farrelly		■	■			
J Ferrante		■	■		■	■
C Hatton		■	■		■	■
T Krsticevic (elected 17 October 2021)				■		■
D Lagan	■			■	■	■
S Migdale	■			■		
T Olow (elected 17 October 2021)		■				
K Perkov	■			■	■	■
S Proud JP (Deputy Mayor from 19 October 2021)			■	■		■
E Re	■	■			■	
K Sargent	■	■				
A Spagnolo (retired 17 October 2021)			■			
L Thornton	■			■		

■ Member ■ Presiding member ■ Deputy presiding member

Council committees

The City of Stirling Council has four committees:

- Community and Resources Committee
- Planning and Development Committee
- Audit Committee
- Chief Executive Officer's Performance Review Committee.

Committee members consider information provided in reports submitted by City officers, as well as deputations from community members where provided. Committee recommendations are then considered at the following council meeting.

Community and Resources Committee

The Community and Resources Committee generally meets monthly. Membership includes the Mayor and one Elected Member from each of the seven wards, with deputy members as appointed by Council.

The Committee advises and makes recommendations to Council on matters that pertain to waste management, engineering services, recreation and leisure, parks and sustainability, leisure and community facilities, arts and culture, community services, community safety, transport, facility management, project management, asset management, human resources, governance, finance and corporate projects.

Planning and Development Committee

The Planning and Development Committee generally meets monthly. Membership includes the Mayor and one Elected Member from each of the seven wards, with deputy members as appointed by Council.

The Committee advises and makes recommendations to Council on matters that pertain to the Planning and Development directorate of the City of Stirling and covers items such as development approvals, local planning schemes and policy matters, environmental health and compliance, and economic development and property matters. Committee recommendations are then considered at the following council meeting.

Audit Committee

The Audit Committee consists of eight Elected Members (including the Mayor) and one external member, with meetings held on a quarterly basis. The Audit Committee is responsible for advising Council on all matters relating to:

- The integrity of the City's annual financial statements
- Compliance with legal and statutory requirements
- External audit
- The City's internal audit program
- The City's Risk Management Framework
- Any other matters referred by the CEO or Council.

The appointment of an external auditor to perform the financial statement audit is made by the Auditor General.

Chief Executive Officer's Performance Review Committee

The Chief Executive Officer's Performance Review Committee consists of all 15 Elected Members, with the Mayor as the presiding member. This Committee is responsible for evaluating the City's Chief Executive Officer's performance and for approving any changes to the CEO's contract.

Enhancing knowledge of Council

The City supports the ongoing development of its Elected Members to enable them to engage in the decision-making process with the appropriate knowledge, skills and competencies to undertake their role. Elected Members are required to undertake compulsory training following their election and encouraged to attend additional professional development opportunities.

In accordance with the *Local Government Act 1995* and the Elected Member Continuing Professional Development Policy, the City maintains a professional development register that provides the details of the professional development courses completed by Elected Members during the year. This includes the details of training courses and conferences that Elected Members attend in their official capacity.

The Elected Member Professional Development Register is published in the interest of accountability and transparency on the City's website at www.stirling.wa.gov.au/pdregister

Elected Members' allowances and entitlements

Elected Members allowances and entitlements are set by the Salaries and Allowances Tribunal. The Salaries and Allowances Tribunal was established pursuant to section 5 of the *Salaries and Allowances Act 1975.* The *Salaries and Allowances Act 1995* provides that the tribunal must inquire into and determine or report on the remuneration to be paid or provided to Elected Members.

In accordance with section 5.96A of the *Local Government Act 1995* and regulations 29C(2)(f) and (6) of the Local Government (Administration) Regulations 1996, a report must be prepared annually on any fees, expenses or allowances paid to each council member during a financial year, beginning 1 July 2020.

A link to the report can be found at www.stirling.wa.gov.au/allowances

Chief Executive Officer and delegations

Delegations of authority are required in order to provide officers with the power to carry out duties and make determinations. Under the *Local Government Act 1995* and other relevant legislation, both Council and the Chief Executive Officer are given certain functions and duties to be discharged. The Chief Executive Officer may delegate to any other officer the authority to perform functions and duties under the Act, or to implement Council decisions. Delegations of authority are retained in accordance with legal requirements for document retention and record keeping.

Conference attendance for 2021/22 is displayed in the table below:

Table 3: Conference attendance

Elected Member	Conference	Location	Dates	Registration	Airfares	Accommodation
Deputy Mayor S Proud	Australasian Reporting Awards	Sydney, NSW	18-20 July 2021	$265	$1375.81	$689.95
E Re	75th WA State Environmental Health Australia Conference	Perth WA	23-25 February 2022	$1,115	nil	nil
F Farrelly	PIA Regional Conference – Direction	Northam, WA	17 June 2022	$245	NA	$125
T Krsticevic	National General Assembly	Canberra, ACT	19-22 June 2022	$1,689	$1,406.91	$1,688.40
K Sargent	National General Assembly	Canberra, ACT	19-22 June 2022	$989	$1,397.69	$1,340
E Re	National General Assembly	Canberra, ACT	19-22 June 2022	$1,139	$1,406.11	$987
J Ferrante	National General Assembly	Canberra, ACT	19-22 June 2022	$989	$2,744.92	$1,440
D Lagan	National General Assembly	Canberra, ACT	19-22 June 2022	$989	$2,814.92	$1,440
B Sandri	National General Assembly	Canberra, ACT	19-22 June 2022	$1,164	$1,475.99	$1,735.07
M Irwin	National General Assembly	Canberra, ACT	19-22 June 2022	$1,164	$1,209.28	$1,560
K Perkov	National General Assembly	Canberra, ACT	19-22 June 2022	$989	$1,406.11	$1,530

Council governance

Elected Member conduct

Section 5.121 of the *Local Government Act 1995* requires a local government to maintain a register of complaints that have resulted in an action to be undertaken. No complaints were included on the register during the reporting period.



Local laws and council policies

Section 2.7(2)(b) of the *Local Government Act 1995* states that Council is responsible for determining its policy. Policies form part of the City of Stirling's decision-making framework and they guide Elected Members, employees and the community on what is advisable or permissible when dealing with certain matters. The following policies were reviewed and/or updated during 2021/22:

- Elected Member and CEO Attendance at Events
- Procurement
- Election Signs
- Public Art
- Requirements for Private Connections to the City's Street Drainage System
- Visual Art Collection
- Information and Technology Acceptable Use
- Elected Members' Entitlements.

To improve transparency and support good governance, the City of Stirling's local laws and policies are published on the City's website at www.stirling.wa.gov.au/locallaws

Elected Members in the community

Elected Members enjoy being active in the community and attended a number of community events and initiatives throughout the year. These activities provide an opportunity for community members to meet Elected Members face to face and gain insight into those representing them in a local government capacity.



Mayor Mark Irwin attending the Summer X Salt Markets, Trigg.



Deputy Mayor Cr Stephanie Proud JP with Bend in the Road community group chair, Marina Kleyweg, at the Citizen of the Year Awards.



Cr Andrea Creado at the Mayor's NAIDOC Awards.



Cr Elizabeth Re at the opening of Stirling Women's Shed, Scarborough.



Cr Felicity Farrelly presenting Trigg Island Surf Club president, Daniel Humble, with a beach wheelchair.



Cr Karlo Perkov attending the Volunteer Appreciation Dinner.



Cr David Lagan at a Community Tree Planting event.



Cr Chris Hatton at a Community Tree Planting event.



Cr Suzanne Midgale and Cr Joe Ferrante celebrating the Mount Lawley streetscape upgrades.



Cr Teresa Olow at the History and Heritage Awards.



Cr Lisa Thornton at the opening of the Japanese Garden at Tuart College.



Cr Tony Krsticevic at the launch of the Sunset Coast Explorer.



Cr Bianca Sandri at Christmas in the Square Inglewood.

Stakeholders

The City has a rich diversity of community stakeholders who regularly participate in and contribute to how decisions are made. Forming strong relationships with these stakeholders means the City can ensure that projects, services and initiatives reflect the needs and aspirations of our community. We use targeted methods to ensure that our stakeholders are engaged, have the information they need to contribute to the discussion, and know what the outcome is. For further information on engagement, refer to page 40.

		
Ratepayers and residents	**Elected Members**	**Clubs and community interest groups**
Why are they important to us?		
As our captive audience, we owe it to our ratepayers and residents to include them in decisions that affect their daily lives.	Elected by the community, they are the City's decision makers and provide us with valuable feedback on local issues of importance.	These groups provide us with insight into what is important to local residents and members.
What is the desired engagement outcome?		
To ensure that our community has an opportunity to have their say in a variety of ways and that they are kept informed about important milestones.	To work with Elected Members to deliver good community outcomes to benefit all stakeholders.	To listen to group members, take on feedback and adjust our approach, if necessary, to reach a mutually agreed outcome.
How will we know if we are successful?		
They are more engaged and our customer service satisfaction levels increase.	There is more alignment between recommendations from employees and council decisions.	We provide multiple opportunities to engage with clubs and interest groups and incorporate their wishes where possible.

		
Special inclusion groups	**Town Teams**	**Industry associations and peak bodies**
Why are they important to us?		
These groups are a valued voice of the groups who need us to think big and think inclusively.	Town Teams are our 'eyes on the street' in town centres and can help deliver City-supported micro-initiatives.	These organisations provide valuable feedback on industry needs and trends to help us help the industries they represent.
What is the desired engagement outcome?		
To ensure we are including all parts of our community in both the engagement process and final project outcomes.	To empower and build capacity within our Town Teams to deliver initiatives that will support town centres.	To use their feedback to inform and shape how we deliver initiatives that will impact various industries.
How will we know if we are successful?		
Our projects and initiatives proactively adhere to inclusive principles.	Town Teams deliver more initiatives and/or more Town Teams are created.	We build a culture of collegiality with these industry bodies and utilise their expertise strategically and on specific projects.

Government	Businesses	Visitors
Why are they important to us?		
Our community expects us to work collaboratively with other agencies to ensure seamless delivery of joint projects.	City of Stirling businesses are the engine room of our local economy and create local jobs, so we need them to thrive.	Visitors are significant contributors to our economy and the vibrancy of our places, so we want to be their destination of choice.
What is the desired engagement outcome?		
To extend support for our community by partnering with government agencies on project initiatives and funding opportunities.	To ensure businesses are set up for success by communicating with them about projects that may impact them.	To capture feedback from visitors so we can continually improve the way in which our places and projects attract visitors.
How will we know if we are successful?		
Projects are delivered on time and on budget.	We establish multiple ways in which we communicate with our businesses both strategically and on short notice.	We get more visitors to our places for longer.

City employees	Service providers	Media
Why are they important to us?		
A mix of technical specialists is required to balance a number of complex influences when planning and delivering projects.	These providers offer services to our community that the City does not provide directly.	The media plays a role in shaping our story to the community.
What is the desired engagement outcome?		
To work as a team and provide efficient, multi-layered customer service and project-based solutions.	To maintain a strong relationship to ensure their presence and impact on residents is maximised.	To ensure the media has all the information it needs to report a fair and balanced story on initiatives that will impact and benefit the community.
How will we know if we are successful?		
Projects are delivered with a focus on customer service and outcomes.	Service providers are thriving and able to make a strong case for further funding from government agencies, including the City.	We receive more positive media coverage than negative.



Connecting to the community

With two of our core values being 'transparent' and 'approachable', the City of Stirling is committed to communicating openly with our customers, stakeholders and employees. Communications are delivered through a variety of platforms and methods, both digital and traditional, to ensure the community can easily access information about the City's activities, services, projects, events, consultations and council decisions.

The City's Marketing and Communications Team uses an evidence-based approach, with relevant data, metrics and benchmarking used to inform marketing campaigns and communications initiatives. The team uses Datorama, an advanced digital analytics tool, to analyse, measure and benchmark digital marketing campaigns and team performance metrics, and to calculate return on investment to the City. Market research company Metrix Consulting was contracted during 2021/22 to perform quarterly market research, giving the Marketing and Communications Team insight into the most effective means to promote City activities, programs and events to residents. It gives insight into the way our community engages with us and prefers to be engaged with. It also gives the opportunity to ensure our overall customer satisfaction rating is on track and aligned with our annual survey.

Some of the specific methods we use to communicate with our community are detailed below.

Corporate (internal) communications

In 2021/22, the communications team ensured City employees were kept well informed of corporate news and activities by producing:

- 12 digital editions of Team Brief, the City's employee newsletter, and 11 hard copy editions for the City's out-centres
- 200 corporate news articles for the City's intranet, CoSi.

Success for internal communications in 2021/22 included the launch of the City's first Internal Communications Strategy. Guided by the strategy, readership and engagement with the digital Team Brief (employee newsletter) increased by nine per cent. The team also launched a new Writing Style Guide to support employees to maintain consistent and professional communications.

In 2021/22, the City successfully launched a new employee SMS system. This system enables the City to quickly and efficiently contact nearly all employees via text message in the event of a crisis, emergency or significant situation.

Media and external communications

The media is an important stakeholder that can help provide relevant information to the community at low or no cost to the City of Stirling. Timely, honest and open media relations are therefore a key objective for the communications team, and this is realised by proactively initiating and responding to media opportunities.

In 2021/22, the City's communications team issued 107 media releases, exceeding their annual target by more than 33 per cent.

With the goal of protecting and enhancing the City's reputation, the team responded to more than 71 media enquiries from local, state and national media outlets.

Major media coverage included ongoing advocacy for an Australian-first trackless tram from Scarborough to Glendalough, advocacy for quality planning outcomes in Scarborough and major infrastructure projects such as the Stephenson Avenue Extension and the Stirling City Centre project. Perth's first eScooter trial was also popular with the media and further information on this trial is included in the case study on page 126.

Council decisions and City news continue to attract a high level of interest from local media, including print, radio, broadcast and online. Through proactive and reactive media relations, 582 media stories of neutral and positive sentiment were recorded, at an advertising value equivalence of $3,769,290. This is more than three times the team's annual key performance indicator of achieving $1 million in free media coverage and double the result from 2020/21.

A total of 147 articles were added to the news page of the City's website, including 107 media releases and 40 news articles. Reflecting increasing interest in City news, the news page attracted more than 79,363 page views in 2021/22, up 6.13 per cent from the previous year.

The communications team provided City spokespeople with 115 sets of speech notes and talking points throughout the year, which ensured they had the most relevant and up-to-date information when addressing the media or speaking in an official capacity. In addition, the team coordinated several press conferences and multiple media interviews with radio, television and print media outlets.

The communications team delivered 168 photoshoots and produced 17 videos in-house to engage the community with City services, initiatives and projects, and to highlight the role of our Mayor and Councillors.

Website

With growing demand for information and services to be delivered digitally (and particularly with a 'mobile first' approach), the City continues to invest in its digital platforms to reach customers faster and more cost effectively. In 2021/22, the City saw growth in all channels, as shown in Table 4, representing the rising demand for digital media over traditional.

The City's websites host a variety of content and digital services to meet the needs of our customers 24 hours a day, seven days a week. Based on key website data, the City continued to make usability and feature improvements in the 2021/22 financial year, seeing a growth in total combined page views across our main websites.

Social media

The City's primary social media channels are Facebook, Instagram, LinkedIn, Twitter and YouTube. The City had a strong focus on improving engagement with our social media channels in 2021/22, seeing a 4.17 per cent increase in Facebook followers, a 12.58 per cent increase in Instagram followers and a 21.46 per cent increase in LinkedIn followers (as depicted in Table 4: Growth in online platforms).

In 2021/22, the City's YouTube channel continued to host a wide variety of video content to support marketing campaigns and livestream council meetings, resulting in a 20.11 per cent increase in channel subscribers.

The City is currently trialling a new social media management tool leading into the 2022/23 financial year, to better manage and engage with customers.

These statistics indicate the City is delivering increasingly engaging and dynamic content to which social media users are responding positively.

Table 4: Growth in online platforms

City channel	Unit	Number	% growth in 2021/22
LinkedIn	Followers	7,288	21.46
YouTube	Subscribers	1,230	20.11
Instagram	Followers	9,637	12.58
Facebook	Followers	48,790	4.17
Websites	Page views	4,280,007	1.58
Twitter	Followers	4,824	1.47

Electronic newsletters

The City continued its digital transformation by delivering our monthly newsletter Stirling Scene entirely digitally. This shift has saved the City over $200,000 in printing and distribution costs annually, while saving approximately 2.4 million sheets of A4 paper. Subscribers are increasingly engaged with Stirling Scene, which shares news of City services, projects, the Mayor and Councillors' activities and more. In 2021/22, Stirling Scene's click rate increased by 63 per cent on the previous year.

In 2021/22, an e-newsletter strategy was launched to improve readership and subscription rates of the City's electronic newsletters. The strategy included transitioning to a 'smarter' email marketing platform that 'learns' how our customers like to receive and read their e-newsletters, as well as reducing the number of e-newsletter titles available and customising the content for each subscriber.

In the six months from (1 January to 30 June 2022) since the e-newsletter strategy was launched, total opens increased by 10.13 per cent (from 360,000 total opens to nearly 400,000 total opens); the open rate increased by 133.7 per cent; and the click-through rate increased by 153.69 per cent. These statistics indicate that thousands more people are reading and engaging with the City's information.

Marketing

The City's marketing team is dedicated to ensuring the community are aware of the many programs, events and services provided to them. This year, the team actioned 680 marketing requests on behalf of the City's business units, designing and delivering a diverse range of messages and campaigns to the community. The team transitioned the corporate photo library of over 57,000 digital assets across to a new platform to facilitate better image management, and supervised more than 70 professional photo shoots. Team members were involved in many cross-functional project teams, including the Crisis Communications Team, COVID-19 Task Force, the Annual Report Working Group and Events Working Group.

The annual Waste Guide is written and designed in-house and has a high retention rate, with 88 per cent of households who recall receiving the guide stating they keep and refer to their Waste Guide throughout the year.* Through working with the digital team to transition some information online, the size of the printed Waste Guide has been reduced, seeing a print cost saving of almost $10,000 compared to the previous year.

This team produces the annual Community Calendar, with 30,000 copies printed this year and supplies exhausted within weeks of release. The marketing team conceptualise a new theme each year and work with business units across the City to include important information for residents to include on each month's display.

With the introduction of new commissioned Indigenous artwork, the marketing team are now rolling out beautiful seasonal and Mooro Country-inspired artwork to both celebrate and educate the community on our local culture. More information on the creation of these designs features in the case study on page 114.

Digital marketing continued to improve in 2021/22, delivering more than 100 campaigns across a variety of channels. The City's digital marketing enables us to inform our customers of projects, events, initiatives and key City information quickly and cost effectively via the digital platforms most popular with our residents. Two highly successful campaigns this year were the Stirling Leisure Centres (SLC) membership drive and the promotion of the Living Green program.

The key outcome for the SLC campaign was to increase membership numbers across the City's gym and pool facilities during the winter months, which are historically quiet in the fitness industry. Campaign incentives included a promotion of no joining fee through May and June, incentives to invite a friend and to drive awareness of on-site crèche facilities. With a total investment of $1,500 across digital channels, total reach for the campaign was almost 60,000 people and a total of 586 first-time members signed up during the campaign period.

The Living Green program is a series of programs and workshops facilitated by the Parks and Sustainability team. A campaign to promote these programs was run from January to March 2022, where an investment of $900 drove more than 1,000 people to the Living Green page on the City's website, with a campaign reach of 44,000 residents. More information on Living Green can be found on page 154.

*Source: Metrix Consulting August 2021

Community engagement

In 2021/22, the City designed and facilitated more than 20 consultations with the community regarding important projects that would affect them.

These engagements were based on the well-established community and stakeholder engagement practices endorsed by Council in 2020, that ensure our community gets timely, well-constructed and accurate information with multiple methods (both digital and traditional) to provide feedback.

The City's engagement planner, eTool, is used internally and continues to build capacity within the organisation. It allows employees to identify the impact their project will have on stakeholders and designs an engagement program from a list of activities that will meet the needs and expectations of the community in relation to that particular project. In 2021/22, 23 engagement plans were generated by eTool, which also underwent a major review to ensure its efficiency and accuracy remains up to date, with further updates scheduled in the first half of 2023.

A further five bespoke engagement and communication plans were created for more complex projects, including:

- Water Corporation's Pipes for Perth (Beaufort Street) project
- The City's new Age-Friendly Strategy
- The major review of the City's Strategic Community Plan
- The Hector Street Safe Active Street feasibility study.

The City has also focused on providing a more tailored approach to large development applications (DAs) that will be assessed by the Joint Development Assessment Panel (JDAP) and are likely to be controversial in the community. Examples of this include the YELO Café site redevelopment in Trigg, and the Karrinyup West Residential project at Karrinyup Shopping Centre.

The City's focus on end-to-end engagement has built trust within the community and ensures information is provided at each stage of the project. The average satisfaction rating for how the City engaged with the community in 2021/22 was 67 per cent, with data sourced through cumulative satisfaction surveys conducted at the completion of each consultation.

The City promotes its engagements through various digital and traditional methods. The City now has permission to post directly to most major community Facebook groups on important issues and projects. Project teams are also encouraged to use more traditional methods of marketing, including signage, posters, pop-up displays at libraries and recreation centres, letterbox drops and mailouts.

2021/22 saw the City's online engagement hub Your Say was redesigned as 'Shaping our City', taking on a whole-of-project approach rather than just focusing on engagement activities. With a focus on user experience, this allows the community to track a project from start to finish and provides a simpler, more streamlined way to keep the community updated.

Some key statistics on 2021/22 engagements include:

number of engagements **23**

Total number of surveys completed **5,360**

Highest viewed Shaping our City page **6,729** for the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood redevelopment

Paid social media campaigns to promote engagements: **10 campaigns reaching 137,467 people**

Average engagement email opens **20,136**

Average time spent on project pages **2 minutes 9 seconds**

Total visits to the Shaping our City page **85,713**

Some of the main engagements conducted include:

- City of Stirling customer portal: 1,136 surveys
- Karrinyup West Residential: 735 surveys
- City Strategic Community Plan, major review: 722 surveys
- Jackadder Lake Reserve Landscape Plan: 367 surveys
- City of Stirling Community Hubs: 334 surveys
- Macaulay Park potential improvements: 317 surveys
- Hamersley Public Golf Course redevelopment: 306 surveys
- Scarborough normalisation: 297 surveys
- Coastal Values Survey (CHRMAP): 270 surveys
- Public Open Space Strategy: 153 surveys.

For further details on specific engagement projects undertaken in 2021/22, please refer to page 188.



Calendar of events

The City of Stirling recognises the pivotal role arts and events play in a liveable, vibrant and prosperous City, and is committed to having a thriving culture, arts and events scene, as well as a strong and sustainable creative community and local economy.

The City focused on enabling and supporting community groups and organisations, with over $110,000 in funding provided through the Community Creativity Fund and more than $450,000 provided through the Community Arts and Events Fund in 2021/22. The City also sponsored a variety of events, with a total of $150,000 in sponsorship funds supporting events.

Although some annual events predominantly scheduled for March 2022 were cancelled due to COVID-19 lockdowns and restrictions, the City hosted a diverse range of events, arts and creative projects run by community groups and organisations, with approximately 365 events held within the City in 2021/22. An overview of events presented and sponsored by the City is below.

July 2021

9: Market Gardens at Osborne Hub, Osborne Park

August 2021

8: The Mucky Duck Bush Band Bush Dance, Doubleview Bowling Club

14-15: Jazz by the Beach Festival, Scarborough

September 2021

6: Balga Boodja Project Launch and Community Walk, Balga

19: MetSO Young Artist Concert Series, Churchlands

October 2021

8-10: Groundswell Festival, Scarborough

23: The Mulberry Tree Festival, Doubleview

28 Oct-7 Nov: *City of Stirling Art Awards and Exhibition, Stirling

30: Wembley Downs District Fair, Wembley Downs

31: *City of Stirling Pawsome Day Out, Carine

31: The Balcatta Buzz Family Halloween Fete, Balcatta





November 2021

6: *City of Stirling Dianella BMX/MTB Track Community Open Day, Dianella

6: Kukuleczka's 30th Anniversary Concert, Churchlands

7: Let's Celebrate! A Festival of Jewish Music, Food and Art, Mount Lawley

7: Herdsman Lake Wildlife Centre Community Day, Wembley

12: *City of Stirling Dine Under the Stars, Mirrabooka

18: NAIDOC, Mirrabooka

21: MSWA Ocean Ride, Scarborough

26-27: Osborne Park Show, Tuart Hill

30: The Orchestra Collective presents Brahms and Dvorak, Mount Lawley

December 2021

5: Hamersley Carols Under the Gum Trees, Hamersley

12: Scarborough Carols, Scarborough

14: Santa Paws Pooch Pics, Mount Lawley

16: Beaufort Street Network Quiz Night, Mount Lawley

19: North Beach Carols, North Beach

19: 'Twas the Week Before Christmas Concert, Mount Lawley

January 2022

13 Jan-6 Feb: Scholarpalooza! Battle of the Bands Competition, Osborne Park

22: *City of Stirling Balga Skate Fest, Balga

23: Jazz on the Hill, Doubleview

26: Australia Day Breakfast, Nollamara

February 2022

5: *City of Stirling Get Wild at Wilding, Karrinyup

5: *City of Stirling Carine Skate Fest, Carine (in partnership with City of Joondalup)

5: Summer Outdoor Cinema, Tuart Hill

11-13: SIREN, Scarborough (Fringe World Festival)

19: Boards Up for Cancer, Scarborough and Trigg (Solaris World Record)

March 2022

12-13: King of the Point, Trigg



April 2022

3: MetSO Students of Salieri Concert, Churchlands

9: Waterwise Pop-Up Garden Launch, Karrinyup

9 Apr-9 May: *City of Stirling WA Tree Festival (in partnership with WALGA and 11 LGAs)

8-16: No More Blank Walls Street Art Festival, Mount Lawley (event and project/s)

12: Boorloo Hustle Talent Show, Scarborough

23-30: Australian Masters Games

25: ANZAC Day Services (Nollamara RSL, Mount Lawley and Inglewood RSL, Scarborough RSL, Osborne RSL, Dianella RSL, Yokine and Joondanna RSL, and North Beach RSL)

May 2022

7: ScarBRA Market, Scarborough

28: *City of Stirling Mooro Country Tour, Gwelup

31: Wadjak Reconciliation Event, Balga

June 2022

12: WACX Numbat Cup, Gwelup

18: *City of Stirling The Business of Being an Artist workshop, Osborne Park

Markets

Year-round:

Scarborough Sunset Markets, Scarborough

Stirling Farmers Market, Stirling

Balga Friday Markets, Balga

Markets (cont'd):

Summer:

Inglewood Monday Night Markets, Inglewood (September-March)

Inglewood Upmarket, Inglewood (March-May)

Summer X Salt Markets, Trigg (November-March)

Fast Times Collective X Livid Laneway Markets, Scarborough (December-March)

Stirling Street Food – Yokine, Carine, Nollamara and Balga (October-May)

Mirrabooka Multicultural Markets, Mirrabooka (December-February)



Arts and creative projects

July 2021

Louise Wells Suburban Secrets exhibition, Inglewood (July-August)

September 2021

Linzi Carter The Hexagons mural, Osborne Park

Perth African Fashion Festival, Balcatta

November 2021

JD Penangke Mural, Herdsman Lake Discovery Centre/WA Gould League, Wembley

Lawry Halden and Reuben Yorkshire Mural, Riding for the Disabled Dandjoo Koorliny Arena, Carine

Inglewood on Beaufort – Light up the Clocktower, Inglewood

December 2021

*Peter Farmer and Jason Hirst Noongar Biddis Kaarl Keip commission, Stirling

*Jackson Harvey Viewing Double mural, Doubleview

February 2022

Get Pasted at the Arts Space Collective, Scarborough (Fringe World Festival),

Stirling Open Art Studios

Esty Nagi 'The Art of Play' workshops, Scarborough

March 2022

Imogen Palmer Mural, Doubleview House Community Centre, Doubleview

Paul Deej Mural, Osborne Park Bowling Club, Tuart Hill

Settlers Art Studios Taster Day, Churchlands

April 2022

No More Blank Walls Street Art Festival, Mount Lawley (event and project/s)

May 2022

*Paige Pryor Koorl-ak Dandjo (To Come Together)

Annie Rawle Yarn Bombing Project, Inglewood (May-June)

Sudbury House Aboriginal Art Program, Mirrabooka (May-June)

REmida sustainable arts project and showcase, Mirrabooka, Osborne Park, Scarborough and Inglewood (May-June)

June 2022

*James Giddy Unspoken Balance mural, Woodlands

*Too Much Colour Local Heroes mural, Westminster

*Liam Dee Untitled mural, Doubleview

*Jean-Marc Rivalland Plume sculpture (public art acquisition)

Stirling Creatives podcast

Year-round/multiple months:

Stirling Players Theatre Season, Stirling

Settlers Art Studios workshops, Churchlands

Half the Sky banner-making project, Mirrabooka

Woodlands Doubleview Progress Association book publishing, Doubleview

*City of Stirling delivered or presented events



Community financial report

Long-term financial sustainability is the key objective of Stirling's financial plan. With careful planning, the community can be assured that the City has the financial resources to achieve the objectives set out in the Strategic Community Plan.

Summary

Operating deficit was $6.4 million, $6.8 million favourable as compared to $13.2 million deficit in 2020/21. The favourable result of $6.8 million was reflected in higher revenue from rates, grants and subsidies, fees and charges and other income. There were savings in legal expenditure, consultancy and training as well. This was in response to a drive to provide more efficient services. The City also saw a reduction in waste removal costs, with this underspend to be transferred to the strategic waste reserve and used to fund future waste-related activities. The City also received an advance payment of $3.9 million related to the Commonwealth Government 2022/23 Financial Assistance Grant, which impacted on this favourable result.

The City's total capital works expenditure was $41.1 million (compared to $52.2 million in 2020/21). Rates and charges comprised $187 million (77 per cent) of the total operating revenue of $243 million (compared to $180 million [80 per cent] of $226 million in 2020/21).

Cash holdings decreased by $2 million to $142.6 million primarily due to decreases in the City's strategic waste reserve. The City also saw a decreases in both its restricted investments and an increase in its unrestricted municipal investments related to bonds and advance payment of 2021/22 grants.

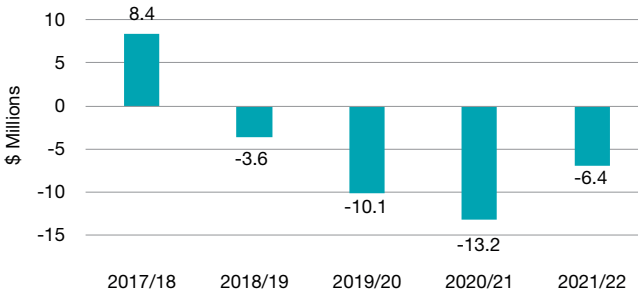
Net assets are valued at $2.5 billion. This includes infrastructure ($1.6 billion); property, plant and equipment ($732.8 million); and cash equivalents ($142.6 million).

The City had 101,238 ratepayers in 2021/22. Moving in to 2022/23, the City continues to be solid financially, remaining debt free, with its finances aligned to strategic priorities.

Net operating result: five-year trend

Figure 1 shows the net operating deficit in 2021/22 was $6.4 million, a decrease from $13.2 million in 2020/21. This decrease arises from higher revenue within rates, grants and subsidies, fees and charges and other income and is offset by an increase in expenses in employee costs, materials and contracts and underground power expenditure.

Figure 1: Net operating result



Expenses against revenue: five-year trend

Figure 2 shows the trend in the City's revenue, expenses and net result from operating activities for the past five years. This demonstrates the net operating result, which is more indicative of net funds available to fund the City's day-to-day operations.

Figure 2: Revenue, expenses and net operating result

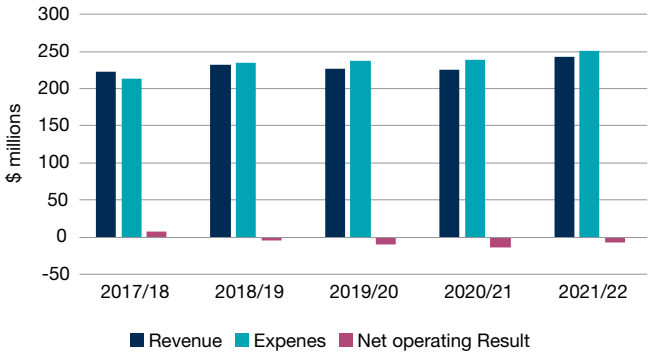
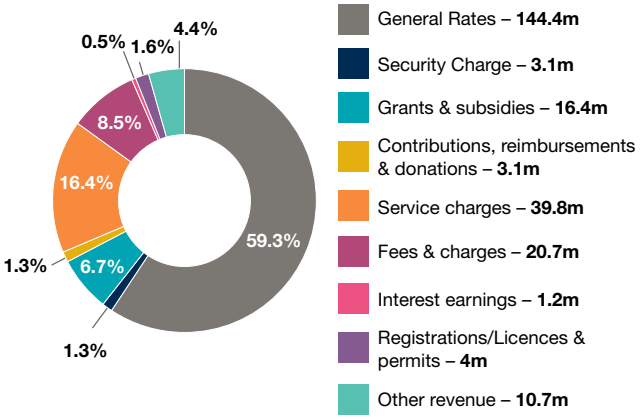


Figure 3 shows the various sources of the City's $243.3 million revenue during 2021/22. The largest contributions to revenue were provided by general rates (59 per cent), waste service charges (16 per cent), fees and charges (9 per cent), and grants and subsidies (7 per cent).

Revenue from general rates and service charges increased by four per cent compared to 2020/21.

Figure 3: Sourcing the City's revenue

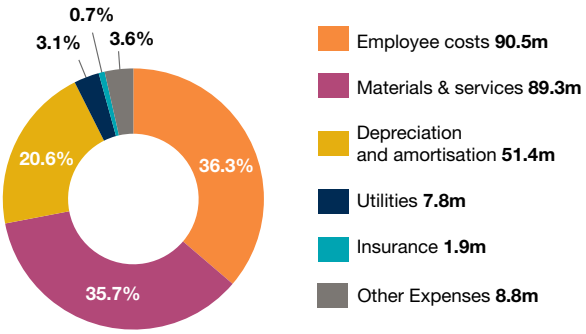


Identifying the City's expenses

The primary expense components shown in Figure 4 include materials and services (35.7 per cent), employee costs (36.3 per cent) and depreciation and amortization (20.6 per cent). The materials and services include the ongoing maintenance and running costs of the City, including the cost of providing waste services ($38 million) and the cost of the maintenance and cleaning of City assets such as reserves, roads, footpaths, buildings, drainage and vehicles ($25.6 million).

The City's total expenses have increased by approximately 5 per cent since 2020/21. This increase in expenditure is mainly related to three areas: maintenance of non-current assets ($3.4million), employee costs including new grant funded services ($7 million) and higher underground power expenditure ($5.6 million).

Figure 4: Expenses by type




AM
BUS
LANE

The City's services: Where rates are spent

The City of Stirling delivers over 200 services and programs to the community through 10 main service cost centres.

These services and programs, include libraries, recreation, asbestos management, drainage, community events, initiatives for families, Meals on Wheels, planning approvals, aged care, community centres, governance, waste services and parks.

The annual expenditure for the City of Stirling in 2021/22 was $240.4 million, including capital works and excluding underground power and depreciation. The total revenue was $264.2 million, comprised mainly of rates ($144.4 million); grants and subsidies ($37.9 million); waste services ($39.8 million); and fees charges and other revenue ($25.5 million).

For more information about the City's financial performance in 2021/22, refer to the comprehensive financial statements starting on page 197.

The financial statements consist of five financial reports, explanatory notes supporting the reports and endorsement from the Chief Executive Officer and the Auditor General. The following provides a summary of some of those key financial reports.

Statement of Financial Position

The table below provides a summary of the City's Statement of Financial Position, reporting what the City owns (total assets); what the City owes (total liabilities); the difference in their totals (net assets); and the City's net worth (total equity). Commentary on the City's assets and liabilities is provided below while the full Statement of Financial Position can be viewed in the comprehensive financial statements, starting on page 197.

Table 5: Summary of the Statement of Financial Position

	2022 $	2021 $
Total assets	2,607,212,492	2,604,041,617
Total liabilities	69,363,584	64,188,003
Net assets	**2,537,848,908**	**2,539,853,614**
Total equity	**2,537,848,908**	**2,539,853,614**

Assets: What the City owns

The major components of the City's assets include:

- Infrastructure, property, plant and equipment (land, buildings, roads, drainage)
- Capital works in progress
- Cash assets (mainly short-term investments).

Together, these components account for almost all assets.

Reviewing our liabilities: What the City owes

The City's liabilities include amounts owing to suppliers and amounts owing to employees for leave entitlements. The City's total liabilities were $69.4 million as of 30 June 2022, an increase of $5.1 million from 2020/21. Of the total liabilities, $27.7 million relates to amounts owing to suppliers and $21.9 million to amounts owing to employees, the majority of which relates to annual and long-service leave. The City currently has 1098.36 full-time equivalent employees.

Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in value of total ratepayers' equity. The value of equity can only change as a result of:

- The profit or loss from operations described as surplus or deficit in the income statement
- The use of monies from the City's cash-backed reserves, which were $70.2 million as of 30 June 2022, compared to $84.9 million in 2020/21, a decrease owed principally to the strategic waste development reserve
- A change in the value of non-current assets, resulting from a revaluation of these assets.

Statement of Cash Flows

The Statement of Cash Flows summarises the City's cash payments and receipts for the year and the level of cash at the end of the financial year. The statement shows the City's ability to pay its bills to continue normal operations and have money available for the construction of assets. In total, the City's cash holdings decreased by $2.1 million from 2020/21.

Future outlook

Moving into 2022/23, the City continues to be in a solid financial position, remaining debt free with its finances aligned to strategic priorities. During 2022/23, the City will spend significant funds, including $19.2 million on capital building works; $18.6 million on roads, drainage and footpaths; and $12.9 million on parks and reserves.

The City is in a solid financial position and its finances remain aligned to strategic priorities.



Ingrid Hawkins
Director Corporate Services


Team Sterling



Our organisation

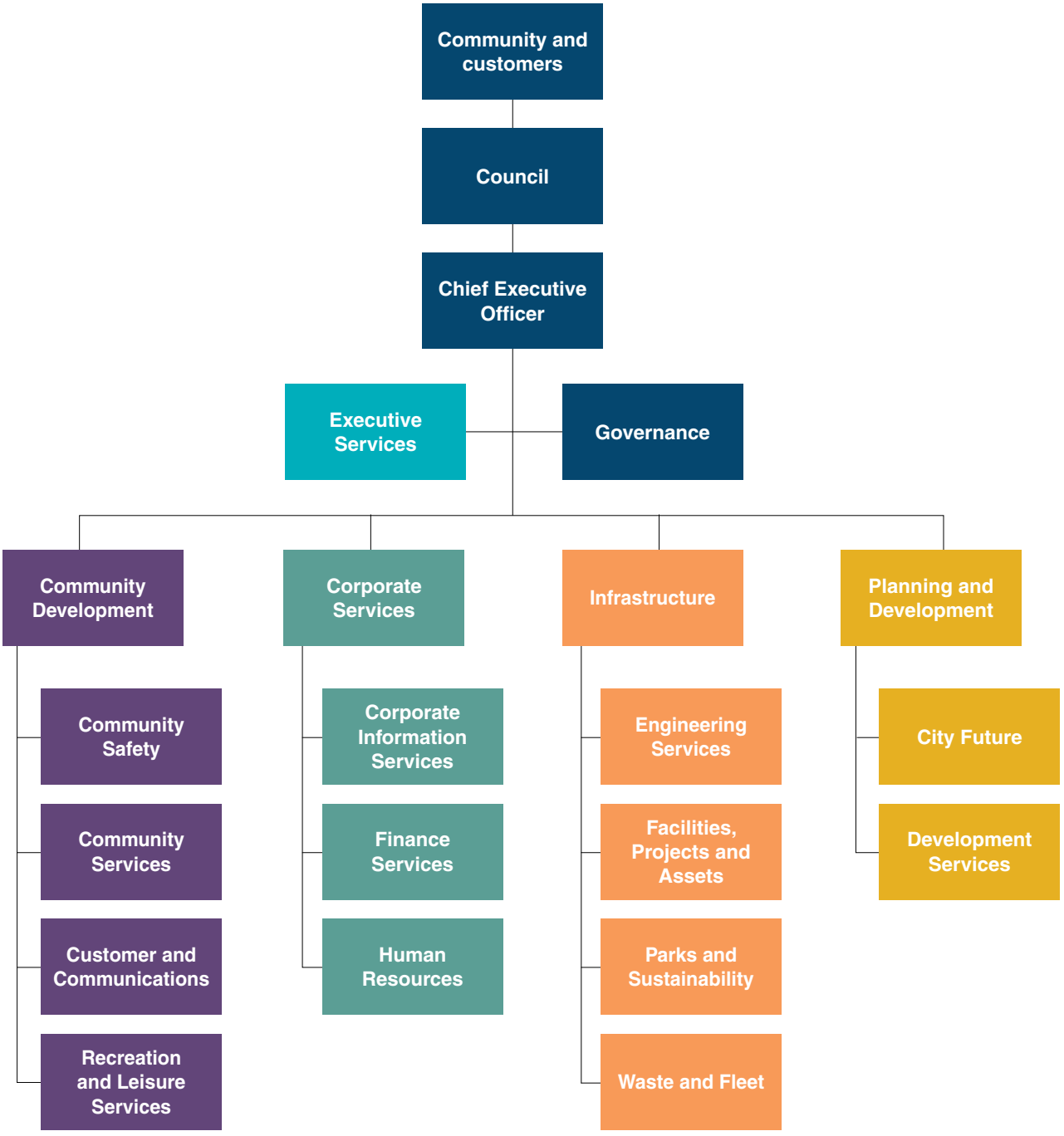
The City of Stirling is one of the largest and most diverse local governments in Western Australia, spanning over 100km^2 and including 30 suburbs. The organisation provides a variety of services to over 234,000 residents. As the community is our priority, we strive to meet the changing needs of our residents. As a City that people choose to live in, work in, invest in and visit, this section gives oversight into how the organisation is structured to best deliver these services and achieve its goals.

Organisational structure

The City of Stirling 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 (CEO).

Each directorate includes a number of business units led by a business unit manager, each overseeing their individual areas of responsibility while working collaboratively across the organisation. The CEO also has a business unit under their leadership. The CEO is appointed by and directly accountable to Council, who are elected by the City's residents.

Diagram 2: Organisational chart as at 30 June 2022




25



Executive profiles



Stuart Jardine PSM

Chief Executive Officer

Master of Business Administration

Post Graduate Diploma in Management Studies (Distinction)

Chartered Secretary – Commonwealth Institute Prize Certificate in Teaching

Fellow of the Local Government Professionals

Stuart has been the Chief Executive Officer of the City of Stirling, Western Australia's largest local government, for 14 years. Under his stewardship, the City of Stirling has consistently improved its customer satisfaction performance rating, from a low of 65 per cent in 2005 to consistent highs above 90 per cent. He has a leading role in several major strategic projects, successfully working in partnership with the State Government and attracting significant funding to deliver exemplary projects including:

- Stirling City Centre and the Stephenson Avenue Extension Project
- Scarborough Beach Redevelopment
- Mirrabooka Regional Centre Revitalisation.

Stuart has received numerous accolades, including awards for innovation, reporting, sustainability and planning. He is a WA Local Government Eminent Service Award recipient and was also awarded a Public Service Medal in the 2017 Australia Day honours, in recognition of his commitment to the local government sector. He was the first Australian to be appointed to the prestigious board of directors of the International Downtown Association of America in recognition of his work.

Stuart possesses significant international local government experience, with a career spanning over 40 years. He has played a key role in several local governments in Australia and the United Kingdom. Prior to joining the City of Stirling, Stuart was the Chief Executive Officer at the City of Gosnells, where his passion and drive delivered substantial and sweeping changes, attracting international praise and recognition.

Stuart lives in the City of Stirling with his family and firmly believes that creating vibrant places like Stirling does not happen by chance. It takes passionate focus with a determination to embrace bold ideas in order to build an exciting future and achieve the vision of the City of Stirling, the City of Choice.



Ingrid Hawkins

Director Corporate Services

Bachelor of Arts (Commerce)

Chartered Public Finance Accountant

Certified Practicing Accountant

Ingrid joined the City of Stirling in 2013 as Manager Finance Services. She has held senior financial management roles across the public sector for over 17 years, working within local government, State Government, health and education.

Appointed as the City's Director Corporate Services in 2017, Ingrid is responsible for the human resources, information technology and finance functions of the organisation. The Corporate Services team provides support services to the other directorates in what is a large, diverse and complex organisation.



Michael Quirk

Director Community Development

Bachelor of Social Science

Graduate Certificate in Public Sector Management

Graduate Certificate in Development Planning

Michael rejoined the City of Stirling in July 2019 and has worked within the local government sector for more than 15 years. With proven performance in the areas of facility management, stakeholder engagement, strategic planning, and community health and wellbeing, Michael leads the dynamic Community Development team. This includes responsibility for the City's community safety, community services, customer service, marketing and communications, arts and events, place management, and recreation and leisure services.



Michael Littleton

Director Infrastructure 2014-22

Master of Business Administration

Graduate Diploma in Technology

Graduate Diploma in Management

Bachelor of Technology (Civil Engineering)

Graduate, Australian Institute of Company Directors

Michael joined the City of Stirling in 2014. He has held senior executive roles within the local government sector for more than 25 years. Michael leads a diverse portfolio of responsibilities and, through the efforts of a dedicated and exceptional team, delivers a comprehensive design and engineering service, manages the City's multitude of parks and environmental open spaces, facilitates an aspirational sustainability agenda, delivers innovative and effective Waste & Fleet Services, and manages a comprehensive asset portfolio (both property and facilities). This directorate delivers multiple major projects – many of which have been nationally recognised for their quality and community value. He takes a great deal of pride in leading a high-performing team that delivers exceptional outcomes for Council and the community. In 2022, Michael finished his tenure with the City of Stirling and was appointed Chief Executive Officer at the City of Canning.



Stevan Rodic

Director Planning & Development

Bachelor of Arts (Urban and Regional Planning)

Diploma in Project Management

Full Member of the Planning Institute of Australia

Stevan began his town planning career at the City of Stirling in 1997 and rejoined the City of Stirling in June 2019. He has over 23 years' experience in local government and is a highly experienced planner. Stevan thrives on engaging with the community, industry groups and applicants in order to achieve best outcomes. He is responsible for strategic town planning, development services, environment health and economic development.



Our people

The City of Stirling's workforce of 1,098.36 full time equivalent (FTE) positions is one of its most valuable resources. Employees are highly talented and experienced in their fields of expertise and possess the skills and abilities to deliver the exceptional services that our residents and businesses have come to expect.

Our profile

The City prides itself on being the City of Choice. Being part of 'Team Stirling' has advantages beyond working within a great team of people. The City has a performance-driven culture and offers a wide range of benefits, assisting employees personally, professionally and financially.

The City is recognised for supporting work-life balance through a range of initiatives, including various flexible working arrangements. These were reviewed in light of lessons learnt from COVID-19 and the desire to give employees more flexibility and access to job-share arrangements, as well as a range of opportunities to deliver a holistic and fulfilling employment experience.

The City supplements its resourcing by engaging contractors to assist in meeting seasonal demand and peaks and troughs in workloads, for example, in our parks and landscape service area. This ensures the City can be agile in meeting the needs and expectations of our community.

Figure 5 illustrates the City's established workforce in age bands. There is a wide range of ages employed, from 16 years to over 65 years of age. There is a clear demonstration of how the City values, recognises and respects the contributions of people with different ages, backgrounds, levels of experience and perspectives.

Figure 5: Established workforce – age profile as at 30 June 2022

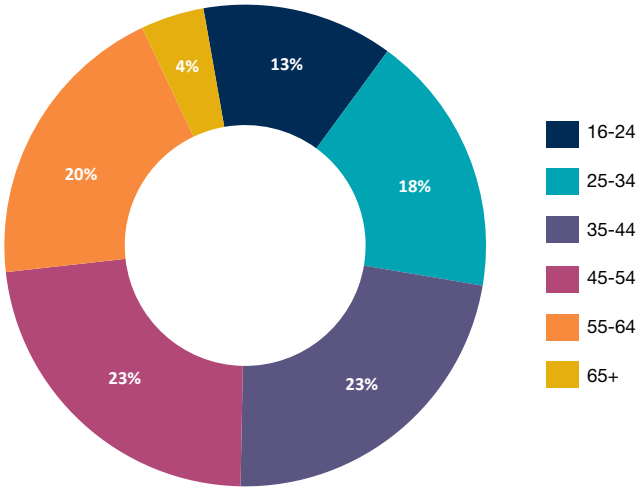


Figure 6: Male and female apportionment (to first-tier supervisor level) as at 30 June 2022

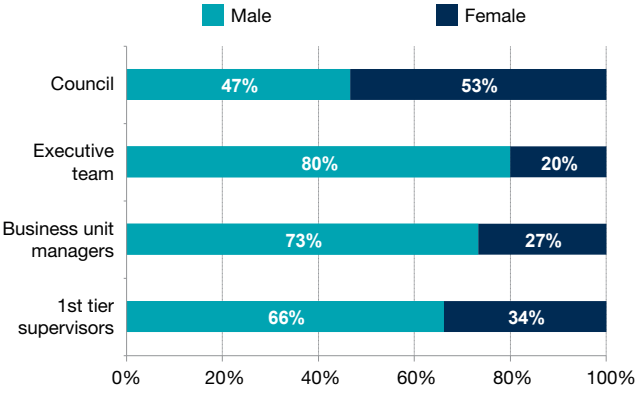


Figure 7: Established workforce – age and gender profile as at 30 June 2022

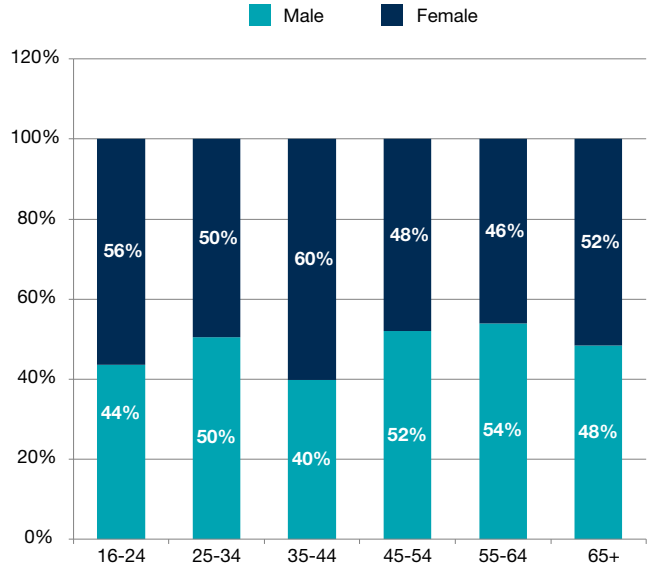
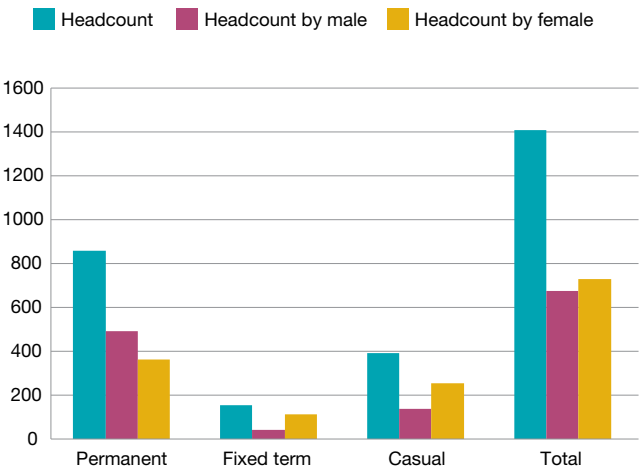


Figure 8: FTE and headcount by contract type as at 30 June 2022



Salaried employees

Payment to employees

Regulation 19B of the Local Government (Administration) Regulations 1996 requires the City to include in its annual report:

- The number of employees of the City entitled to an annual salary of $130,000 or more
- The number of those employees with an annual salary entitlement that falls within each band of $10,000 over $130,000.

This information is illustrated in Table 6 below.

Table 6: Officers' remuneration

Salary band	Number of officers	
	Female	Male
$130,000 – $139,000	6	4
$140,000 – $149,000	2	6
$150,000 – $159,000	5	2
$160,000 – $169,000	0	1
$170,000 – $179,000	1	0
$180,000 – $189,000	3	1
$190,000 – $199,000	1	4
$200,000 – $209,000	0	5
$210,000 – $219,000	0	1
$240,000 – $249,000	0	2
$250,000 – $259,000	1	0
$370,000 – $379,000	0	1
Total	**19**	**27**
Gender split	41.30%	58.70%

The total remuneration paid to the Chief Executive Officer under the *Salaries and Allowances Act 1975* including salary, superannuation, private use of a motor vehicle and allowances was $412,461.34.

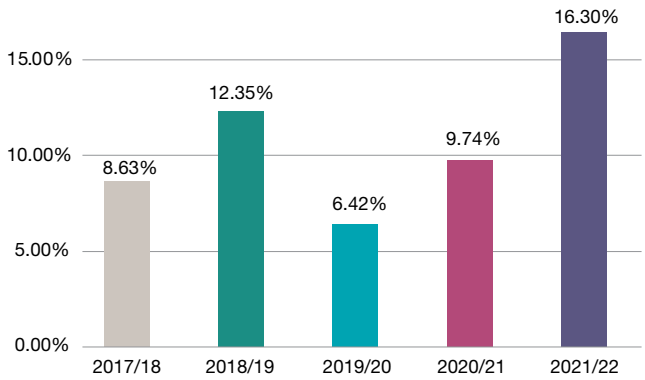


Employee turnover

The City monitors and tracks employee turnover to understand employee satisfaction. It also helps the City identify areas that may require improvement or that could be causing workers to leave. We also use the employee turnover rate to help evaluate the risk of an employee leaving and recognise opportunities for retention when we hire new employees.

Employee turnover levels remain at a satisfactory level even though it was higher than the City's target of 15 per cent. Employee turnover during the 2021/22 financial year was 16.3 per cent, which was indicative of COVID impacting normal attrition that otherwise would have occurred in the previous year.

Figure 9: Employee turnover rate



Creating a diverse and inclusive workforce

Workplace philosophy

The City's 'Team Stirling' ethos encourages the workforce to collaborate and synergise in an environment that promotes continuous improvement. The City's core values, Code of Conduct and performance review process collectively create the foundation for a positive workplace culture.

Diversity

The City aspires to ensure that it is an equitable and diverse employer. In an effort to improve the understanding of equity and diversity, the City recognised and celebrated a range of events throughout the year, including Harmony Day and National Aborigines and Islanders Day Observance Committee (NAIDOC) Week to support, acknowledge and celebrate diversity in all its forms.

As the City of Stirling has a diverse population, with many of its employees living locally, the workforce demographic profile is evolving, with an increasing number of employees who are from culturally and linguistically diverse (CaLD) backgrounds (that is, they speak a language other than English and/or were born overseas). The City is proud of its diverse workforce. Over 10 per cent of the City's employees speak a language other than English, including Mandarin, Italian and German, and 16 per cent of our employees identify as being from a variety of ethnic backgrounds.

Figure 10: Workforce department and gender

	Office of the CEO		Corporate Services		Infrastructure		Planning & Development		Community Development	
Gender	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Full time	12	16	39	53	303	46	64	37	95	118
Part time	2	12	1	13	2	26	1	13	19	142
Total full and part time	14	28	40	66	305	72	65	50	114	260
Casual	2	14	2	2	21	10	1	1	114	228
Total employees	16	42	42	68	326	82	66	51	228	488

Through the application of equal employment opportunity principles in recruitment processes, the City has been able to increase its employee diversity. With over 17 per cent of new employees being from CaLD backgrounds onboarding with the City, this shows the increasing diversity of our employees servicing the community in 2021/22. The City was also committed to ensuring its recruitment processes encouraged more diverse recruitment pools across all diversity groups.

The City's Innovate Reconciliation Action Plan (RAP) July 2021-June 2023 was developed and endorsed in 2020/21. The plan includes the following actions for the City's Human Resources team to lead:

- Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development
- Promote social cohesion and reduce discrimination
- Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

In future years, through its Innovate RAP program of works, the City will engage employees through a series of surveys to gather and update diversity information on our employees to improve on employee data quality and to continue the City's cultural learning journey.

All new employees attending corporate orientation receive training in equal employment opportunity and discrimination and receive an access and inclusion summary that provides information on the purpose of the City's Access and Inclusion Plan (AIP).

All employees are given the opportunity to participate in cultural learning to increase their understanding and appreciation of equity and diversity. This will be further developed in line with the City's Innovate RAP July 2021-June 2023.

Employee Code of Conduct

The City's Employee Code of Conduct assists and guides employees in determining the appropriate and acceptable ethical standards of behaviour which apply in various circumstances. It ensures all City employees, volunteers, contractors and consultants act in the best interests of our community, upholding a high standard of ethical behaviour.

The code reinforces the City's zero-tolerance approach to bullying and harassment and encourages a customer-centric approach.

A Code of Conduct is an important document for the City as it provides the overarching guidance for all employees on the standard of conduct expected while working at the City. All City employees annually complete Code of Conduct training.



Future workforce planning

The City's Workforce Plan

The City's Workforce Plan outlines how the City will invest in its workforce and ensure it continues to be the City of Choice.

In July 2018, the City's Workforce Plan 2018-2022 was implemented and this plan was reviewed in May 2020. This plan describes a range of initiatives and actions in the areas of recruitment and retention, cross-functional collaboration, leadership and decision making, informing studies, customer service, communication, diversity, safety, and health and wellbeing. The City's new Workforce Plan will be developed in the first half of the 2022/23 financial year.

The City collaborated with Australian Research Council Centre of Excellence in Population and Ageing Research (CEPAR) in conducting a Mature Workers Project. The aim of this research program is to identify work-related factors that might support organisations in attracting and retaining mature workers in organisations, thus enhancing their performance and improving growth and productivity. It focuses on the impact of the work environment on mature worker wellbeing, and on the ways in which workplace policies and practices affect mature workforce participation.

As this project aligned with many aspects of the City's Workforce Plan, the City created a partnership with Curtin University as part of the CEPAR project. Some of the specifics of the project include:

- identifying work practices and policies which best promote mature workers' successful ageing
- identify optimal work designs to encourage and support mature employees' participation, engagement, and health at work
- informing strategies to support mature workers in balancing work with non-institutional care responsibilities.

This research has the potential to transform mature labour force participation by creating new knowledge that the City will be able to leverage to attract and retain mature workers, our corporate knowledge, and human and social capital.

Corporate culture

The City of Stirling continues to strive to be a place where people choose to live, work, visit and invest. This translates into a workplace culture where people know what they can do to enable the City to serve the community and where they feel encouraged to make contributions and suggestions on how we can improve and strive to be the best we can be. It means a culture in which people feel proud to say that they work in the City, and in which they all work together.

As part of the City's new Strategic Community Plan development, a new set of corporate values were decided. These will be further expanded and workshopped across the City in 2022/23 to be fully implemented.

Our recruitment processes

The Human Resources (HR) business unit introduced a new customer-centric HR business partnership (HRBP) model in July 2021. HRBPs have been assigned to directorate portfolios to work closely with business leaders to provide technical HR expertise, advice and coaching on all HR and employment-related matters, including recruitment, performance management and development, and employee relations. This more contemporary approach to managing the workforce while building leadership capability has enabled the HR business unit to refocus capacity and effort to improving and designing effective corporate HR systems for leaders to operate consistently.

The new model provided leaders with greater accountability for employing and managing the end-to-end employment lifecycle for their team members, including the recruitment (talent acquisition) function. The City's Recruitment Management Practice and Procedure provides the governance framework for leaders to make decisions and operate within, including ensuring appointment decisions are merit based and comply with section 5.40 of the *Local Government Act 1995*.

During 2021/22, talent acquisition activities were the first significant people management area reviewed, to ensure this process was contemporary, simplified, agile and proactive to respond to rapidly changing workforce trends and labour market challenges within Western Australia. A dedicated Talent Acquisition Project was established to deliver on its vision to 'reinvent attraction, recruitment, selection and onboarding to empower a sustainable City for our people'. The City's diversity and inclusion commitments were incorporated into the review to align the focus on increasing the City's workforce diversity.

The City completed 439 external recruitment processes, attracting 5,305 applications through the reporting period. This represents a decrease in applications received for advertised vacancies comparative to last year, which reflects the challenges experienced by the City in the pressurised labour market.

Conditions of employment

Employees at the City are covered by either the Outside Workforce Agreement 2020 or the Inside Workforce Agreement 2019. The City finalised negotiations for the new Outside Workforce Agreement in December 2021. Both the Inside and Outside Workforce Agreements expired June 2022. The following year will be challenging for the City, which is planning to recommence negotiations for both agreements while awaiting final legislated changes for all local governments across Western Australia to transition from the federal to state industrial relations system.

The City contributes the statutory component of each employee's salary to a complying superannuation fund of their choice. Employees also have the option to make additional contributions to their superannuation fund, with the City matching an employee's additional contributions up to a maximum of six per cent – over 40 per cent of the City's employees participate in this program.

Social Club

The City's Social Club Incorporated plays a vital role in connecting our employees across our organisation. It is run by a voluntary committee to promote good relations and fellowship among staff, and to contribute towards a positive organisational culture for the City of Stirling. In 2021/22, the Social Club hosted a range of activities and events, including an Adventure World Family Day, dodgeball tournament, the annual footy tipping competition and wind up, sundowners and dinners, the *Faulty Towers* Dining Experience and axe throwing.

Recognising employee achievements

Stirling Stars

The City celebrates the achievements of employees through various initiatives. To recognise and celebrate the incredible efforts of our most valued employees, the City delivers an annual 'Stirling Stars' Employee Recognition Program. The following award categories and award winners announced in September 2021 are outlined below:

Rising Star of the Year

An individual award for a new employee who has made a positive impact through living our values and providing exceptional customer service.

- Highly commended: Adrian Baggen
- Highly commended: Declan Allen
- Rising Star of the Year: Phil Moynagh.

Team of the Year

A team award for a team achievement, new project or innovation that exemplified our values and lead to exceptional customer outcomes.

- Special mention: Helping the Community Team
- Highly commended: COVID-19 Communication Team
- Team of the Year: Container Deposit Scheme Set-up Team.

Stirling Star of the Year

An individual award for living our values and providing exceptional customer service.

- Special mention: Marcello Germana
- Highly commended: Rebecca Keating
- Highly commended: Channa Dissanyake
- Stirling Star of the Year: Gareth Glanville.

The Stirling Stars Employee Recognition Program was reviewed in 2021/22 and as a result two new awards to recognise the importance of a strong safety culture and outstanding leadership for the future direction of the City have been introduced. Stirling Star Award winners will be announced in September 2022 following careful consideration of 95 nominations across all categories.

Workforce years of services

The City recognises long-serving employees with a monetary award and badge after every five years of service. In 2021/22, over 172 employees were acknowledged for service milestones.

Employees nominated are recognised at an event held in September each year.

Learning and development

Identifying performance and development needs

All employees have a formal performance review undertaken by their manager between July and August, which is supported by an online performance review system. This system enables managers and employees to record performance reviews and discussions on an ongoing basis.

A comprehensive framework of key performance objectives (KPOs) is developed for the City's leadership team and cascaded throughout the organisation.

A total of 92 per cent of employees completed a formal performance review. The appraisal process provides an opportunity for the manager and employee to review the employee's role, plan for outcomes linking to the City's Strategic Community Plan, and identify any further development required to achieve these outcomes.

Development opportunities

The City offers a variety of learning and development opportunities. These include internal and external training opportunities, job shadowing, study assistance, leadership development, orientation, traineeships and apprenticeships. The City has an online course library and a partnership with an external training provider offers support towards employees' learning needs. Encouraging and supporting our employees to embrace opportunities within the City and continuous learning is key for the City to build enhanced workforce capability.

Further studies program

The City offers further study opportunities that employees can access through support for external studies in the form of study leave or financial reimbursement of study fees. In 2021/22, the City supported seven employees with formal study leave requests and four employees who received financial reimbursement of study fees to achieve relevant tertiary qualifications.

Traineeship program

The City continued to support three trainees and one apprenticeship program in 2021/22. These arrangements enabled employees to study for and complete nationally recognised qualifications while working, with the costs partly offset by federal and state funding.

Casual for a Cause

The City has a day each month where employees can contribute by way of a gold coin donation to wear free dress. The funds raised through this initiative support a different local or national charity each month. Employees are also asked to place their empty beverage containers into marked 'Cash for Containers' bins. All eligible containers are then taken to the City's Container Deposit Scheme refund service and all refunds for the month are provided to the Casual for a Cause chosen charity for the month. The table below outlines the funds raised over the 2021/22 period:

Table 7: Casual for a Cause donations – 2021/22

Cause	Donation	Cash for Containers	Other
5000 Meals	$350.60	$44.40	
Wear it Purple	$376	$43.40	
Breast Cancer WA	$382.10	$88.80	
Whitfords Sea Rescue	$263.90	$61.20	
Support Act	$138	$32.40	
Women's Centre	$0.00	$0.00	Gift drive
Free the Hounds	$241.95	$54.50	
Ronald McDonald House	$471.15	$0.00	
Children's Leukaemia & Cancer Research Foundation	$349.00	$151	
Women's Centre	$0.00	$0.00	Food drive
Ukraine Crisis Resettlement Appeal	$380.30	$0.00	
Epilepsy WA	$587.00	$20.80	

Workplace health and safety (WHS)

Health and wellness programs

As part of the City's commitment to improving the health and wellness of its employees, the following initiatives and programs were offered in 2021/22:

- Employee assistance program (EAP) for all employees and their immediate family
- 'Wellness Seminars' sessions held for City employees covering a wide range of wellness topics designed to increase health awareness and literacy, with topics including financial wellbeing, nutrition, physical and psychological wellbeing
- Free access to onsite employee gymnasium located at the Administration Centre
- Discounted memberships to Stirling Leisure Centres
- Access to online and on-demand exercise classes supporting a fitness challenge (app-based)
- Sleep education program access (app-based) for employees, launched as a tool to improve sleep quality and reduce the effects of fatigue
- Influenza vaccinations – 421 participants
- Health risk appraisal and screening program – 190 participants
- Skin screening – 468 participants.

COVID-19 response

With the borders in Western Australia opening in early 2022, the City re-established its COVID-19 Working Group with key stakeholders across the organisation to manage the City's response. The group came together weekly to ensure it was effectively managing all of the communications, mandatory mask and vaccination requirements, service impacts and how it would effectively manage the risks to the health and safety of the workforce.

A number of initiatives were implemented, including a checklist for the management of vulnerable workers, a webinar focused on dealing with the impacts of COVID-19 called 'Preparing ourselves for the year ahead: Managing stress and building resilience' and a new process which was endorsed to manage what the City referred to as 'Temporary COVID-19 working from anywhere (TWFA) arrangements'. This allowed all employees who had been identified in positions that can work from anywhere without impact to essential services to safely access temporary working from anywhere arrangements. Updates were made to both the Flexible Working Arrangements Management Practice and the Working from Anywhere Procedure to reflect these changes.

Employee assistance program (EAP)

The City has entered a new partnership with our EAP provider which commenced in January 2022. This vital program is provided free of charge to employees and their immediate family (as per definition) to encourage proactive mental health wellness. The EAP is a confidential program that allows our employees to access psychological support for a variety of presenting problems. Services are accessible face to face or via e-health appointments.

These services have been accessed by 52 employees in the first six months of the calendar year. In addition to the conventional psychological services, the digital platform will be released for use in the coming months. Access to these services has a positive impact on our employees remaining mentally healthy and performing at their best for the City and the community.

WHS risk identification and control

New legislation

The City is committed to complying with the newly proclaimed *Work Health and Safety Act 2020,* Work Health and Safety (General) Regulations 2022 and the revised codes of practice. To ensure these are effectively implemented, the City has commenced a program of work that covers four phases: educate, evaluate, engage and evolve. A number of initiatives have been undertaken and will continue into the next financial year. These include an education program with sessions held across the City updating stakeholder groups on the WHS changes, compliance mapping, strategy development and establishing metrics.

Safety leadership

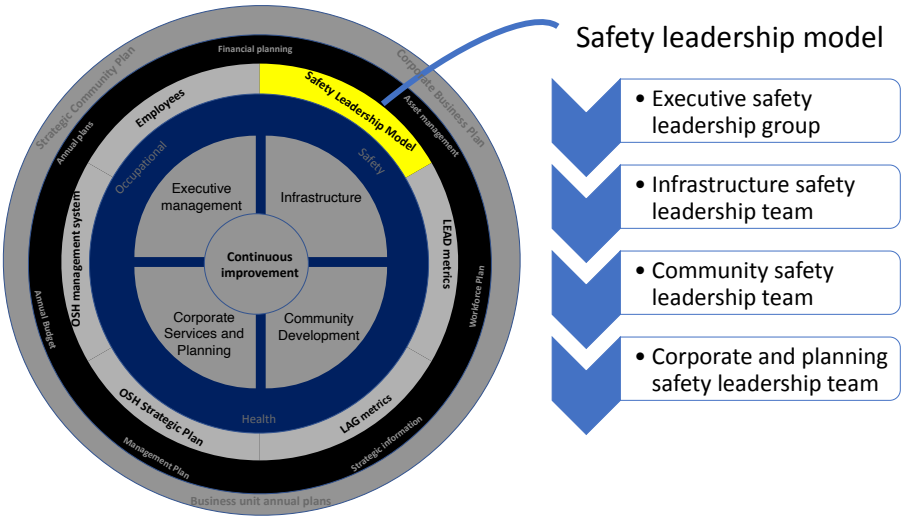
The City's Executive and senior management are committed to the provision of a safe and healthy work environment. The City's Workplace Health and Safety (WHS) Policy recognises that, so far as reasonably practicable, the provision of a safe and healthy workplace is the responsibility of City of Stirling management.

While ultimate accountability for achieving these objectives lies with the Chief Executive Officer, for practical purposes the responsibility for implementation of the City's WHS Policy and compliance with the WHS legislation is also driven by the Executive Safety Leadership Group, safety leadership teams (three), the Workplace Health & Safety team in partnership with the Human Resources Manager and appropriate areas and levels of the business.

The Human Resources business unit introduced a new customer-centric WHS Business Partnership (WHSBP) model in July 2021. WHSBPs have been assigned to directorate portfolios to work closely with business leaders to provide technical WHS expertise, advice and coaching on all WHS matters, including safety, risk management, health and wellbeing, and injury management.

The Executive Safety Leadership Group is committed to a safety journey which seeks to continuously embed safety within the City by proactively identifying and managing WHS risks. This group drives the Workplace Health and Safety (WHS) strategy and initiatives of the City to align with the WorkSafe Plan.

Diagram 3: Safety leadership model



The safety leadership model engages the CEO, Executive and senior management with safety and demonstrates to employees their commitment to developing a strong and positive safety culture within the City, both strategically and operationally.

There are three safety leadership teams representing four directorates based on the WHS risk. Membership of these teams includes directors, managers, supervisors and employee health and safety representatives. These teams are tasked with implementing the WHS strategy and initiatives within their business units and collectively across the City as determined by the Executive Safety Leadership Group.

The model is based on a holistic methodology of interaction, communication and consultation between all groups to allow information to flow to and from the Executive Safety Leadership Group and across each safety leadership team facilitated by the City's WHS team in supporting all teams to strive for best practice and continuous improvement in safety.

WHS partnerships

The City continues to work in partnership with LGIS for provision of health and wellness services, injury prevention services and workers' compensation management. The WHS team also participates in knowledge sharing with the Local Government Safety Advisory Group (LGSAG).

Emergency management committees

The City works closely with its fire safety and emergency response training contractor to ensure three emergency planning committees manage and continually improve the City's emergency preparedness and response capability.

Frequently occurring hazards

With the implementation of Myosh software solution, the City has continued to log, action and track hazards. The Myosh system ensures a hazard is allocated to an officer to action, holding information on the action to be taken and due date. Real-time reporting enables the City's leadership team to monitor hazards and the time taken to action.

The number of open actions and hazards >30 days is one of seven key which are reviewed at every Executive Safety Leadership Group and safety leadership team meeting, as well as monthly safety meetings with each business unit manager.

There has been a 550 per cent improvement in the proactive reporting of hazards in 2021/22, with a total of 109 hazards being logged in the system. This increase in hazard reporting indicates a more positive response to safety by the workforce, greater confidence in using the reporting system and education around seeing hazards, acting and eliminating them to ensure the workplace is safe. The most significant and frequently occurring top five hazards for the City in 2021/22 were associated with:

1. Environmental (related to the working environment or hazards to the community) – 31
2. Human behaviour (although the majority involved the reported behaviour by a third party towards employees rather than that of employee to employee) – 26
3. Wear and tear – 20
4. General hazards – 17
5. Manual task – 15.

Hazard risk levels were predominantly low, with approximately 70 per cent rated as 'low risk' and three per cent as 'high risk'.

Risk Management Framework

The City has developed and implemented a hazard identification, risk assessment and control (HIRAC) procedure and training, which incorporates a suite of safety forms, guidelines and tools. These include a 'Take 5', Workplace Risk Assessment Plan (WRAP), Work Instructions and Safe Work Method Statements to assist employees to identify hazards and mitigate risk as much as is reasonably practicable.

Safety management system

The City continues to manage safety through the Myosh platform (SAFER). The system is a highly configurable, cloud-based safety solution featuring interactive dashboards and mobile applications. Customisable modules include risk, hazard identification, incident investigations, inspections and injury management. Employee participation is leveraged by providing easy access to safety information and the system also encourages our employees to contribute to the safety program.

Contractor WHS management

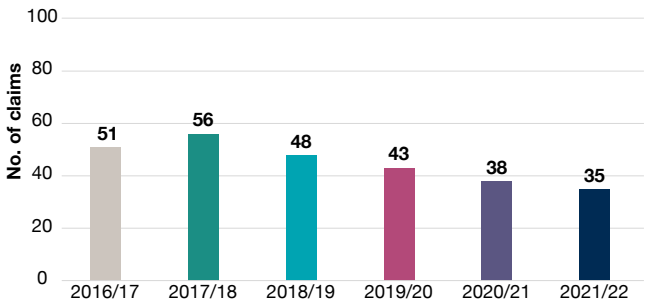
The City has developed a contractor WHS management process to provide guidance to employees in ensuring risk to the City is reduced as far as reasonably practicable. There are four main focus areas in the process: pre-qualification, on-boarding, monitoring and performance review.

The on-boarding process includes a contractor induction which will be delivered online to all prospective contractors wishing to work for the City. This process has involved consultation with stakeholders and business units to prepare for implementation in 2021/22.

Injury management

In 2021/22, the number of workers' compensation claims reported and lodged with LGIS was 35, with one disputed. Injury management training was delivered to 51 supervisors and is part of the annual calendar of WHS training to ensure the City delivers a high standard of care to its employees while effectively managing its workers' compensation responsibilities.

Figure 11: Workers' compensation claims lodged with Local Government Insurance Services



Note: The data can be subject to change as date of injury and date of lodgement can impact on a financial year figure.





Safety performance

In line with the SafeWork Australia National Standard, the City has adopted the measure of lost-time injury frequency rate to assist in tracking incidents relating to occupational safety and health. For ease of interpretation, the frequency rate provides the number of injury occurrences for each 1 million hours worked.

The following formula is applied:

$$\frac{\text{Number of lost-time injuries in accounting period} \times 1{,}000{,}000}{\text{(Total hours worked in accounting period)}}$$

For the City of Stirling in 2021/22, the result is as follows:

$$\frac{\text{(16 lost-time injuries in accounting period)} \times 1{,}000{,}000}{\text{(1,769,381.336 hours worked in accounting period)}}$$

Therefore, the lost time injury frequency rate (LTIFR) is 9.04 which is an improvement on last year's rate of 11.34

During 2021/22, the City recorded no notifiable injuries. Two significant investigations were undertaken with regard to near-hit incidents within the Infrastructure directorate. Following these investigations, recommendations were implemented with business unit managers. There were no fatalities.

The City did not have any adverse findings or breaches of relevant legislation during 2021/22.

WHS programs and learning

A range of WHS-specific programs and learning opportunities were coordinated and implemented across the City, including:

- Continued drug and alcohol testing of employees
- Hepatitis A and B vaccinations provided to at-risk employees
- WHS legislation webinars
- Health and safety representative training:
  - » Manual task workshops and online learning module
  - » Ergonomic workshops and online learning module
- Injury management training
- Resilience webinars
- Mental health awareness (for all workers and people leaders)
- Better mental health at work (for people leaders)
- Chemwatch database and use of online system
- Hazard Identification Risk Assessment and Control (HIRAC) training.



Our volunteers

The City of Stirling has 500 registered volunteers who support various services that are delivered across the City. With over 55 volunteer roles, volunteers tirelessly and selflessly give their time, skills and talents in the service of our community. These dedicated volunteers contribute more than 64,000 hours of their time each year.

The City undertakes annual programs and improvements to ensure its volunteers are supported in their roles. In 2021/22, these included:

- Review of our policies and procedures relating to everyday operations, including volunteer resumption after COVID-19
- Review of volunteer surveys at induction, six-week review and post-events
- Review of the Volunteer of the Month program to include recognition for all nominees
- Training opportunities for volunteers, including first aid, defensive driver training, disability awareness and diversity and cultural awareness training
- 'Thank you' event and gift provided to all volunteers during National Volunteer Week 2022
- Review of current volunteer roles and opportunities of virtual volunteering.

There are a large range of volunteer programs at the City, some of which are detailed below.

Access and inclusion

Volunteers assist the City's Access and Inclusion Officer by helping conduct surveys and business walk-throughs to assist businesses to be more accessible and inclusive.

Animal Care Facility (ACF)

Volunteers assist by cleaning kennels, feeding, walking and grooming dogs at the City's ACF, which provides a temporary home for lost and stray dogs.

Books on Wheels

The Books on Wheels program is operated by Stirling Libraries. It caters to residents who may be unable to visit their local library due to age or physical disability. Volunteers assist the program by selecting, delivering and returning books using the Books on Wheels mobile service van.

Community development

The City of Stirling operates a large number of community centres, providing a hub for various groups within the community. These centres accommodate a range of programs and activities that are supported by volunteers. Some of these include 'crafternoons' and community board games.

Community day clubs

The City of Stirling operates three community day clubs. Aimed at facilitating social interaction and supporting the wellness approach, Nollamara and Stirling day clubs cater for eligible seniors. Scarborough offers programs and activities for eligible adults with an intellectual disability. Volunteers provide a range of different support services, including participating in running a variety of activities, supporting concerts, outing supervision, meal preparation and driving.

Community food services

The City operates the largest community food services program in Western Australia, providing two-course, nutritious meals to eligible clients. Volunteers deliver meals using their own vehicles and have personal contact with clients who often have limited social outlets. This personal contact is the essential link to help maintain the client's wellbeing.

Community gardens

Interest and participation in community gardens has reached an all-time high this year with Campion Community Garden becoming the sixth active community garden. It joins Hamersley Habitat, Joondanna Community Food Garden, Westminster Community Food Garden, Inglewood Mount Lawley Community Garden and the Brighton Road Community Bush Garden, which is located on Water Corporation-owned land. Council has also endorsed a seventh garden, Coastal Community Garden, North Beach, which is incorporated and expected to become active in 2022/23.

Community Men's Shed

The Stirling Community Men's Shed provides social interaction for men and the opportunity to meet others in a friendly atmosphere. 'The Shed' is primarily aimed at men over 55 years of age looking for mental and physical stimulation. The program offers woodwork and gardening activities as well as regular men's health workshops with informative presenters. Male volunteers are required to assist with woodworking and gardening activities, social outings and one-on-one activity assistance for clients requiring some additional support.

Community transport services

These services assist the Commonwealth Home Support Program and Home Care Package clients with transport to and from appointments. Transport options include medical and social transport. The City also offers a shopping bus program.

Community Tree Planting program

This seasonal program encourages the community to come together to plant street trees. The program raises awareness of the vital role trees play in creating cool, healthy communities and increases a sense of ownership of the streetscape.

Community Visitors' Scheme

Volunteers visit residents in aged care facilities across the City to help improve their quality of life. Volunteers link to residents by engaging in conversation, writing letters and cards, and sending emails. This program ensures social interaction for residents who may have limited family and are at risk of social isolation from the general community.

Conservation

The City provides opportunities for community members to participate in activities to protect wildlife and natural habitats across the City. The City's Bushcare and Coastcare groups include the Friends of Star Swamp, Friends of Trigg Bushland, Friends of Lake Gwelup, Friends of Dianella Bushlands, Friends of Inglewood Triangle, Stirling Natural Environment Coastcare, and Friends of Williton Kestrel.

Culture and diversity

The City offers a range of programs that aim to strengthen families, connect communities and promote health and wellbeing. Programs for all ages include parenting workshops, craft, art, dance, photography, intergenerational activities, sporting clinics and healthy lifestyle initiatives. Several small-scale events are also held throughout the year. Volunteers assist with the organisation and implementation of these programs, activities and events.

Job Shop

The Job Shop service is run by volunteers from community hubs across the City. It provides eligible job seekers with access to free information, links to employment services, and assistance with resumes.

Justice of the Peace

The City provides a Justice of the Peace (JP) service at the City of Stirling Administration Centre, Stirling Libraries – Karrinyup and Inglewood, and at the Mirrabooka Community Hub. JPs are highly respected members of the community who volunteer their services free of charge.

LibraryCraft moderator

The LibraryCraft moderator assists the branch librarian in the coordination and delivery of online LibraryCraft sessions within the Stirling Libraries online environment, mentoring young people aged seven to 17 years to build digital literacy skills.





Local committees and groups

Many of our volunteers contribute their time to local committees and community groups, including:

- Autumn clubs
- Pensioner groups
- Disability Services Advisory Group
- Aboriginal Action Group
- Ratepayer, Probus, Rotary and Lions groups
- People with disability consultative group
- Sporting clubs
- Parents and friends' groups
- Playgroups
- Surf lifesaving clubs
- Mount Flora Museum.

The Mount Flora Museum is housed in a 1940s water tank originally built for North Beach residents. The museum exhibits photographs, stories, artefacts and everyday memorabilia that celebrate the history of the City of Stirling. Volunteers assist by meeting and welcoming visitors during opening hours.

Special events

Seasonal events that are presented or supported by the City have short-term event volunteers who assist in making them a great success. This includes volunteer assistance at the annual Paw-some Day Out event held in October each year.

Stirling Youth Advocates

The Stirling Youth Advocates are a group of young people (10-25 years) who come together on a fortnightly basis to develop and implement programs that improve outcomes for young people.

Surf lifesaving

The City's beach services team has developed a strong relationship with the two surf lifesaving clubs located within the City's boundaries. Trigg Island Surf Life Saving Club and Scarboro Surf Life Saving Club have a combined membership base of over 2,500 people and provide volunteer surf patrols throughout the summer months on weekends and public holidays from October to March. The City provides semi-permanent lookout towers at both Scarborough and Trigg Beaches for use by the volunteer surf lifesavers and financial support to each club through an annual grant for the provision of surf lifesaving services. The City's professional beach inspectors also provide guidance, advice and assistance to volunteer surf lifesaving club members on patrol. During 2021/22, the volunteer surf lifesavers of Scarboro and Trigg Island SLSC performed 69 rescues and 5,296 preventative actions and treated 113 beach goers requiring first aid.

Volunteer of the Year – Bob Camden

Robert (Bob) Camden was one of the first members and volunteers at the Stirling Community Men's Shed since its inception in 2011.

Bob established the 'Men in Stitches' program over three years ago for supported clients, volunteers and other members. The Men in Stitches program focuses on making recyclable bags from donated materials, reducing waste and landfill. One of the main benefits of this program was the opportunity for men to have a chat, share a laugh and maybe learn to sew a few shopping bags. By recycling stories, laughs and material, the program has produced over 1,000 reusable shopping bags which sell almost as fast as they can be produced. Without Bob's dedication, passion and drive this program would not have been established.

City awards and recognition

The City has been recognised for its achievements during 2021/22, highlighting the outstanding services and initiatives delivered to the community. The following are some key awards won by the City this financial year.

Australasian Reporting Awards (ARAs)

For the eighth consecutive year, the City won gold at the ARAs for its Annual Report 2020/21. The City was also a finalist in the special award category, Communication – Public Sector this year. The ARAs provide organisations the opportunity to benchmark their report against world best practice. The awards recognise excellence in annual and financial reporting standards and have been presented for over 70 years across the government, business and not-for-profit sectors.

WA Aquatic Recreation Industry Awards (ARIA)

The Community Impact Award at the inaugural WA Aquatic Recreation Industry Awards (ARIA) recognises programs focused on access and inclusion that enhance the wellbeing of the local community to create a positive impact. The Women Only Swimming Program is an initiative created by the City in collaboration with Royal Life Saving WA. It seeks to support women from culturally and linguistically diverse communities to exercise and improve their swimming capabilities, as well as enhance social cohesion as they engage with other women and increase their confidence in accessing City services at Stirling Leisure Centres – Leisurepark – Balga.

Mobile Muster

For the fifth consecutive year, the City of Stirling was the highest-performing local government in Western Australia for the collection and recycling of mobile phones and their accessories.

Waterwise Recognition Award

Stirling Leisure Centres – Scarborough Beach Pool first won gold at the 2021 Waterwise Recognition Awards and received the gold award again in 2022. Stirling Leisure Centres – Leisurepark – Balga also received gold in 2022.

The City's newly refurbished Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood was also acknowledged as best practice in water management.

Waterwise Plan

The City has been re-endorsed as a 2021 Gold Waterwise Council. The City was awarded gold re-endorsement for consistent water-efficient innovation across the City's operations, provision of waterwise support to our community, and the City's commitment to sustainably manage water into the future under a drying climate.

Public Health Advocacy Institute (PHAI)

The 'Spill the Tea' initiative is designed to allow LGBTQIA+ young people (aged 15-24 years) the chance to meet up over a cup of coffee and a slice of cake, all while expanding their friendship circles, sharing their stories and developing themselves to be the best they can be. The initiative was awarded the winner in the Diversity, Inclusion or Multicultural Child and Young Persons Health category at the 2021 Local Government Policy Awards.

Over a six-month period, the City welcomed 156 young LGBTQIA+ people to the supporting venue, Gather & Co (formerly known as Black Pig Deli), over a total of 12 sessions.

Note: The term LGBTQIA+ represents our community members who identify as lesbian, gay, bisexual, transgender, queer/questioning, intersex and asexual, with the plus representing other sexualities and identifiers such as pansexual and non-binary.

Local Government Professionals WA Annual State Conference 2021

The City was named the 2021 Innovative Management Initiative Award winner. This recognises initiatives that lead the way in management and leadership in local government, which improve local government processes and practices and deliver outstanding benefits to the local government and/or community.

The City was also named the 2021 Excellence in Service Delivery Award winner. This award recognises leadership in service delivery leading to corporate process improvements, innovation in management practices or demonstrated practicality and resourcefulness.

Both awards stem from the most significant digital and cultural transformation journey – the delivery of a relationship management system (RMS) combined with a Customer Engagement Strategy – that the City of Stirling has ever embarked on.

Western Australian Multicultural Awards 2022

The Western Australian Multicultural Awards 2022 recognise individuals and organisations for their outstanding contributions to multiculturalism and culturally and linguistically diverse (CaLD) communities in Western Australia. With the largest number of CaLD residents of any local government in WA, we have worked consistently over many years to promote multiculturalism and social inclusion and to ensure that CaLD residents have access to appropriate services that support their full community participation. To recognise our achievements, we were awarded the winners in the Local Government category at the Western Australian Multicultural Awards 2022.

Institute of Public Works Engineering Australasia WWA (IPWEA)

Phase 1 of the Stephenson Avenue Extension project won the category for Excellence in Road Safety Projects and was highly commended in the Best Public Works Project Greater than $5 million (Metro) category.

2021 WA Tennis Industry Awards

The City of Stirling was awarded top local government honours at the 2021 WA Tennis Industry Awards, after being nominated for the Local Government Award by the Wembley Downs Tennis Club.

The Local Government Award is given to the local government that is judged to be the most engaged with, and supportive of, tennis in their community by nomination of a local club.

Wembley Downs Tennis Club and Tennis West in their citation stated the City went above and beyond to assist the club.



Community Citizen of the Year Awards

Held in conjunction with Auspire – The Australia Day Council WA, these annual awards are an opportunity to acknowledge exceptional community members and groups across four categories. This year's recipients covered community interests ranging from championing local sport to campaigning for safer suburbs.

The 2021 Community Citizen of the Year Awards recipients are detailed below.

Community Citizen of the Year – Vince Garreffa

Inglewood's renowned butcher Vince Garreffa was awarded this year's Community Citizen of the Year Award. He was recognised for his efforts in bringing the community together as a foundation member of the Beaufort Street Network and a key driving force in the establishment of the now renowned Inglewood Night Markets. In his work with Lifeline WA, Vince has assisted in raising hundreds of thousands of dollars for care of those with mental health issues and support for sick individuals and their families. Over many years, he has brought together the community to contribute to both fundraising and enjoyment of life, making him extremely deserving of this award.

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

As a member of the Mount Lawley Bowling Club, Terry Conley was awarded this year's Senior Community Citizen of the Year Award for initiating major infrastructure improvements for the club. At the time of this nomination, Terry was a member of the Mount Lawley Bowling Club for eight years, serving on the committee as secretary for five years from 2014-19 and was serving his third term as president. Terry set in motion the installation of synthetic greens and LED lighting, plus a major revamp to the club's patio area. These state-of-the-art upgrades contributed to community access and enjoyment, plus the club's long-term viability. Through Terry's leadership, the club's membership grew, resulting in significant bowling success, with promotions to top division and the reputation to attract the highest calibre of players. Terry oversaw the development of the club's strategic plan, which has three significant pillars that complement the club's willingness to become an integral part of the community. These successes were a major contributing factor to the club winning the Bowls WA Small Club award for 2020/21.

Young Community Citizen of the Year (under 25 years) – Tara Lord

Tara Lord (and her rescue dog Loki), pictured above, were awarded this year's Young Community Citizen of the Year Award for their work through Tara's organisation Kupu Kupu Australia, an animal-assisted therapy initiative that provides support for people in need. Tara and Loki travelled to Melbourne to be certified as an accredited therapy team, one of the first of its kind in Western Australia. They now regularly visit mental health facilities, family group homes, disability group homes, homeless housing and shelters, and schools. This program is being turned into a fully established therapy ranch with all rescue animals, providing respite for kids who live with childhood trauma, people with mental illness and disability and anybody else who wants to be a part of the journey. This project has also made backpacks that contain essentials to give to kids at risk of homelessness, in foster care and long-term hospital care. One of the hospitals the program runs in has seen a 21 per cent drop in PRN medication (that is, medication taken as required), another mental health facility has seen a 39 per cent drop in yearly hospital admissions, and more than $10,000 dollars has been raised for holistic therapy programs and research.

Active Citizenship Award (community group or event) – The Bend in the Road

The Bend in the Road (The Bend) won this year's Active Citizenship Award for connecting local residents and revitalising the local economy. As a Town Team in Doubleview, The Bend was founded as a not-for-profit local residents' group in late 2017, with the intention to activate the area while waiting for implementation of major redevelopment planned for the activity corridor along Scarborough Beach Road. The Bend committee is made up of City of Stirling residents who volunteer their time to improve their local community. Highlights of their work included street libraries, bush tucker gardens and neighbourhood connecting grants. Community projects included the painting of power poles, the completion of a community painted mural, the transformation of a drainage sump into a petite nature play space and a photo competition. Community events included verge parties, Jazz at Hilltop, and Music @ Munro.

Grant funding

The City secured over $40 million in grants, subsidies, and contributions from the State and Federal Governments in 2021/22 to deliver projects and programs to the community. Examples of these are featured below:

- $6,764,821 was secured as part of the Federal Government's Local Roads and Community Infrastructure (LRCI) Program.
- $1,378,000 was secured as part of the Federal Government's Roads 2 Recovery (R2R) Program for five road resurfacing projects.
- $840,000 was secured as part of the State Government's Metropolitan Regional Roads Grant (MRRG) Program for five road resurfacing projects.
- $317,000 was secured as part of the State Black Spot Program for three traffic and road safety projects.
- As a part of Main Roads WA's Urban Road Safety Program, the City received a $300,000 grant for road safety improvements in Mount Lawley east.
- The City was successful in receiving $185,000 from the Department of Transport (DoT) as part of their Coastal Adaptation and Projection (CAP) grants. These funds were utilised for coastal monitoring and sand nourishment at Mettams Pool, Trigg.
- In addition to the DoT grant, the Department of Biodiversity Conservation and Attractions awarded the City $194,000 for modifications to the beach access ramp for Mettams Pool.
- In February 2022, the City was successful in receiving a $25,000 Lotterywest Emergency Relief Grant. The funds allowed the City to assist the Stirling Women's Centre (SWC) to help women achieve their goal of rebuilding their lives without the fear of violence for themselves and their children. This grant enables SWC to assist women establish their new home with essential items. SWC also provides assistance with rent, medical expenses, household goods, relocation costs (for safety reasons), assistance with utilities and also support with obtaining personal documents such as birth certificates and visa applications. Each family's individual goals and needs are identified through case management with a dedicated case worker.
- The Animal Welfare in Emergencies training grant provides a valuable opportunity for local government officers whose roles include interaction with animals to refresh and bolster their animal handling skills and knowledge. In October 2021, the City was successful in receiving a grant of $6,270 from the Department of Primary Industries and Regional Development to enable three City officers to attend the course.
- Each year the City celebrates NAIDOC week through a variety of channels. This year the City was successful in receiving a $7,500 grant from the National Indigenous Australian agency. The funds assisted the City with the costs associated with hosting this year's celebrations.
- The Alcohol and Drug Foundation provided the City with a $26,917 grant towards a Scarborough Drop-In for youth aged 12-17 years as a part of a weekly youth outreach project at the Scarborough foreshore. The project was developed in a co-design session with community and stakeholders in September 2021 with the aim to provide primary prevention initiatives to reduce the uptake and harm of alcohol and other drugs on youth in the community.
- A one-off Youth Week celebration event was held at the Inglewood Town Centre with support from the Department of Communities Youth Grant. The event showcased three young musicians/bands.
- The City also supported a range of employment opportunities for young people, utilising grants received:
  - Barista Brews is an initiative established by the City for young people to develop skills, knowledge and training in the hospitality industry as a barista. Forty young people attended Barista Brews workshops during 2021/22 with the assistance of a $10,296 grant from the Youth Affairs Council of Western Australia (YACWA).
  - The City received a $5,500 grant from the Department of Communities to run a 'KickStart Careers' project, which involved a series of workshops to increase employment for young people. These workshops included resume writing, interview practice, effective job search tips and customer service skills. For interested young people, the City offered online Responsible Service of Alcohol (RSA) training as part of this project.



Corporate governance

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

Code of Conduct

The Department of Local Government, Sport and Cultural Industries Model Code of Conduct for Elected Members, committee members and candidates is adopted as the City of Stirling's Code of Conduct. The Model Code of Conduct sets standards for the behaviour and conduct of Elected Members, committee members and candidates. Each local government must adopt a code of conduct that reflects the model.

It is pleasing to note that the City of Stirling did not receive any valid standards panel complaints or Code of Conduct complaints in relation to Elected Members in the 2021/22 financial year.

Similarly, the Employee Code of Conduct sets a high bar for the conduct of City employees. Adopted in April 2021, the Employee Code of Conduct assists and guides employees in determining appropriate and acceptable ethical standards of behaviour. The standards set by this code of conduct are high and are reinforced by the Executive Team.

The City's Employee Code of Conduct encourages a customer-centric approach and reinforces the City's zero-tolerance stance towards bullying and harassment. To ensure all employees are well informed of the code, the requirements are covered in induction programs for new employees. The code requirements are also reinforced in performance management sessions and information about the code is included in staff newsletters and bulletins.

Statement of Business Ethics

The Statement of Business Ethics provides guidance for all sectors of the community when conducting business with the City.

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

Ombudsman's Office of Western Australia

In 2021/22, the City received 14 investigation notifications from the Ombudsman's Office of Western Australia for the following directorates:

Community Development	4
Planning & Development	6
Infrastructure	3
Corporate Services	1

The investigations related to alleged unauthorised fencing and developments, building permits, allocation of funded skip bin services, arrangement of special rates payment fees, impound of an animal, vehicle parking and closure of a right-turn pocket on a local road. All 14 investigations were resolved and investigations closed by the Ombudsman.

Registers for public viewing

The City of Stirling is committed to good governance and increasing transparency across its activities. The City maintains a number of registers for public viewing of which a description and links can be found below:

Delegated Authority Register

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

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

Gifts disclosure

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

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

Employee Conference Attendance

The conference attendance register provides details of conferences attended by employees in their official capacity.

Contributions to Travel

The Contributions to Travel Register provides details of contributions to travel received by an Elected Member or a designated employee.

Complaints

The Complaints Register provides details of minor breach complaints which the Local Government Standards Panel finds has occurred, and the actions taken.

Primary and Annual Returns Register

A primary return is a snapshot of personal financial information as it exists upon the relevant person's start date. Section 5.75 and 5.76 of the *Local Government Act 1995* (the Act) set out the requirements for Elected Members, the Chief Executive Officer and delegated employees to complete a primary return within three months of their start date or an annual return by 31 August each year. Section 5.96A (1) (i) of the Act requires the name of each council member and the position of each employee who lodges a primary return or annual return for a financial year beginning on or after 1 July 2020 to be published on the City's website.





Data governance

The Data Strategy 2021 – 2023 is an overarching document that sets out the work the City will do to deliver the objectives and strategies set in our long-term planning document, the Strategic Community Plan 2018 – 2028. The Data Strategy is a critical enabler of the Corporate Business Plan.

The City's digital approaches are critical to delivering on our vision and objectives in each of these key result areas. Our approach and commitment to data governance will ensure we can deliver success. For the City, data governance is about those who hold data sharing data with those who need data. This will ensure we can maximise the benefits of data for our community.

Our vision for data at the City of Stirling is to provide clean, accessible, secure and accurate data so we can serve our customers efficiently and proactively. The Data Strategy report has proposed key initiatives to support the realising of this vision.

The Data Strategy is overseen by the Corporate Data Governance Group and supported by three key groups of employees – data stewards, data custodians and data users.

Underpinning the Data Strategy is a forward-looking approach to information management. On 26 March 2021, the State Records Commission approved the City of Stirling Recordkeeping Plan 2021 – 2026. This recordkeeping plan outlines how the City will improve its approach to information management. This includes ongoing compliance with statutory obligations, a focus on digitisation and a reduction in reliance on the receipt, storage and maintenance of physical records. The City expects the Recordkeeping Plan to improve information management, increase access to information and drive organisational efficiency.

Policies

Section 2.7(2)(b) of the *Local Government Act 1995* states that Council is responsible for determining its policy. Policies form part of the City of Stirling's decision-making framework and they guide Elected Members, employees and the community on what is advisable or permissible when dealing with certain matters. The following policies were reviewed and/or updated during 2021/22:

- Appointment of Acting or Temporary CEO Policy
- Community and Stakeholder Engagement Policy
- Community Arts and Events Fund Policy
- Community Garden Policy
- Elected Member Professional Development Policy
- Elected Members' Entitlements Policy
- Election Signs Policy
- Information and Technology Acceptable Use Policy
- Procurement Policy
- Public Art Policy
- Requirements for Private Connections to the City's Street Drainage System Policy
- Visual Art Collection Policy.

Fraud and misconduct

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.

All reports of misconduct are investigated fully and treated with the utmost confidentiality. The City will endeavour to protect persons making appropriate disclosures from reprisal when reporting misconduct.

Integrity Strategy

The City was a leading local government in the adoption of our Integrity Strategy, based on the Western Australian Government's Integrity Strategy. The 2021/22 financial year saw the City implement the second tranche of actions under the action plan incorporated into the Integrity Strategy.

Actions completed under the City's Integrity Strategy include:

- Risk management briefings were provided to all key leaders across all 54 services. The briefings included an overview of the City's Integrity Strategy, Integrity and Misconduct Management Practice and processes.
- Assessment of Integrity Risks were undertaken as part of the City's comprehensive service risk assessment process.

On 9 December 2021, the City recognised the International Anti-Corruption Day with the theme 'Team Stirling, Team Integrity'.

The theme was chosen to reflect and emphasise the existing Team Stirling strength in having a culture that embodies integrity, with a strong community focus.

The activation included a 'Team Stirling, Team Integrity' campaign chocolate being distributed to 600 City employees, to highlight the City's commitment to integrity. This was acknowledged by the Corruption and Crime Commissioner Mr John McKechnie QC in his correspondence to the City dated 17 December 2021.

The Commissioner stated he was "delighted to hear of the continued efforts to raise awareness of anti-corruption at the City of Stirling". The Commissioner also introduced a series of podcasts produced by the Corruption and Crime Commission in recognition of International Anti-Corruption Day, which were shared with all City employees.

The City also raised awareness via the following channels:

- An integrity quiz
- A weekly integrity movie quote competition
- A video from the City's Executive Team discussing the theme
- A Good Governance Forum panel discussion with the Executive Team in which they openly reflected on their life experiences and challenges in dealing with sensitive matters throughout their distinguished careers.

Integrity and Misconduct Management Practice

The City has an Integrity and Misconduct Management Practice to convey the City's commitment to a zero-tolerance approach and response to misconduct and to outline the process that must be adhered to if a matter of misconduct is suspected.

The management of misconduct is a collective responsibility of all persons engaged or closely associated with the City in any capacity. The management practice applies to: Elected Members, committee members, all employees, all volunteers and any external party involved in providing goods and services to the City, such as contractors, consultants and outsourced service providers.

All suspected occurrences of misconduct are assessed and unless they are vexatious, misconceived or lacking in substance, these are investigated and where necessary reported to the appropriate authority.

Misconduct Hotline

In 2010, the City established a Misconduct Hotline as a positive step in the prevention and detection of fraud and corruption. The hotline provides a confidential means for anyone to report suspected misconduct, corruption or fraud and helps reinforce public confidence in the City of Stirling.

The hotline is maintained by the City's Internal Auditor in line with the Integrity and Misconduct Management Practice. Any allegation of misconduct, corruption or fraud is appropriately investigated. No reports of suspected misconduct were received via the City's hotline during the 2021/22 period.



Public interest disclosures

The *Public Interest Disclosures Act 2003* allows people to make disclosures about wrong-doing in public authorities, which includes local governments. Anyone who believes on reasonable grounds that there has been past, present or proposed future improper conduct by the City in the exercise of its public functions can make a disclosure. The City has authorised the Manager Governance, the Internal Auditor and the Service Lead – HR Operations within the City. Disclosures can be made to these officers or other relevant authorities under the Act. No public interest disclosures were reported to the City during the reporting period.

Integrity Panel

Initial assessment of any suspected fraud or misconduct is conducted in line with the City's Integrity and Misconduct Management Practice. The Integrity Panel meets to determine if a matter is minor or serious and then reports these matters to the appropriate authority. This includes the Western Australian Police, the Public Sector Commission or the Corruption and Crime Commission.

The City's Integrity Panel met six times during 2021/22 to discuss a total of nine suspected matters of misconduct. Four of these matters were assessed as minor misconduct and dealt with internally by the City. Three matters were referred to the Public Sector Commission (PSC) with a reasonable suspicion of minor misconduct. All three were then assessed and referred to the Corruption and Crime Commission (CCC) with a reasonable suspicion of serious misconduct. Two further matters were referred directly to the CCC with a suspicion of serious misconduct.

The matters referred related to improper use of information, falsification of timesheets, misuse of City resources, failure to disclose interests, failure to disclose outside employment and a misuse of the supplier process. Of these, two matters resulted in employee resignation prior to the finalisation of the investigation, four were dealt with internally, one is being investigated internally and is ongoing and another is being investigated externally and is ongoing.



Risk management

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 has a comprehensive Risk Management Framework and is constantly monitoring all areas within the organisation to improve and mature risk management.

The framework is aligned with the Australia/New Zealand Standard (AS/NZ) ISO 31000 and provides the foundations and principles for managing risks across the City.

Oversight of the framework sits with the Corporate Risk Management Group, which reports to the Executive Team and to the Audit Committee and Council.

Effective risk management allows the City to:

- Manage its risks and increase confidence in achieving its strategic and business objectives
- Manage risks to an acceptable level in accordance to its established risk appetite
- Make informed and robust decisions and maximise opportunities
- Establish the right balance between rewards and risks in decision making
- Facilitate continuous improvement in performance.

Key risk activities completed during 2021/22

In 2021/22, the City achieved the following key priorities:

- Integrated risk management with existing planning and operational processes in line with the City's business planning process.
- Reviewed the City's Strategic Risk Register in line with the City's established risk appetite
- Tabled an annual key risk indicators report to the Audit Committee and Council to benchmark the City's current behaviour against its key risks
- Provided risk management briefings to key leaders, including comprehensive service risk review workshops across all 54 services
- Identified a new risk software system.

Compliance Audit Return

The Annual Compliance Audit Return is an annual audit of statutory compliance conducted in the form determined by the Department of Local Government, Sport and Cultural Industries in accordance with regulation 14 of the Local Government (Audit) Regulations 1996.

The completed return must be reviewed by the Audit Committee and results submitted and adopted by Council prior to submission to the department by 31 March each year.

On 1 March 2022, Council adopted the Department of Local Government, Sport and Cultural Industries Compliance Audit Return for the period 1 January 2021 to 31 December 2021. There were nil areas of non-compliance identified in the 2021 Compliance Audit Return.

Compliance self-assessment

In addition to the Annual Compliance Audit Return, the City also conducts a non-compulsory compliance self-assessment every financial year, utilising a targeted and risk-based approach.

The five-year Compliance Self-Assessment Plan covers all business units across the City and is prioritised based on the level of compliance risk.

The approach involves:

- Engaging business units in an in-depth compliance assessment of their most significant compliance risks
- Reporting outcomes, findings and recommendations through the Audit Committee to Council.

The findings and recommendations of the compliance self-assessments are monitored for completion in a similar manner to audit findings, with regular reporting through the Audit Committee.

In 2021/22, the compliance self-assessment was completed for the City Future, Development Services, and Parks & Sustainability business units. The completed assessments, findings and recommendations were reported to the May Audit Committee and Council.

In 2022/23, compliance self-assessments will be conducted across four business units. The compliance self-assessments planned are Finance; Facilities, Projects & Assets; Community Services; and Human Resources.

Internal audit

The City has implemented an effective internal audit function which operates in accordance with the International Standards for the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditors.

The Audit Committee recommends the rolling three-year strategic audit plan to Council, as well as an annual internal audit plan based on the first year of the three-year plan, which guides the activities of the internal audit function. Internal audit reports, complete with agreed management action plans, are considered by the Audit Committee following completion. The Audit Committee monitors the implementation of management action plans contained in internal audit reports. The Audit Committee receives a comprehensive quarterly report from the internal auditor on the activities of the internal audit function in comparison with the approved annual internal audit plan.

The City's Audit Committee consists of the Mayor, seven Councillors and one external independent member. The City's external independent member in 2021/22 was Mr Stephen Linden, the Director of the Assurance Advisory Group (AGG), a national practice of senior professionals delivering assurance and advisory services to a range of public and private entities. He has over 40 years' experience providing internal audit, governance, risk management, compliance, probity, performance and financial reviews. He is also a member of other local government and state government audit committees and has served as a board member of the Institute of Internal Auditors (IIA) Australia and as the Chair of the IIA WA Chapter. He is a fellow of IIA and has developed course material and delivered webinars on subject matter for IIA Australia. He is also a member of CPA and the Institute of Company Directors.

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

During 2021/22, the Audit Committee received internal audit reports on:

- Emergency Planning & Pandemic
- Economic Stimulus & Community Recovery
- Leisure Aquatic Facilities
- Waste Management – Container Deposit Scheme.

Major improvements triggered by the above internal audit reviews included:

- Streamlining and strengthening the City's WHS risk assessment procedures
- Further investment into the City's learning management system to improve business integration, digital records and reporting.

Local government is bound by regulation 17 of the Local Government (Audit) Regulations 1996 to review the City's systems and procedures in relation to risk management, internal control and legislative compliance, at least on a triennial basis. As a result, these are included within the internal audit plans, as stipulated and reported to the Audit Committee upon completion. A regulation 17 audit was commenced during 2021/22 and is due to be completed and reported to the Audit Committee in 2022/23.

The City is also required to perform a financial management review at least every three years under regulation 5 (2)(c) of the Local Government (Financial Management) Regulations.





Our performance

The following section outlines the City's Integrated Planning and Reporting Framework and its approach to strategic and corporate business planning. The City's progress and performance is reported by each key result area (KRA) as stated within its Strategic Community Plan. This is followed by the City's detailed financial statements commencing on page 197.

Integrated Planning and Reporting Framework

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

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

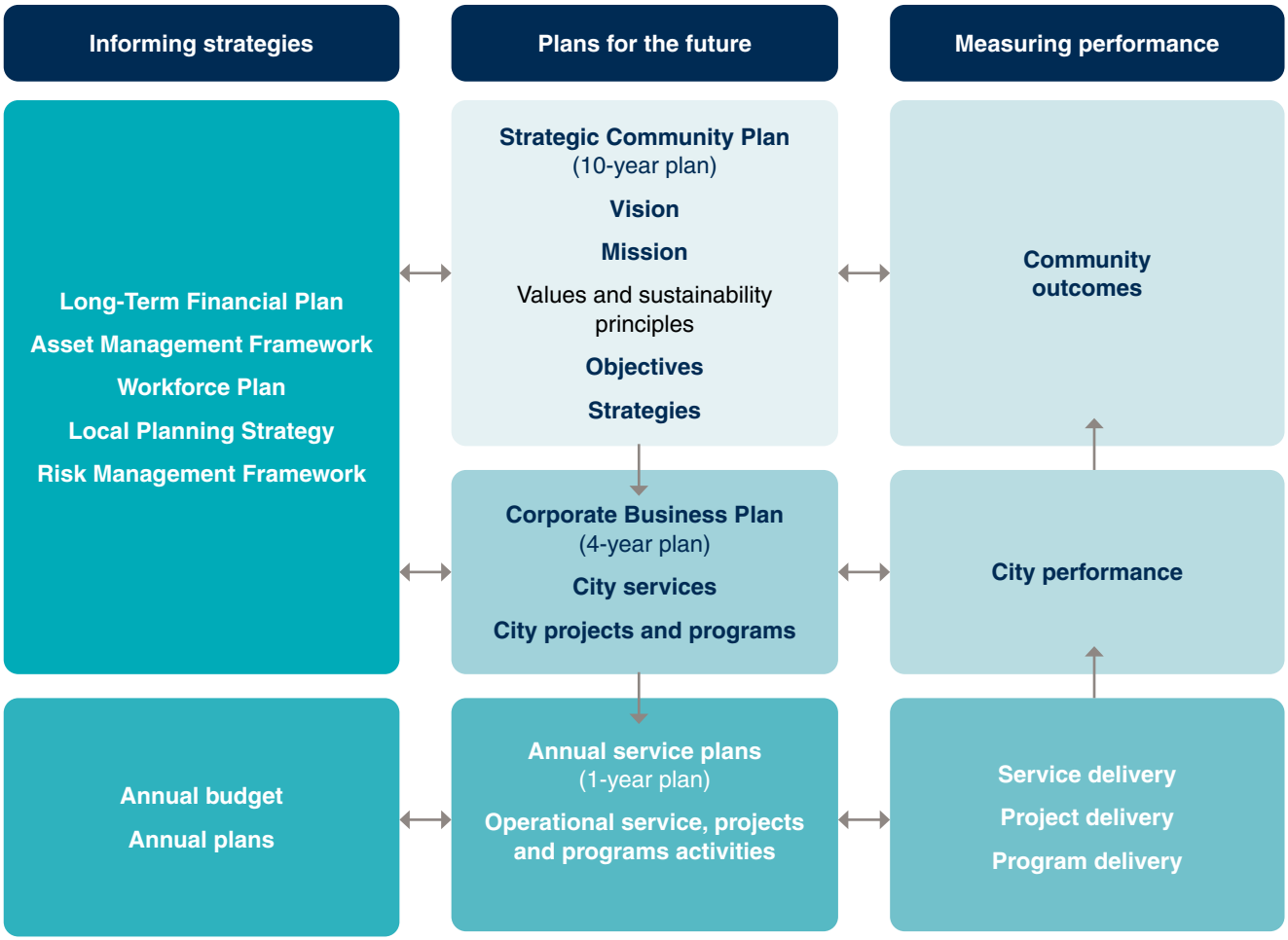
- Strategic Community Plan
- Corporate Business Plan.

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

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

The City's Integrated Planning and Reporting Framework is illustrated in the diagram below and includes a strategic community plan and corporate business plan. It also encompasses a suite of informing documents to effectively manage the City's assets, shape the City's workforce and develop long-term financial sustainability.

Diagram 4: Integrated Planning and Reporting Framework



Strategic Community Plan 2018-28

This Annual Report focuses on the key result areas and outcome aspirations outlined in its Strategic Community Plan 2018-28. In 2021/22, the plan underwent a major review and as a result, a new strategic community plan, Sustainable Stirling 2022-2032 commences from 1 July 2022. 30 June 2022 marks the end of the current plan and the 'Our Performance' section of this Annual Report provides important information to close off this strategic phase. The key result areas and outcomes for that plan are outlined below.

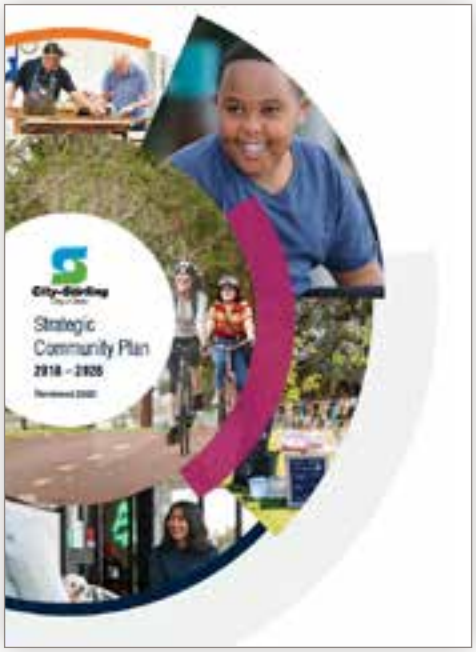
Key result area	Outcomes
Thriving communities	**S1:** Inclusive and harmonious City
	S2: Active and healthy City
	S3: Accessible services
	S4: Safer City
Vibrant economy	**E1:** Destination City
	E2: A great place to work, invest and do business
Liveable neighbourhoods	**B1:** Places to live, work and enjoy
	B2: Accessible and connected City
	B3: Built infrastructure that meets community needs
Sustainability	**N1:** Sustainable natural resources
	N2: Greener City
Governance and leadership	**G1:** Good governance
	G2: Partner of choice
	G3: Customer-focused organisation
	G4: Capable and efficient organisation

Each key result area includes outcomes, objectives and strategies to outline what the City aims to achieve and how the City will achieve during the life of the plan.

The Strategic Community Plan 2018-28:

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

The Strategic Community Plan meets all regulatory requirements and drives the improvements in community engagement, service performance and sustainable outcomes that will contribute to achieving the community's vision for the City of Stirling as the 'City of Choice'.
This plan is available to view on the City's website at www.stirling.wa.gov.au/strategicplans



Major review of the Strategic Community Plan

The Integrated Planning and Reporting Advisory Standard requires the City's Strategic Community Plan to be developed or modified through engagement with the community. Accordingly, the City's first Strategic Community Plan was adopted in 2013 after extensive community consultation and a study of the demographic, social, environmental and economic trends in the City of Stirling, metropolitan Perth, Western Australia and beyond.

In line with the review cycle mandated by the State Government, across the 2021/22 financial year the City of Stirling conducted a major review of its Strategic Community Plan by considering residents' priorities and analysing trends and drivers impacting the City. In total, over 2,000 community members were engaged to provide input.

The City's new Strategic Community Plan was endorsed by Council on 5 July 2022. Titled 'Sustainable Stirling 2022-2032', the plan sets out an ambitious and achievable vision for the development of the City over the next 10 years and beyond.

Sustainable Stirling 2022-2032:

- Provides an overview of emerging priorities following the major review
- Describes the 10-year vision for the future and the City's mission, values and commitment to sustainable integrated planning, measurement and reporting
- Identifies some of the key state and federal plans and policies that will shape the City's future.

Sustainable Stirling 2022-2032 encapsulates the community's aspirations and meets all legislative requirements. It will continue to drive improvements in the City's community engagement, service performance and sustainable outcomes so that it achieves the community's vision for the City of Stirling to be the 'City of Choice'. More information on the process and high-level findings can be found on page 190.



Corporate Business Plan

The Corporate Business Plan outlines how the City plans to deliver the objectives and strategies set in our long-term planning document, the Strategic Community Plan 2018-28. The Corporate Business Plan 2021-2025 outlines the projects and services that will be delivered over the next four years and has been directly influenced by the City's Long-Term Financial, Asset Management and Workforce Plans. The Corporate Business Plan, in turn, guides the development of the annual budget, service plans and annual project plans.

In everything the City does, it will make the very best of its limited resources to achieve the greatest possible benefit for the community.

The Corporate Business Plan:

- States the City's long-term vision, mission and values
- Links the Strategic Community Plan 2018-2028 outcomes to the delivery of key projects and services
- Provides an overview of Council and organisational structure
- Lists the services, projects and programs that the City will deliver
- Outlines how the City will measure and report progress of key projects and services
- Provides an overview of the City's informing strategies, such as the Local Planning Strategy, Long-Term Financial Plan, Workforce Plan and Asset Management Plans
- Describes the City's commitment to risk management
- Summarises the City's operational budget and capital works program for the financial year
- Provides a budget overview for 2021/22.



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

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

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

Reporting performance

Reporting progress towards the achievement of the objectives in the Corporate Business Plan and the Strategic Community Plan is an integral part of the City's Integrated Planning and Reporting Framework. The City uses quarterly and annual reports to inform the community of its achievements and progress. The City of Stirling has adopted a 'balanced scorecard' approach to measure the progress, performance and quality of the planned projects and services that are outlined in the Corporate Business Plan. This balanced scorecard measures the City's service performance across four key areas:

Customer service

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

Financial

Standard accounting practice indicators such as budget variances are used to measure the performance of revenue, operational expenditure and capital expenditure.

People

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

Quality

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

The City of Stirling's performance in service delivery and progress against project milestones is reported to the City's Executive Team and Council each quarter. This provides greater accountability and transparency and improves efficiency and effectiveness across the organisation.

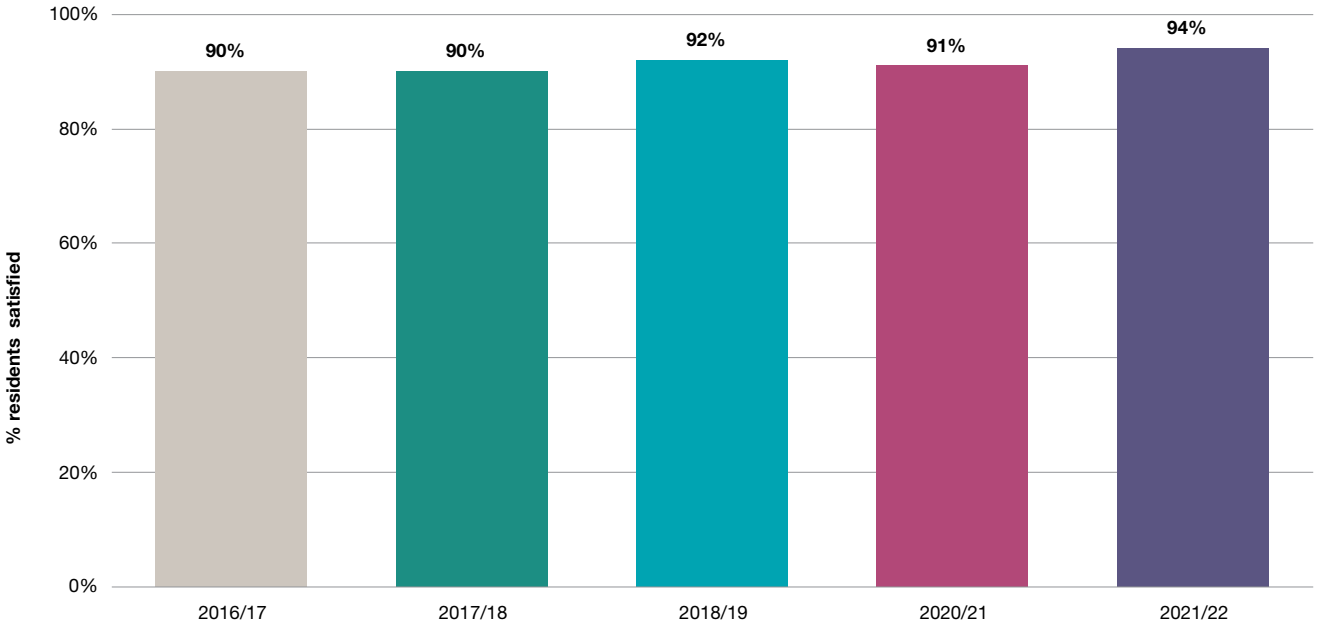
Measuring community satisfaction

Since 1999, the City has conducted an annual community satisfaction survey to better understand its performance and to ensure its services are meeting community needs. The survey is undertaken by an independent research agency, applying rigorous statistical approaches so that an appropriate cross-section of the community is represented.[1]

The survey covers many of the City's key services and responsibilities and the results for those specific focus areas are provided throughout the remainder of this report, linked to the associated strategic objective and key result area. In addition to the service-specific questions, within the survey there is a single overarching question asking residents how satisfied they are overall with the services provided by the City.

We are delighted to report that for the 2021/22 financial year, the City has achieved its highest recorded level of community satisfaction with a score of 94 per cent.

Figure 12: Overall community satisfaction



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

1 The research comprises a sample of 700 residents, which provides a margin of error of +/- 3.7 for estimates at the 95 per cent confidence level. This means that if 50 per cent of the sample expressed a certain opinion, we can be 95 per cent confident that in the actual population, between 46.3 per cent and 53.7 per cent would feel the same way.

Corporate Business Plan 2021-2025 at a glance

Thriving communities

Services

- Aged Care Services
- Community Development
- Emergency Management
- Environmental Health
- Family Services
- Leisure Services
- Libraries & Lifelong Learning
- Multicultural Engagement
- Parking Services
- Ranger Services
- Recreation Facilities
- Security Services
- Youth & Children Development.

Projects

- Aquatic Safety Improvements
- Art Award and Exhibition 2021
- Bond Cottage Renovation
- Community Collaboration Fund
- Community Safety Body Camera Project
- Homelessness Support
- Kaleidoscope Initiative
- Mount Lawley Retail Precinct CCTV Upgrade
- Oral History Interviews – Stirling Stories
- Public Art Projects
- Sport Floodlighting Control System
- Sports and Recreational Facilities Plan
- Stirling City Centre – Community Infrastructure Plan
- Street Signs of Significance
- Western Australia Police Force CCTV Access
- Stirling Women's Shed.

Programs

- Recreational Facilities Equipment Replacement Program.

Vibrant economy

Services

- Arts & Events
- Economic Development.

Projects

- Business Innovation Competition
- Cyber Security Program
- Event Sponsorship
- Mount Lawley Streetscape Improvements
- New City Entry Statements
- Place Activation – Shopfront Improvement Grants
- Small Business Friendly Approvals Project.

Liveable neighbourhoods

Services

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

Projects

- Grindleford Sports Floodlighting Upgrade
- Hamersley Golf Course Redevelopment
- Herdsman Glendalough Structure Plan
- Heritage Awards
- Inglewood Oval/Hamer Park Redevelopment
- Lighting Condition Audit
- Local Planning Scheme No. 4
- Parking Policy Review
- Redevelopment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood
- Robinson Reserve Master Plan Implementation
- Scarborough Beach Redevelopment Area Normalisation
- Stephenson Avenue Extension
- Stirling City Centre – Osborne Park Precinct Plan
- Subdivision Development Works Programs
- Trackless Tram Business Case.

The Corporate Business Plan outlines the services and projects that the City of Stirling will undertake in 2021-2025 and has been shaped by the aspirations and priorities in the City's Strategic Community Plan 2018-2028.

Reviewed on an annual basis by Council as part of the City's integrated planning and reporting process, the Corporate Business Plan details the services and projects that will be delivered and how they will be resourced. All activities in the Corporate Business Plan are aligned to the key result areas in the Strategic Community Plan, providing a clear line of sight from the City's long-term vision into action with the delivery of projects and services.

Liveable neighbourhoods

Programs

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

Sustainability

Services

- City Trees
- Container Deposit Scheme
- Natural Areas
- Open Space & Parks Development
- Parks, Reserves & Streetscapes
- Resource Recovery
- Sustainability
- Waste Collection.

Projects

- Coastal Hazard Risk Management and Adaptation Planning
- Living Green School Funds
- Million Trees Initiative
- Recycling Centre Balcatta Development
- Sustainable Energy Action Plan
- Urban Forest Plan Implementation
- Waterwise Councils – Community Incentives/Education.

Programs

- Energy Improvement Program.

Governance and leadership

Services

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

Projects

- Customer Relationship Management System Implementation
- Customer Contact Centre Call Software Upgrade
- Upgrade of City of Stirling Templates and e-Newsletter Transition.

Programs

- CIS Technology Projects and Upgrades
- Fleet Replacement Program.


SCARBOROUGH
SUNSET
MARKETS
PEDESTRIANS
BE AWARE
EVENT AHEAD



Key result area: Thriving communities

The City has a proud history of working closely with its community to build connectedness and a sense of belonging. We acknowledge that there is always more to be done, particularly given the recent challenges experienced as a result of COVID-19 that were felt by so many people.

The City strives to strengthen local communities through a sense of place, to promote active and healthy lifestyle choices, to provide access to services for everyone and to create a safer community. By doing this, we encourage and nurture a supportive, healthy, harmonious and safe community.

During the research phase for the Strategic Community Plan 2018-2028, it was found that residents strongly support initiatives to:

- Improve social connectedness and reduce isolation
- Activate and improve the vibrancy of local areas
- Improve community safety and health
- Support integration and opportunities for social contributions from all residents.

To allow the City to focus specifically on its community's areas of interest, the overarching key result area of 'thriving communities' has been separated into four outcome areas, as follows:

Outcome S1: Inclusive and harmonious City

Outcome S2: Active and healthy City

Outcome S3: Accessible services

Outcome S4: Safer City

The City has set objectives under each of these outcomes to ensure our activities are aligned to our vision. In the following section, we will report by objective on the key activities that the City has undertaken throughout the year, together with a variety of measures and statistics that enable us to understand our progress and performance.

Service performance

The City of Stirling has adopted a 'balanced scorecard' approach to measure the performance of its services across the four key areas of customer service, financial, human resources and quality. The City services that most directly contribute to the 'thriving communities' key result area are outlined below.

Key	
On track	✓
Below expectation	✸
Not assessed	⭘

Services	Net cost	Customer service	Financial	People	Quality
Aged Care Services	$2,898,945	✓	✓	✸	✸
Community Development	$2,553,933	✓	✓	✓	✓
Emergency Management	$154,280	✓	✓	✓	✓
Environmental Health	$2,476,533	✓	✓	✓	✸
Family Services	$585,794	✸	✓	✓	⭘
Leisure Services	$7,523,957	✓	✸	✓	✓
Libraries & Lifelong Learning	$8,813,295	✓	✓	✓	✓
Multicultural Engagement	$164,937	✓	✓	✓	⭘
Parking Services	$339,777	✓	✓	✓	✓
Ranger Services	$2,492,820	✓	✓	✓	✓
Recreation Facilities	$6,000,796	✓	✓	✓	✓
Security Services	($53,104)	✓	✓	✓	✓
Youth & Children Development	$885,823	✸	✓	✓	⭘

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

✸ Customer service – performance outside City targets in relation to response times to customer and/or Elected Member enquiries.
✸ Financial – performance outside City thresholds in relation to budget variances for operational expenditure.
✸ People – performance outside City targets for management of annual leave liability and/or employee turnover.
✸ Quality – performance outside targets for key performance indicators specific to service provision.

Strategic project performance

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

Aquatic Safety Improvements	2021/22 expenditure $0	Complete
To implement the recommendations of the Aquatic Safety Audit		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Art Award and Exhibition 2021	2021/22 expenditure $64,055	Complete
This biennial exhibition is open to Western Australian artists to display their original 2D and 3D works in a public exhibition		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Bond Cottage Renovation	2021/22 expenditure $70,996	Project delayed to future year
To utilise the historical Bond Cottage as a shop front for Stirling Community Men's Shed		
Progress in 2021/22	Majority of milestones met Building surveyor engaged to ensure works comply with fire and accessibility requirements	
Plans for 2022/23	Will be delivered within existing budget resources	

Community Collaborations Fund	2021/22 expenditure $50,800	On track
To provide grants to community members, organisations and businesses to build their capacity and enable them to meet the City's social planning objectives		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Community Safety Body Cameras	2021/22 expenditure $65,425	Complete
To provide CCTV body cameras to parking, security and ranger field officers		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Homelessness Support	2021/22 expenditure $28,277	On track
To enable the City to connect homeless people to various services to prevent, support and build capacity		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Kaleidoscope Initiative	2021/22 expenditure $29,879	On track
To create partnerships with new migrants and businesses to build a skilled and diverse workforce		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Mount Lawley Retail Precinct CCTV Upgrade	2021/22 expenditure $66,707	On track
To upgrade the existing CCTV network within the Mount Lawley retail precinct between Astor Lane and Beaucott Lane		
Progress in 2021/22	Some milestones met Delays due to network infrastructure equipment unavailable due to global shortages Temporary infrastructure installed at no additional cost until permanent equipment available	
Plans for 2022/23	Network infrastructure anticipated 2022/23	

Oral History Interviews – Stirling Stories	2021/22 expenditure $15,340	On track
To conduct seven oral history interviews with senior residents of retirement centres and members of autumn and seniors' clubs for recording the history of the local areas for future generations		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Public Art Project	2021/22 expenditure $16,300	Delayed to future year
To implement the City's Public Art Masterplan by installing one or more small artworks in the public realm across the City		
Progress in 2021/22	Designs completed Artists have been engaged and are currently completing artwork	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Sports and Recreation Facilities Plan	2021/22 expenditure $0 (within service cost)	On track
To undertake gap analyses of sports and recreational facilities for the future		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	


NOTICE

Sports Floodlighting Control System	2021/22 expenditure $25,140	Complete
To investigate and procure a new sports floodlighting system that enables a more consistent, efficient, and user-friendly approach for the management and use of sports floodlights across the City		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Stirling City Centre – Community Infrastructure Plan	2021/22 expenditure $0	Behind schedule
To undertake a needs assessment for the provision of community infrastructure for the Stirling City Centre		
Progress in 2021/22	Delays to engage consultancy due to limited responses to 'request for quote' process due to COVID-19 Consultant engaged and commenced infrastructure plan	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Street Signs of Significance	2021/22 expenditure $0	On track
To provide historical information on the significance of the person or events after which streets are named Forty local history information signs will be attached to selected existing street name signs		
Progress in 2021/22	The project progressed according to schedule	
Plans for 2022/23	Signage will continue to be installed in 2022/23 as part of a broader Stirling Local History project	

WAPOL CCTV Access Project	2021/22 expenditure $32,580	Behind schedule
To provide Western Australian Police with direct remote access to live and historical CCTV at key City of Stirling locations		
Progress in 2021/22	Licence for Scarborough Beach CCTV system completed Live access to a total of 64 cameras provided to Mirrabooka District Operations Centre and State Operations Centre	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Women's Shed	2021/22 expenditure $91,520	Complete
To provide opportunities for women to engage in educational and recreational activities by refurbishing a space in the Scarborough Hub		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Key result area: Thriving communities

Outcome S1: Inclusive and harmonious City

Objective S1.1: Strengthen communities through a sense of place

Stirling's population of more than 234,000 residents is diverse. The City strives to cater for this diversity by providing opportunities to bring our community together, building connectedness as well as activating local neighbourhoods. A fundamental element to building an inclusive and harmonious community involves the provision of events, services and place management that create vibrant and attractive social hubs. The City recognises the importance of these activities and the contribution they make towards strengthening communities through a sense of place. We have therefore adopted place-based community and cultural development principles to engage with our community, ensuring we create welcoming places and infrastructure that enable inclusion and build social capital in recognised local hubs. In its Strategic Community Plan 2018-28, the City identified the following strategies to contribute to its objective to 'strengthen communities through sense of place':

- Facilitate social participation through engagement and activation of local places
- Celebrate and advocate for our multicultural and diverse community
- Encourage and promote active participation and volunteering
- Enable opportunities for lifelong learning.

What has happened during 2021/22?

Local area hub place management

The 2021/22 financial year saw the four community hubs (Osborne, Scarborough, Inglewood Town Square and Mirrabooka) continue to deliver collaborative community activities and improve customer experiences within localised, co-located facilities.

Strengthening the capacity of local community members, organisations and small businesses to deliver activities within the hubs was a priority focus across the year. The creation of the community hub funding stream enabled eligible applicants to access financial support to implement programs and workshops within the hubs, aiming to activate community spaces, enrich the lives of community members and build community cohesion.

Some examples of the great programs and activities supported by the community hub funding include:

- SCARBRA Markets @ the Scarborough Hub – celebrating the culture, food and music of Brazil while showcasing the wares of local small businesses
- DIY Coffee Scrub Workshops at Inglewood, Osborne, Mirrabooka and Scarborough Hubs
- Chinese Kids Book Club at Osborne Hub.

Continuing from 2020/21, Osborne and Mirrabooka Hubs delivered their celebrations for the City's 50-year anniversary. The Osborne Hub activation held in July 2021 was market garden themed and enabled community members the opportunity to attend a range of workshops on topics including worm farming, composting, native botanicals and medicines, and botanical fine line drawings.

In November 2021, Mirrabooka Hub hosted 'Dine Under the Stars', a gala dinner which celebrated the rich diversity of the City of Stirling community. Just over 250 people attended the dinner and enjoyed a multicultural-themed degustation menu and live performances from Aboriginal, South Korean, Italian and African dancers and musicians.

Coinciding with the Mirrabooka 50 years event was the development of the Stirling Community Cookbook, *From Our Table to Yours.* Available to purchase from Stirling Libraries, the cookbook features over 50 cultural family recipes collected from our diverse local community and City employees.

A key goal of the hub teams in place activation is encouraging customers to spend more time in the hubs. To assist with this, the teams implemented new signage and wayfinding at Scarborough Hub and Inglewood Town Square, assisting customers to easily access the services they need. Scarborough Hub also welcomed the introduction of outdoor furniture in the amphitheatre, which has been so well utilised that more tables and chairs have been purchased.

Kaleidoscope Initiative

The Kaleidoscope Initiative (KI) aims to support skilled migrants to find secure employment that encourages them to develop their skills and experiences to give back to the local economy. The goal is achieved by working in collaboration with a cross-section of stakeholders, including local businesses, professional immigration networks, community organisations and other tiers of government. The initiative is funded by local, State and Federal Government. The Kaleidoscope Initiative, in collaboration with the City of Canning, secured grant funding from Lotterywest to deliver job-readiness programs for migrant women affected by COVID-19. Kaleidoscope has held 11 workshops delivering 88 modules, with 199 women in attendance.

In addition to the migrant women job-readiness workshops, 97 newcomers received job-readiness training, 93 participants attended cultural competency sessions and 81 newcomers have been empowered and connected to their industries via two mentoring cycles. These programs have enhanced the confidence, skills and ability of newcomers to support them gaining meaningful employment.

The Kaleidoscope Initiative has also collaborated with Deloitte to provide additional support for migrant women and newcomers through resume reviews and mock interview sessions. Forty program participants have had their resumes reviewed and 60 have attended the three mock interview sessions held so far. KI teamed up with Engineers Australia to hold a networking event for migrant engineers to connect with industry representatives and recruitment professionals.

More than 360 established professionals have registered to become mentors over the life of the Kaleidoscope mentoring program and ties between businesses, industry and multicultural communities continue to expand.

Volunteers

City of Stirling volunteers bring people together, build communities and create a better society and quality of life for everyone. The City's volunteers undertake over 55 different volunteering roles, providing approximately 64,000 hours of service to the Stirling community. In a challenging year for so many, volunteer services implemented a range of strategies to overcome the impacts of COVID-19, especially in the early part of 2022. This included the team undertaking varying work approaches to ensure that business could continue in the event of COVID-19 positive cases, transitioning and conducting inductions online and working remotely. Our amazing volunteers also had to adapt with Stirling Community Care volunteers by completing a range of online COVID-19 training modules provided by the Department of Health. Despite these impacts, the City's volunteer retention rate has remained stable. The City's strong relationships with our volunteers have ensured that they feel safe, valued and equipped to continue in their roles.

The City has continued to be inclusive in the recruitment of volunteers to ensure that their roles harness their knowledge, interests, skills and abilities. Across the year, we continued to focus on involving young people in volunteering, with 2021/22 seeing the launch of the Speak Out program, which involves young people aged 16 to 24 years being included in the co-design of our youth volunteer approaches. The Speak Out participants provided valuable feedback on our website, recruitment processes, recognition programs, events and projects to ensure they are more inclusive of and inviting to young people.

Additionally, the work placement program continued in the first half of the financial year, with two students from Balga Senior High School undertaking volunteering roles to gain skills, experience and knowledge to increase their opportunities for employment. This program did not recommence in the second half of the financial year however, due to the impacts of COVID-19.

Unfortunately, the annual volunteer 'thank you' function was postponed due to COVID-19. It will be rescheduled for the coming financial year.

Libraries & Lifelong Learning

The City of Stirling has a highly successful public library service that provides a welcoming, safe and socially inclusive environment designed to reflect the needs of the local community.

Stirling Libraries are vibrant social meeting places and community hubs offering contemporary programs, services and resources that connect communities to information, entertainment, and opportunities for lifelong learning. The City's six public libraries are strategically co-located with community hubs or adjacent to commercial facilities. Additionally, community history services are delivered via the Stirling History Collection and the Mount Flora Regional Museum, which is a living link to the past.

Stirling Libraries welcome many visitors each year who borrow library materials, seek information, use the equipment and resources, study, reflect, participate in activities, socialise and connect with others. Demand and use of digital resources and technologies is rapidly increasing, while traditional print material loans also remain strong. Provision of digital services included:

- Increased investment in e-resources, in particular e-books, e-audio, e-magazines and e-movies to meet customer demand
- Hoopla digital media service allowing library members to borrow movies, music, audiobooks, music, eBooks, comics and TV shows
- Online membership options
- Click&Collect reservations service
- Print&Collect printing service
- Wi-Fi access within and external to library buildings
- Online events, including pre-recorded Baby Rhymetime and Storytime sessions.

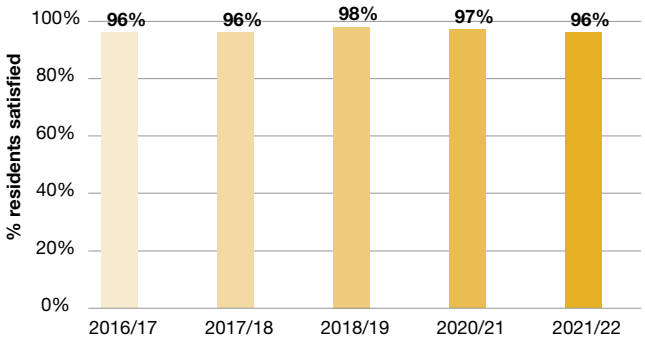
Our libraries generate consistently high levels of community satisfaction as can be seen from Figure 13 on page 92, and the City will strive to maintain this into the future.

Throughout the year, a wide range of literacy and digital-literacy-based community programs and events were also delivered, targeted to community need. Attendance numbers were significantly reduced, however, due to library closures and ongoing physical distancing restrictions, limiting capacity to provide in-house programs and services.

Highlights are provided below:

- Implementation of RFID (radio frequency identification) smart shelves and self-service units took place in the City's six libraries, allowing customers to easily return and borrow items. Implementation of the concierge service model to support customers learning these new technologies has provided many opportunities for staff to engage with customers and offer additional library services and programs.
- Aboriginal collections were established in all libraries, with a focus on dual-language materials and providing materials written by Western Australian authors.
- Justice of the Peace services took place at Stirling Libraries – Inglewood (Friday mornings), with JP services at Stirling Libraries – Karrinyup (Sunday afternoons) and Stirling Libraries – Mirrabooka (Saturday mornings), continuing to be in high demand.
- The Better Beginnings Family Literacy Support Program aims to support families as they build early literacy skills for their children. In 2021/22, Stirling Libraries delivered a variety of early childhood literacy sessions, including Baby Rhymetime, Preschool Storytime, Sensory Sing and Play, and Learning English Through Storytime, attracting 20,587 young children and 18,072 parents.
- Weekly Chinese Language Songs and Stories were introduced at Stirling Libraries – Dianella, and Portuguese Language Classes and Storytime sessions were introduced at Stirling Libraries – Scarborough.
- National Simultaneous Storytime took place in May 2022. Libraries across Australia promoted the value of reading and literacy by simultaneously reading Josh Pyke's picture book *Family Tree*.
- Fostering a collaborative partnership with local organisation FISH (Foundation for Indigenous Sustainable Health Ltd), Stirling Libraries – Inglewood hosted Mr Jack Macale Loodgebuddunge for three weeks in February as part of its Artist in Residence program. This collaboration garnered a lot of interest from library visitors who enjoyed watching Jack create his artworks.
- Stirling Libraries continued to partner with Australian book supplier James Bennett to support the Sustainability Project, a green initiative assisting libraries to responsibly dispose of discarded books to communities in need, reducing the number of books going to landfill. In return, Stirling Libraries receive credits and increased discounts on future purchases of library materials, ultimately benefiting the local community.
- A community garden was established in the Stirling Libraries – Inglewood courtyard and will be supplemented by a seed library in the new year.
- Home energy toolkits were made available for loan via the City's libraries.
- As part of WA Tree Fest, Stirling Libraries – Karrinyup worked with the City's Sustainability team to host a pop-up waterwise garden in the paved area adjacent to the library. Created by The Forever Project and supported by Water Corporation, the garden showcased waterwise principles and hosted a series of workshops. The outdoor seating proved extremely popular and has remained in place for library visitors enjoying outdoor reading.

Figure 13: Satisfaction with the City's libraries



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





Digital literacy programs

Stirling Libraries also delivered a wide variety of digital and STEAM-based (science, technology, electronics, arts and mathematics) workshops and programs for all ages, aimed at raising cyber-safety awareness and improving digital literacy skills for all ages.

Highlights include:

- Innovations Lab, Stirling Libraries – Mirrabooka

  A purpose-built training and makerspace facility, the Innovations Lab is equipped with 12 PCs for computer training and a wide variety of technologies. These include virtual reality, 3D printing, sewing machines, a laser cutter, a NAO robot, robotics and coding equipment, as well as music-making and sound-recording equipment. A variety of programs are delivered, including MS Office and PC workshops, emerging technologies talks, drop-in and experiment with technologies, and craft clubs.

- Be Connected

  Supported by grant funding from the Good Things Foundation and the Australian Government Office of the eSafety Commissioner, Stirling Libraries delivered a range of digital literacy training initiatives to adults across the City of Stirling. Sessions included technology help, computer basics, email, social media, cyber-safety, MyGov, ServiceWA App, and using the internet.

Stirling History Collection

The Mount Flora Museum welcomed 626 visitors across the 2021/22 financial year, including community groups and school students, with tours, talks and discussions. The museum also hosted the City's History and Heritage Awards in June 2022 and continues to be a popular stop for the Newcomer Tour groups.

Priority project work continued with the Stirling Stories project, recording the oral histories of community members in selected community centres and retirement facilities. The Street Naming History Signage project involved extensive research into the naming history of the City's buildings, parks and reserves, and places of significance.

The Len Easton Film Collection recorded by Len Easton, Town Clerk of the City of Stirling during the 1970s, was digitised with footage including the opening of Stirling Libraries – Karrinyup, council meetings, 1971 local government celebrations, Inglewood Pool and more. This footage is a valuable record of early events in the City.

Localised community history collections were established in the City's libraries, with each branch featuring a different theme including trams, dairy farms, schools, fashion, beaches and Aboriginal culture. Objects and photo boards from the museum were distributed to enhance displays.

Public art

In addition to the many community-focused initiatives the City undertakes, we are acutely aware that public art can help express our community values, enhance our environment, transform a landscape, heighten our awareness or question our assumptions. A number of new public artworks were unveiled and progressed across the City during the year, with several existing pieces within the collection also receiving routine maintenance.

The City's first Public Art Masterplan 2021-25 was officially endorsed by Council following an extensive community engagement process. The masterplan sets out the strategic direction for public art in the City for the next five years. Key curatorial themes 'Nglang Bardip (Our Stories)'; 'Our Environment' and 'Our Identity' were identified along with a number of potential locations for new artworks.

The first stage of the Stephenson Avenue extension project was completed in December 2021, with the artworks *Noongar Biddis Kaarl Keip (People, Tracks, Fire, Water)* by local Noongar artist Peter Farmer Snr and Jason Hirst installed. The four brightly coloured bespoke seats each feature one of the elements of the title with Peter's distinctive line work etched into the seat. They are located at the intersections of Stephenson Avenue with Oswald Street and the newly created Howe Street intersection.

The City also purchased *Plume* by Jean-Marc Rivalland, which responds to the curatorial theme 'Our Environment' in an interesting way. It will be installed in October 2022 and provides opportunity for community education about the natural environment.

Additionally, the City began work on the Reconciliation Action Plan – Acknowledgement artwork at the City's Administration Centre to coincide with a planned forecourt landscape project.

At the end of 20/21, Jackson Harvey was able to complete a mural planned for Doubleview at Cars U Wash. Titled *Viewing Double*, it plays on the duality of the suburb's name using the moth as a motif.

The No More Blank Walls Street Art Festival partnership with Blank Walls was held in Mount Lawley in April 2022. Delivering eight new murals and with a program of events, activations, walking tours and a pop-up art gallery, the festival involved 47 artists and brought new street improvements to this neighbourhood.

The employee canteen at the City's Administration Centre was renamed the Kaya Café and to celebrate, a mural was commissioned by emerging Nyoongar artist Paige Pryor. Called *Yirra Koorl Dandjoo (To come together)*, the mural depicts people traveling from different work locations to meet at the Kaya Café. In between the biddis (tracks) are important food sources for each of the six seasons.

Two murals were commissioned as part of the local centre upgrades. Liam Dee was commissioned to create a conversation piece to celebrate the community's love of AFL at the local shopping centre on the corner of Sackville Terrace and Hancock Street in Doubleview. In addition, *Too Much Colour* was created by Lawry Halden and Darren Hutchens. The artists worked collaboratively with help from students from the nearby Westminster Primary School to enliven the Westminster IGA with a mural that gives a nod to the diverse communities who first settled in the area.

Following the cancellation of the Enchanted Woodlands neighbourhood event due to COVID-19 impacts, it was agreed with elected community representatives to alternatively commission artist James Giddy to adorn the community facilities at Jackadder Lake Reserve with some of the inhabitants from the lake's ecosystem. For 2022/23, emerging public artist Addam will continue work on her two artworks, located at Hamer Reserve and Inglewood Oval. Based on the forms of banksia and orchids found at the adjacent Inglewood Triangle nature reserve, the artworks will be installed in the passive spaces surrounding the active reserves. Installation is planned by the end of 2022.

Five grant recipients commissioned new murals at Osborne Park Bowling Club, Herdsman Environmental Centre (WA Gould League), Doubleview House Community Centre, Main Street Osborne Park and Riding for the Disabled Carine.

Visual art collection

The City's visual art collection currently comprises 250 works. The annual acquisition budget provided the opportunity to acquire 14 new works from Western Australian artists spanning the mediums of painting, works on paper, textiles, sculpture, photography and digital media. Acquisitions for 2021/22 once again responded to the objectives of the City's Art Collection Policy, with acquisitions of diverse works of high artistic quality that were responsive to the cultural identity, character and aspirations of the City, and which were inspired by or reflecting local places, communities and events.

In addition, to acknowledge the 50th Anniversary (Golden Jubilee) of the City of Stirling in 2021, acclaimed local silversmith Philip Noakes was commissioned to create a bespoke sculpture for the art collection, which is due for completion in late July 2022.

Approximately one-third of the City's artworks were rotated during 2021/22. The City invested in additional art tracking in a number of its community facilities and acquired several new plinths for the display of 3D works within the collection.

Looking forward

The Kaleidoscope Initiative will look to become an independent entity to continue to service the needs of skilled migrants in WA through its award-winning mentoring program.

The volunteer services team will continue to work with volunteers to find and create opportunities that suit their strengths and skill sets. The Youth Volunteer work placement program will recommence and continue to expand to other schools and higher education institutions in the City of Stirling.



Key result area: Thriving communities

Outcome S2: Active and healthy City

Objective S2.1: Promote active and healthy lifestyle choices

At Stirling we recognise that healthy and active people help contribute to the creation of strong and resilient communities. The City plays a key role in ensuring its community has access to quality recreation and leisure facilities to support this. Across the year, the City has continued to meet the challenges brought about by COVID-19 by being proactive and flexible in its service delivery. We will continue to strive to make a positive contribution to the health of our community through ongoing investment in our facilities and programs. We will also maintain our flexibility to ensure we are able to adapt to changing situations.

In addition to the provision of recreation and leisure opportunities, the City has important environmental health responsibilities in relation to food safety, disease control and environmental protection. The City is committed to the promotion of health and wellbeing in the community and the provision of recreation, leisure and health services by the City supports this.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'promote active and healthy lifestyle choices':

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

What happened during 2021/22?

Recreation facilities

The recreation facilities continued to refine and embed the service-based delivery model this year following its establishment in 2020/21. The facilities undertook two major alignments of service this year with the addition of Hamersley Public Golf Course, now under the City of Stirling management and the consolidation of facility hire of unstaffed facilities. This brings all services under the same management team to deliver consistent service, process and practice at the City's seven staffed and 16 unstaffed facilities.

The five service streams (facility operations, customer experience, programs [Learn to Swim, health and fitness, and sport and junior programs], facility hire and golf) deliver a unified service-based business model, which has seen further efficiencies and improvements during the last year, with the Customer Experience team achieving a 96 per cent RMS efficiency rating (combined customer call-back, Elected Member and customer service response timeframes), record crèche service visitation numbers and record high retail sales. Additionally, as can be seen in Figure 14 on page 97, our sports and leisure facilities continue to rate very highly in our annual residents' survey, with a satisfaction rating of 95 per cent for 2021/22.

Operations was a key focus for the year, with an Aquatic Safety Audit of the City's Recreation Facilities identifying a range of opportunities to improve safety across the facilities. The outcomes of the audit included a range of operational improvements, including bimonthly staff training facilitated by Royal Life Saving, a review of all procedures and practices, and five service-based workshops facilitated by Deloitte to ensure compliance with the new workplace health and safety legislation. This year also saw the six-month pool hall closure and redevelopment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood, as well as advancing the plans to deliver stage 2 of the outdoor works, due to commence in July 2022.

Health and fitness continued to deliver essential health and wellbeing benefits to the City's community this year, with an average of 5,700 members across the facilities throughout the year. The City invested significantly in new equipment during 2021/22, with a new suite of cardio equipment installed at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood in February 2022 and in turn upgraded cardio equipment was installed at Stirling Leisure Centres – Leisurepark – Balga and Stirling Leisure Centres – Scarborough. There was also significant investment in new strength equipment at Stirling Leisure Centres – Scarborough, which resulted in increased floor space, more suitable equipment and increased membership numbers at the centre. The new equipment across the facilities saw an increase in member satisfaction and developed a consistent digital experience for members.

Sport and leisure programs transitioned to the programs service stream this year and became more aligned within the previous year's restructure. This change ensured all programs are now managed within the same service area and provides a more consistent approach to engaging the City's community in sport and programs. Sport and leisure programs delivered 52,500 sports, junior programs and holiday program attendances combined over the last year. With a range of sports and programs offered across the City's facilities, it has allowed all members of the community an opportunity to engage at any of the City's recreation centres.

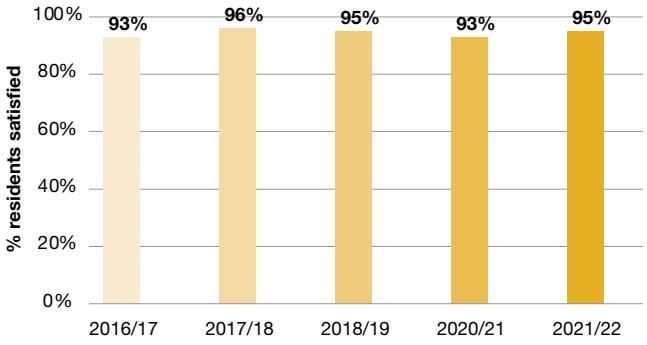
Learn to Swim has seen significant growth over the 2021/22 period, transitioning from a term-based model to an ongoing peak or off-peak membership designed to meet the community's diverse needs, with a pricing schedule to suit. The Learn to Swim memberships delivered 2,960 average members throughout the year, teaching the community invaluable lifesaving skills, even with the increased challenge of the six-month indoor pool closure of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood. The Learn to Swim team also faced the added challenge of low instructor availability due to COVID-19

infections over the last year. However, the team were still able to provide a high level of customer service and limit service impacts for customers.

It was an exciting time at Hamersley Public Golf Course as we transitioned the facility to internal management in July 2021 for the first time since it opened in the 1960s. After a short COVID-19 delay, the City's management of the course commenced on 3 July with a focus on exceptional customer service retail services.

Social clubs and general public service improvements were a key focus at the course this year. These included modifying tee times and improving communication with social group organisers. The course achieved an incredible level of performance, increasing public access by 29 per cent and achieving an industry-record-breaking high of 104,000 rounds of golf – the most of any Western Australian golf course. The course remains focused on continuing service and course improvements as the club house redevelopment is deferred due to escalating construction costs.

Figure 14: Satisfaction with the City's sports and leisure facilities



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

During the year, the recreation facilities aligned all facility hire under the same management team, consolidating facility hire of staffed and unstaffed facilities (including those operated by community services previously) to deliver consistent service for the community. The facility hire team currently provide three aquatic facilities with 49 hireable spaces, 16 community centres with 41 hireable spaces, 150 active reserves and 15 beaches with a total of 315 hireable spaces, and five recreation centres with 42 hireable spaces. With the highest financial return in recent years and an average of 2,300 bookings per month, the challenge over the year ahead for the facility hire team is to develop online business to ensure they can meet community demand and focus on improving the standards of the unstaffed facilities.

The City remains focused on further improving levels of service at the City's Recreation Facilities this year, while maintaining industry-leading financial performance and maximising the benefit for the City of Stirling's community.

Leisure Services

- Newborough Rainer Reserve – mountain bike trail

  A new mountain bike trail was constructed for the local community in Karrinyup, located at Newborough Rainer Reserve.

  The track has an easy (green) classification, which suits children and beginners as a great introduction to off-road riding. There are several technical trail features including small jumps, a rock garden and a skinny (a narrow log to ride along). Each feature has an alternative line with no obstacle.

  The project was supported with funding of $50,000 from a State Government election commitment from the Member for Scarborough, Stuart Aubrey MLA, which was a significant investment into completing this project.

- Dianella Regional Open Space – new pump track

  The City constructed a new pump track and mountain bike trail at Dianella Regional Open Space along with new spectator amenities, which were completed in spring 2021.

  Located at the northern corner of the reserve at the corner of Alexander Drive and Light Street, the first two stages of the facility include:

  » A new pump track, viewing space and related infrastructure including shelter, drink fountains and bicycle racks

  » A new mountain bike skills trail.

  The project derives from the City's Skate and BMX Facility Strategy, which was developed in 2013 and was also formed by community consultation in 2018/19 and approved by Council in July 2020.

  The skills trail is built from compacted limestone, including elements such as rock climbs, balance beams, drop offs and rollovers. The alignment of the trail takes advantage of the shade provided by the existing trees while minimising impact on existing plants.

  The facility provides a new and unique opportunity for people of all ages to test their skills and develop new skills. The City also submitted an award for the facility in the 2022 Parks and Leisure Australia WA Awards in partnership with Discover Dianella, which was a key supporter in assisting the City with the opening event.

Public Open Space Strategy

The City's Public Open Space Strategy was adopted by Council in May 2022 following a comprehensive four-week engagement process. Public open space is provided to foster an active lifestyle and encourage positive health and wellbeing outcomes for the community. These include opportunities and settings for informal play and physical activity, relaxation and social interaction, and formal structured sporting activities. The document will guide future decision making with the aim to provide an accessible network of quality public open space for the City of Stirling community.

Community consultation indicated that important priorities for residents included the need for infrastructure and facilities like playgrounds and natural play areas, seating areas, picnic areas and natural shade, along with improvements in amenity provision in local parks. Feedback showed support for upgrading public open space classifications to improve quality, further development of existing space and transforming spaces in new and innovative ways. Residents also identified that the overall amount of public open space available in their local area was important.

As part of the City's response to dealing with the challenge of providing adequate space to residents across the whole of the City, the Public Open Space Strategy 2021-31 includes actions such as:

- Develop localised suburb-by-suburb public open space plans and identify opportunities to improve amenity and infrastructure in response to community needs
- Prioritise the retention of existing public open space
- Identify and respond to gaps through a range of strategies
- Advocate to the State Government for a review of current public open space policy standards and associated contributions
- Investigate shared-use options and partnerships to complement the public open space network and advocate to the State Government for a review and improvement of policies on shared-use outcomes between local schools and local government
- Continue to engage with our community and monitor changes in use, trends and demands to deliver functional and necessary public open space and amenities.

The strategy provides the overarching strategic direction for Public Open Space and an integrated approach to future community infrastructure and facility planning.

Millet Park – junior bike track and skate elements

The City commenced its second round of community consultation in June 2022 regarding the development of a bike skills track and skate elements at Millet Park, Innaloo. Bike skills tracks are cycle pathways that are primarily designed for younger children (generally age 12 and under) who are learning to ride, or for children who want a 'road' riding experience without the risks of cycling on roads. Such skills tracks are a way for children to learn basic cycling rules of the road in a safe and fun environment. They are able to accommodate both bicycles and scooters in an inclusive setting. The project received funding from the State Government through Stuart Aubrey MLA as part of an election commitment of $80,000.

Macaulay Park

Following feedback from the Inglewood community that the existing recreational amenities at Macaulay Park have a primary focus on younger children, there is an increasing need to provide improved recreational opportunities to activate the reserve for users of a broader age range.

An engagement process was undertaken with the community in late 2021 to understand community needs and priorities. The City will continue to engage with the local community on proposed design concept ideas in 2022.

Stirling Leisure Centres – Hamersley – new community hub

A community needs and feasibility project was undertaken to determine the need for a community hub to be established at Stirling Leisure Centres – Hamersley and the adjacent Aintree Eglinton Reserve. The scope of the hub needs and feasibility project included community engagement with adjoining local residents, regular and casual users of Stirling Leisure Centres – Hamersley along with the current sporting groups and reserve users utilising Aintree Eglinton Reserve. The outcomes of the engagement showed that the majority of respondents support the establishment of a community hub. Importantly, the feedback received regarding program and service delivery needs provides some insights regarding the steps necessary to improve facility activation and utilisation.

It was recommended that a community hub be established at the Stirling Leisure Centres – Hamersley (and associated buildings). As a result, Council endorsed the various community and recreation buildings located at Belvedere Road, Hamersley being established as the 'Hamersley Community Hub' and supported the preparation of a Hamersley Community Hub Implementation Plan to enable the consideration of phased facility improvements through the 2022/23 budget as well as future budgets.

Clubroom upgrades

- Jones Paskin Reserve (Balcatta Cricket Club)

  The clubrooms at Jones Paskin Reserve in Balcatta were upgraded. Upgrades included the establishment of clubroom toilet amenities and transformations to the umpires' changeroom and storage areas. The works received funding from the State Government through David Michael MLA Member for Balcatta, as part of an election commitment of $40,000.

- Princess Wallington Reserve (Balga Cricket Club)

  The clubroom upgrade works at Princess Wallington Reserve were completed in February 2022, with the facilities now supporting year-round cricket, ensuring future growth of the club through the introduction of female cricket and junior teams.

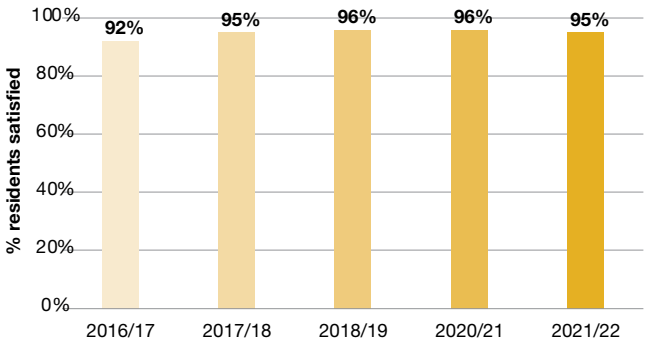
  The internal building works included the provision of two new unisex team changerooms, umpires' changeroom, male toilets, female toilets, a universal access toilet, an office and a new commercial-grade kitchen. Externally, the building and roof were repainted, new accessible pathways installed and the sewer pump station upgraded.

  The City is currently in the design phase for the second stage of works to the clubrooms. This will see upgrades to the veranda area, which will be completed in early 2023.

Beach services

During the period 1 July 2021 to 30 June 2022, the City's beach inspectors and beach lifeguards preformed a total of 167 rescues, undertook 14,850 preventative actions, treated 163 first aid cases and carried out four resuscitations. This represents over a quarter of all rescues performed in Western Australia. These numbers represent a decrease in the previous year's totals due to much milder weather and surf conditions experienced over the entire year compared to 2020/21. Community satisfaction with our beaches remains very high, with a score of 95 per cent achieved in 2021/22.

Figure 15: Satisfaction with the City's beaches



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

The City's beach services team has developed a strong relationship with the two surf lifesaving clubs located within the City's boundaries. Trigg Island Surf Life Saving Club and Scarboro Surf Life Saving Club have a combined membership base of over 2,500 people and provide volunteer surf patrols throughout the summer months on weekends and public holidays from October to March. The City provides semi-permanent lookout towers at both Scarborough and Trigg Beaches for use by the volunteer surf lifesavers and financial support to each club through an annual grant for the provision of surf lifesaving services. The City's professional beach inspectors also provide guidance, advice and assistance to volunteer surf lifesaving club members on patrol. During 2021/22, the volunteer surf lifesavers of Scarboro and Trigg Island SLSC performed 69 rescues and 5,296 preventative actions, and treated 113 beach goers requiring first aid.

Beach emergency number (BEN) signs were installed on all access ways to the City's beaches. A total of 73 signs have been installed, providing an exact location for emergency services should they be required on the beach. Each sign is uniform red and green, with a unique code linked to coordinates for its location as well as the address and nearest intersection. This allows 000 callers to provide emergency services with accurate location information so police or ambulance services can then be immediately deployed in the event of a shark sighting, attack or other beach emergency.

Environmental Health

The City's Environmental Health team ensures the protection of public health within our community. This is achieved through the City's statutory premises inspection program and public health education and investigation responses. The Environmental Health team routinely undertakes inspections of statutory premises, which include the City's 1,600 food businesses, 200 skin penetration premises, 330 public buildings, three lodging houses and a caravan park.

The 2021/22 financial year was particularly challenging and the service did not meet all of its inspection targets. This was primarily due to resourcing issues brought about by COVID-19, together with an increase in premises inspections required following the opening of the extended Karrinyup Shopping Centre. Recognising the importance of this function an internal audit is planned for 2022/23 to identify the improvements required to achieve inspection targets.

Our team helps educate and inform our community about public health matters that are relevant and meaningful to them. In addition, the Environmental Health team is responsible for infectious disease investigation, environmental protection, public safety, pest control and responding to priority public health issues that protect and uphold high standards of public health. The City of Stirling is proud to play a significant role in creating an environment in which our community may prosper and enjoy better health.

Looking forward

The City will build upon the work undertaken so far with respect to the Hamersley Community Hub and aims to prioritise first year items by December 2022. New signage, park furniture and other amenity improvements are planned to be in place by the end of 2023. Additionally, 2022/23 will see progression of the Macaulay Park Recreational Upgrades project with a business case being prepared outlining the proposals.



Key result area: Thriving communities

Outcome S3: **Accessible services**

Objective S2.1: **Accessible services for all members of the community**

In recognising its diversity, the City provides accessible services, facilities, events and information that meet people's needs, regardless of age, ability or cultural background. We embrace diversity and equal opportunity, working closely with our community to plan for and provide a range of services so that we continue to meet the needs of our changing population in the future. Where a gap in service or a requirement for service change has been identified, the City may work in partnership with an appropriate organisation or seek funding to deliver the best outcome for our community.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective of 'accessible services for all members of the community':

- Ensure residents of all abilities and backgrounds have access to City services
- Adapt services to meet the needs of a changing population, particularly the aged and youth.

What happened during 2021/22?

Our social plans

The City of Stirling has a strong commitment to understanding and meeting the diverse needs of our community members. This is supported through the development and implementation of our social plans, which target specific demographics or priority issues and outline the City's role and objectives in addressing these. There are currently six social plans: the Access and Inclusion Plan (AIP), Age-Friendly Strategy, Homelessness Strategy, Multicultural Framework, Reconciliation Action Plan (RAP) and the Youth Framework.

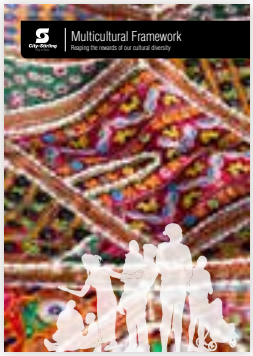
Our social planning team consists of the lead officers responsible for development and implementation of the various plans, who meet regularly to share information, learnings and best practice. This year has also seen the development of a Social Planning Framework to help guide decision making around social issues, identify the City's role and opportunities, and ensure consistency in the development of future plans/strategies.

The achievements of each of these plans throughout the 2021/22 financial year follow.

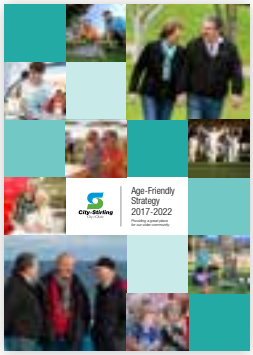
Access and Inclusion Plan

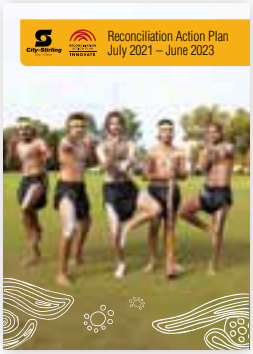
During the year the City featured prominently in the Minister for Disability's Disability Access and Inclusion Plan (DAIP) Progress Report 2020-2021. For the third time in recent years, the City was highlighted for its inclusive employment and volunteering initiatives and continues to be one of the leading local governments in this area. Our Container Deposit Scheme (CDS) was recognised for the combined efforts of Waste and Fleet and Human Resources to facilitate inclusive recruitment and employment opportunities for people of all abilities at the City's CDS facility. This was based on the City's previous success partnering with Workpower to employ people with disability at the Recycling Centre Balcatta. In addition, residents with disability have shared stories of their successful engagement as valued City of Stirling volunteers.

Reference was also made in the report to the City of Stirling's Access and Inclusion Plan 2021-25, which includes an eighth outcome area relating to community capacity building. This will guide the City's efforts in supporting people to access National Disability Insurance Scheme (NDIS) and mental health services, as well as encouraging local businesses to be more accessible and inclusive.











The City held the first meeting for the two-year term of the Access and Inclusion Advisory Group (AIAG) in December 2021, welcoming three new members. This group of eight is representative of residents able to contribute expertise and advice on disability and individuals from disability service organisations or disability support groups operating within the City.

Following an overview of the City of Stirling Website Accessibility Auditing Tool and Framework, three members of the group have recently reviewed the City's website and provided feedback to our Customer & Communications business unit on the user experience. In addition, four members of the group have recently been inducted as City of Stirling Volunteers to support outcome 8 of the City's Access and Inclusion Plan, relating to improving access to local businesses.

This new initiative was developed based on feedback from community consultation, which identified many barriers to the participation of people with disability in the business community. The aim is to raise awareness through the provision of tips, links to resources and local stories appearing monthly in Economic Development's business e-newsletter, distributed to 22,800 businesses. The inaugural article appeared in the May e-newsletter and resulted in a high number of hits on the landing page to further information. In following articles, businesses will be encouraged to invite a small group of friendly, experienced volunteers for a site visit to offer informal and confidential recommendations on a range of access elements, including the physical environment, information and communication. There is no obligation for the business to implement any of the recommended changes and it is important to note that the walkthroughs are not intended to take the place of a formal access audit. The initiative supports the business case for improved access and inclusion and contributes towards the vision of a diverse, inclusive, accessible and engaged community.

Following an access audit of the City's beaches, in 2021 Council approved progression of the recommended short-term priority actions based on the report and feedback from the City's Access and Inclusion Advisory Group. The City is currently negotiating partnership agreements with local surf lifesaving clubs to improve access to City beaches and events on beaches. In December 2021, the Trigg Surf Life Saving Club took over management of a Mobi-chair floating beach wheelchair and in March 2022, 30m of access matting was made available to the Scarborough Surf Life Saving Club for the Starfish Nipper program.

The City's partnership with the Cities of Joondalup and Wanneroo to host the Disability Interagency Networking Opportunities Group (DINO) for disability service providers continued. In November the City hosted a forum on employment for people with disability at the Osborne Community Hub.

In August the City facilitated a workshop for the Local Government WA Access and Inclusion Networking Group on improving access and inclusion in the business community. The workshop examined the range of approaches by local governments to advocacy, complaints, referral, education and support. A summary of the collated data was sent to the Western Australian Local Government Association (WALGA) and the Department of Communities.

Age-Friendly Strategy

The City's Age-Friendly Strategy was developed in 2017 and modelled on the World Health Organisation's framework, covering eight domains. Planning for an Age-Friendly City is one of the most effective ways to meet the needs of older residents and delivers benefits to the whole community. An Age-friendly City does not just benefit older people, but people of all ages, including children, parents, families and people living with disabilities.

This year the City supported a range of age-friendly initiatives, including:

- The City partnered with Westfield Innaloo during Seniors Week to engage with seniors in the community and connect them to services to find out what matters to them as they get older.
- The City utilised the Chatter that Matters engagement caravan at various locations across the City to connect with older people and have a 'chat and a cuppa'.
- The City continued to support individuals and their support networks affected by dementia and Alzheimer's disease through the monthly Memory Café in partnership with Alzheimer's WA and the Coffee Club Innaloo. The City also supported the establishment of the new Forget Me Not Café held monthly at the Blue Lotus café in Stirling.
- The City continued to support a range of community-led activities such as 'crafternoons', walking groups, movie matinee events and intergenerational board games, providing much needed social support for older people. Some of these activities were put on hold due to the impacts of COVID-19.
- The City continued its Age-Friendly Regional Partnership with the Cities of Joondalup and Wanneroo to collaborate and advocate for issues that occur regionally.
- The City hosted a successful 'Seniors Soiree' at the Osborne Community Hub, providing a night of local entertainment, dinner and a chance for people to connect socially.
- The City worked with 10 active seniors/autumn club executive teams in the City of Stirling to support their club development, growth and promotion.
- The City partnered with a range of organisations to conduct hosted community information sessions, including Advanced Care Planning.
- The City continued to provide Stirling Community Care services to support people over 65 years to remain independent in their own homes and connect with their community. This includes transport services, in-home meal delivery and community day club activities.
- The City provided a range of opportunities for seniors to participate in physical activities across recreational and leisure facilities (aquarobics, tai chi and seniors' exercise classes), sporting clubs, and parks and reserves.

Homelessness Strategy

The City's first Homelessness Strategy was developed in 2020 and modelled around the State Government's 10-Year Strategy: All Paths Lead to Home. The City's role as a local government entails:

- Prevention and early intervention
- Engagement, information and support
- Capacity building for the sector and community.

During the 2021/22 financial year, the City undertook a range of activities to support the implementation of the Homelessness Strategy, including:

- The City continued to collect data and information around homelessness. The City's RMS system was utilised to capture suspected instances of homelessness in the City of Stirling, with 236 reports received during this financial year, indicating the high need for a greater response in this space. This information will provide further weight to advocate for State Government funding.
- The City connected with a range of service providers and key players in the homelessness space to have a greater understanding of the services available in the area and identify any gaps.
- The City has developed support cards that provide information and contact details for services such as where to access food, financial assistance, financial counselling, family domestic violence support, Lifeline and emergency services. These are included in the resource care packs, which are provided to people experiencing homelessness. These resource care packs have been generously supported with donations from Karrinyup Rotary and McDonalds.
- The City participated in collaborative sector meetings such as food relief and Joondalup and Wanneroo Ending Homelessness Group (JWEHG) to advocate for resources.
- The City engaged outreach workers from both Uniting WA and Noongar Outreach to connect with people experiencing homelessness in the City of Stirling and provide information, linkages and referrals to appropriate services.
- Internal awareness raising continued but was interrupted by COVID-19 late in the financial year when the majority of employees worked remotely. This awareness raising aims to ensure that the City provides a compassionate, human-focused response for interacting with individuals at risk of or experiencing homelessness.
- The City hosted council drop-in sessions to determine the next steps for community consultation to develop a new Homelessness Strategy.
- The City applied for funding from the Department of Communities for the Local Government Partnership Fund for Homelessness to increase the City's capacity to support and engage with people experiencing homelessness.
- The City prepared a response for WALGA, feeding into the Parliamentary Inquiry into the Funding of Homelessness Services.

Multicultural Framework

The City continued to implement the Multicultural Framework by providing services in response to the needs of newcomers, supporting welcoming initiatives, and improving the City's ability to respond to and meet the needs of diverse communities.

The City's work in this space was recognised in March 2022, when the City was announced as the proud winner of the Local Government Award at the Western Australian Multicultural Awards.

The award recognises the City's consistent work over many years to promote multiculturalism and social inclusion, and to ensure that culturally and linguistically diverse residents have access to appropriate services that support their full community participation.

Cultural learning for our staff and community formed a strong focus this year. A series of workshops and experiences were delivered, including:

- Upstander training – to equip staff with skills to address discrimination in the workplace
- Kaleidoscope cultural awareness training – to build cultural competency across the workforce and provide practical ways we can support our diverse communities
- Interfaith tours – community tours to provide participants with insight into diverse local religious sites, and information about diverse faiths and spiritual beliefs.

The City worked with government peak bodies to support our culturally and linguistically diverse community to participate in the National Census and provided accurate health messaging about the COVID-19 vaccine rollout.

The continuation of the Women's Only Swimming program facilitated at Stirling Leisure Centres – Leisurepark – Balga in partnership with Royal Life Saving WA provided a culturally safe space where women across the City were able to access important life skills in water safety.

The City utilised social media to promote and celebrate our diverse community through the 'Humans of Stirling' campaign.

Reconciliation Action Plan (RAP)

The City launched its third 'Innovate' Reconciliation Action Plan (RAP) in July 2022. It is our most ambitious RAP to date, which enables the City to continue its commitment of embedding reconciliation actions throughout the organisation to drive real change and further recognise our Aboriginal and Torres Strait Islander community.

Key achievements delivered through our RAP during the 2021/22 financial year include:

- The City ran the Mirrabooka NAIDOC event, attended by over 1,000 community members from across the metropolitan Perth region.
- The City continued to provide support and partnership opportunities with Wadjak Northside Aboriginal Community Corporation.
- The City conducted Pinjarra cultural immersion tours for staff and Elders. An important and emotionally charged truth-telling experience, the tour followed the path Captain James Stirling took from Boorloo (Perth) to Pinjarra, where the Binjareb massacre took place.

- Nyoongar Kaatijin cultural training was provided for staff within the City of Stirling.
- National Reconciliation Week (NRW) is a key week for celebration. NRW 2022 provided an opportunity for employees and community to come together in the spirit of recognising Aboriginal and Torres Strait Islander peoples and share in the oldest living culture. The week began with the WALGA and Reconciliation WA Virtual Breakfast, live streamed from Boola Bardip Museum to the City's very own Marloup Gardens and across the entire state. Approximately 40 employees, Elders and Wadjak Northside representatives attended, enjoying hot drinks and breakfast while tuning in to a presentation on the big screen.
- The City sponsored Wadjak Northside to deliver a Mooro Country tour which enabled participants to be captivated by Dreaming stories, learn the cultural history of Lake Gwelup and increase cultural connections to boodja (land) with a walk around the lake.
- The City also partnered with Wadjak Northside to host a NRW community event at Bina Parkland Balga. Over 500 children and community members enjoyed coming together to celebrate Reconciliation Week. There was an amazing staff presence, including Mayor Irwin, senior management, and staff from various business units, all attending to show their support and participate in the celebrations.
- Additionally, City meeting rooms were renamed with Nyoongar names:
  - » An action within the Reconciliation Action Plan (RAP) was delivered with the renaming of meeting rooms in the City's Administration Centre and the Mirrabooka Community Hub. These Nyoongar names reflect the area where the room (maya) is situated and/or the typical use of the room.
  - » Plaques displaying the new meeting room name, including pronunciation and meaning were installed featuring artwork that was recently commissioned by the City to celebrate Aboriginal and Torres Strait Islander cultures and further educate our community on the Nyoongar six seasons. Braille is also included on the plaques as part of our commitment to access and inclusion.

Youth Framework

The City's Youth Framework focuses on four key areas:

- Engagement, information and support
- Leadership and civic participation
- Youth-friendly communities
- Inclusion and diversity.

The youth development team has worked hard to continue to run a range of programs and activities while overcoming ongoing barriers as a result of COVID-19. Some highlights from the year follow.

Chills with Stirling Youth Advocates (SYA)

Stirling Youth Advocates (SYA) hosted three Chills with SYA sessions. In July they hosted a live panel discussion around youth employment, in September they hosted an in-person panel discussion on youth rights, and in May they hosted an online panel discussion on transitioning beyond school. This discussion provided information about pathways to higher learning opportunities, scholarships and advice for year 10 students selecting subjects.

SYA were involved in the Mirrabooka Multicultural Markets and Balga Friday Markets, taking on roles such as MC, barbecue host and games facilitator.

Whirling in Stirling

A series of skate, BMX and scooter coaching workshops were held from September to January 2022. Six workshops were held in partnership with Freestyle Now at the Carine, Bina Parkland and Scarborough skate parks. Whirling in Stirling culminated in the Bina Parkland Skate Competition, a first for the City. It was held in January 2022 in partnership with Freestyle Now and was attended by 150 young people. Carine Skate Fest was a skate competition held in February 2022, a partnership event between the City of Stirling and the City of Joondalup attended by 80 young people.

Spill the Tea

The City continued to work with Gather & Co (formerly known as Black Pig Deli) to host the 'Spill the Tea' program. This program allowed LGBTQIA+ young people (aged 15-24) to meet up over a cup of coffee and a slice of cake, expand their friendship circles, share stories and develop themselves to be the best they can be. This program was recognised by the Public Health Advocacy Institute (PHAI) in the 2021 Local Government Policy Awards, with the City winning in the Diversity, Inclusion or Multicultural Child and Young Persons Health category. Over a six-month period, the City welcomed 156 young LGBTQIA+ people to the venue over a total of 12 sessions. Another four sessions were delivered by the City of Bayswater in a partnership with the City of Stirling and supporting venue Steam Haus during 2021 PrideFEST.

Please note the term LGBTQIA+ represents our community members who identify as lesbian, gay, bisexual, transgender, queer/questioning, intersex and asexual, with the plus representing other sexualities and identifiers such as pansexual and non-binary.



Youth Week

A one-off Youth Week celebration event was held at the Inglewood Town Centre with support from the Department of Communities Youth Grant. The event showcased three young musicians/bands. Unfortunately, due to COVID-19 the event was scaled down and attendance was limited. However, video footage was taken to promote events in the future. During Youth Week, an internal City SharePoint page was designed to create awareness of myths and facts regarding young people, and this was also used as a platform to showcase some of the City's amazing employees aged 24 years and under.

Tuned up for What

The City continued the Tuned up for What program this year with a series of four workshops for young people to learn basic car maintenance skills and road safety. This collaborative project involves both the youth development team and the City's Road Safety Officer.

Happiness Program

The City supported Dianella Primary School with the implementation of their 'Happiness Program' in the school, under the team's 'Dollarydoos for a Scholarly Few' program.

- The City also supported a range of employment opportunities for young people.
- The City supported Barista Brews, a workshop for young people to develop skills, knowledge and training in the hospitality industry as a barista. Barista Brews continued throughout the financial year until May 2022 with the assistance of a grant from the Youth Affairs Council of Western Australia (YACWA), with 40 young people attending.
- The City received a grant from the Department of Communities to run 'KickStart Careers', which involved a series of workshops to increase employment for young people. These workshops included resume writing, interview practice, effective job search tips and customer service skills. For interested young people, the City offered online RSA training as part of this project.
- Work inspirations was a partnership program involving the City, the Smith Family and Dianella High School. The program provided students with information about employment opportunities within local government, giving them an understanding of Council, the various roles within local government, and making a difference.

Youth and community engagement activities also continued despite some impacts of COVID-19. These included:

- Scarborough Drop-in

  The program, part of the Local Drug Action Team initiative, is funded by the Alcohol and Drug Foundation. Whitelion Youth outreach officers attend Scarborough foreshore on Friday nights between 5.00pm and 7.00pm to engage with young people (aged 12-17) and build positive rapport. The program aims to provide alternatives to risky behaviours such as using alcohol and other drugs. It also provides an opportunity to educate young people about the risks of alcohol and other drugs and where to seek support. The program commenced in April 2022 and will conclude in October 2022.

- Balga street games

  The youth services team supported free weekly drop-in sports sessions for young people to participate in basketball, AFL and/or soccer at Bina Parkland in partnership with local sporting clubs, RecLink and Whitelion.

The youth services team also supports other teams in the City of Stirling and external stakeholders in the community by participating in initiatives such as NAIDOC and Reconciliation Week and by collaborating with organisations such as WA Police to respond to the needs of young people.

Outside school hours care/children's development

The Inglewood outside of school hours care/On the Bus program ceased operation on 16 December 2021.

As a result of ceasing operations of the outside school hours care program, the City has diversified its role in this space, adopting the Royal Commission's recommendation that local governments should fulfil a range of important functions to promote child safety. The key actions from this include:

- Developing child-safety messages in local government venues, grounds and facilities
- Assisting local institutions to access online child-safety resources
- Providing child safety information and support to local institutions on a needs basis
- Supporting local institutions to work collaboratively with key services to ensure child-safety approaches are culturally safe, disability aware and appropriate for children from diverse backgrounds.

The City's Children's Development Officer participated in a co-design workshop in June hosted by the Department of Communities and WALGA to create a Child-Safe Awareness Policy for Local Government. It is anticipated that this policy will be finalised in September 2022.



Aged and Disability Care Services

The City's Stirling Community Care services continued to support the community in the delivery of government-funded services for eligible aged care customers. Changes in the City's direction in this space have resulted in the City ceasing to be a provider of the National Disability Insurance Scheme (NDIS). As such, in the early part of the financial year the City conducted several workshops and information sessions with affected participants to ensure that the transition was as smooth as possible, and that the participants were able to identify and engage alternative providers. Additionally, our Home Care Package (HCP) customers were notified of the City's intention to cease service provision as an HCP provider at the end of 2022. The transition of customers to new providers of their choice has been a focus for this financial year. In terms of services for the elderly, the City continues to perform well, with a satisfaction rating of 90 per cent achieved in 2021/22 through its annual residents' survey. Note that the results displayed in Figure 16 also include satisfaction with services for the disabled for the years prior to 2021/22.

Given the impacts of these changes and the ongoing challenges of COVID-19, the City was not able to consistently meet all of its performance targets across its service points during the year. However, the City was able to continue to support the most vulnerable members of our community with a range of flexible services.

Where possible, employees worked from home and in 'bubbles' to reduce exposure risks and ensure that services could continue in the event of an outbreak. Additionally, customers who were COVID-19 positive were, in most cases, still able to access their much-needed services, with robust infection control, PPE and safety measures in place to protect everyone.

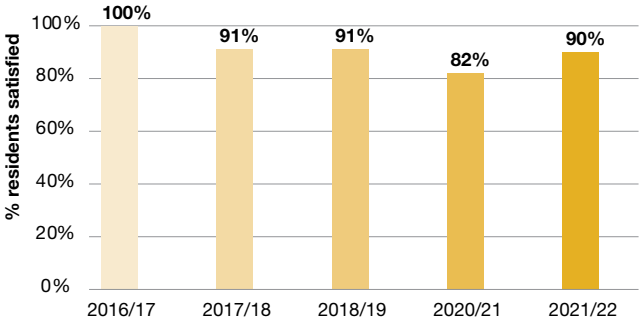
Community food services continued to provide essential home-delivered meals, delivering 77,268 meals.

Transport services to and from medical appointments and shopping-by-list services continued.

Community facilities such as day clubs were closed during lockdown periods, with customers who attended contacted regularly and offered a range of opportunities to continue to stay socially connected (such as regular phone calls). There were also options for one-off supports such as transport or shop-by-list to help them during these lockdowns.

Over the 2021/22 financial year, 107 volunteers have supported the successful delivery of essential Stirling Community Care services to over 2,000 customers.

Figure 16: Satisfaction with the City's services for the elderly



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

Community Collaborations Fund

The Community Collaborations Fund was distributed to local community groups to deliver programs that supported the wellbeing of City of Stirling community members and promoted community connectedness. All programs supported by the grant contributed to the achievement of the City's social planning objectives. Additional funds were included from community hubs to activate the hub spaces. The Get to Know Your Neighbour program was also included in the Community Collaborations Fund, with a total of 37 gatherings approved for funding this financial year.

Examples of programs/groups supported:

- 6060 Family Day Out
- Splash and Play Day
- Multicultural Youth Talent Show
- Community grief gatherings
- Balga Street Games
- Brazilian Markets
- Mental health first aid training
- Six small grants provided for International Women's Day Celebrations.

These community-led initiatives have made a positive impact in local communities, connecting people with neighbours and empowering the community to get involved.

SETS Welcome Hub

The Settlement Engagement and Transition Support (SETS) program has continued to grow within the City of Stirling, including attracting people from other local governments. The Welcome Hub at Mirrabooka provides safe spaces where humanitarian entrants and people from refugee backgrounds can come to seek settlement support from a variety of caseworkers, access a range of capacity-building programs and find information about other support services including but not limited to employment, housing, and counselling services. These support services all provide information relating to the social determinants of health.

Funded by the Department of Home Affairs, SETS is designed to equip and empower humanitarian entrants and other eligible clients to improve social participation, economic wellbeing, independence, personal wellbeing and community connectedness in their first five years in Australia.

The partner agencies in this initiative include Youth Futures, Association for Services to Torture and Trauma Survivors, Ishar Multicultural Women's Centre and the Multicultural Migrant Resource Centre. The Welcome Hub is an integrated service model with satellite services offered in partnership with other LGAs including the Cities of Wanneroo, Swan, Canning, Gosnells and Belmont for the SETS community capacity-building leadership program.

During the financial year, under the capacity-building stream, there were 62 sessions facilitated with 299 participants. The programs and workshops facilitated included:

- Women Only Swimming Program sessions at Stirling Leisure Centres – Leisurepark – Balga (in partnership with City of Stirling Recreation & Leisure Services and Royal Life Saving WA)
- Centrelink information sessions (Eritrean and Iraqi communities)
- Newcomers tour (Spanish and Burmese clients and Adult Migrant English Program students)
- Grant-writing support sessions
- Community Innovators, Volunteers and Leaders (CIVAL) training program
- SafeWA App and proof of COVID-19 vaccination certificate sessions.

Under the client services stream (which includes individual case work and group educational sessions), there were 239 sessions facilitated with 1,799 participants. These included:

- Families in cultural transition workshops (Spanish, Arabic and Afghan groups)
- Children in cultural transition workshops
- Seniors' excursion to Araluen and Whiteman Park
- Australian Citizenship Test info sessions (Arabic, Afghan, Burmese)
- Scams information sessions (Afghan, Arabic, Burmese)
- COVID-19 vaccination information sessions (Arabic, Afghan, Burmese)
- Parenting between cultures information session
- Arabic and Afghan women's support group
- English conversation groups.

Naala Djookan Healing Centre

The Department of Communities funds the establishment and ongoing implementation of the Naala Djookan Healing Centre, located on Chesterfield Road in Mirrabooka.

The Naala Djookan Healing Centre opened in December 2020. The centre delivers an inclusive support service that provides information and guidance for women, children and families at risk of or involved with family and domestic violence (FDV) to receive the support and assistance needed to encourage safe, healthy relationships and overall wellbeing. The healing centre seeks to make the process to access services such as FDV programs and other specialist supports easier and simpler. Through a range of integrated and specialist evidence-based services, Naala Djookan provides an opportunity for women within the Perth metropolitan region to access an FDV service that is safe, inclusive, culturally responsive, and in a welcoming location.

The Naala Djookan Healing Centre provides a 'soft' entry point for women and children who are experiencing FDV and who might otherwise be reluctant to engage with an FDV service as a result of the perception of shame and stigma associated with FDV.

While Naala Djookan Healing Centre is accessible for all women, a priority focus for the healing centre will be engaging with and providing support for Aboriginal and Torres Strait Islander and culturally and linguistically diverse women, children and families.

Counselling, art therapy, legal advice, yoga and calming therapies, mothering and parenting programs are among the extensive list of services offered at the centre.

The Naala Djookan Healing Centre consortium member group comprises of the Australian Childhood Foundation, Ebenezer Aboriginal Corporation, Ishar Multicultural Women's Health Services, Karla Kuliny Aboriginal Corporation, Legal Aid Commission of WA, MercyCare, Metropolitan Migrant Resource Centre, Northern Suburbs Community Legal Centre, Sudbury Community House Association, Wadjak Northside Aboriginal Community Corporation and the City of Stirling.

Initial forecasting for the Naala Djookan Healing Centre predicted the centre would reach client capacity after 12 months of operation. However, after only four months of being open, capacity was reached. Over the 2021/22 financial year, the centre has supported 118 individual clients through one-on-one case management and held 217 different workshops/sessions that were attended by over 1,000 participants. Over the year, 500 individuals have been supported through a range of case management, workshops or one-off practical support.

Stirling Community Men's Shed

The Stirling Community Men's Shed ('the Shed') is provided support to older men to reduce social isolation, develop and share skills and support and connect to the local community through community projects.

The Shed activities have included:

- Men's outings in which the members are taken to places of interest and other men's sheds to connect and learn
- The establishment of a men's walking group, designed to be a 'go at your own' pace program, in which the group partakes in physical exercise while strengthening their social relationships and increasing their overall wellness
- Support for the Stirling Women's Shed with the facilitation of some workshops and equipment
- The provision of men's health information sessions and workshops supporting a range of community projects.

Additionally, this year the Shed celebrated its thousandth reusable bag made by the Men in Stitches sewing group. The initiative garnered significant media attention as well as recognition for the volunteer who commenced the project.

The key project for the Stirling Community Men's Shed this year was the restoration of the 100-year-old Bond Cottage, built in the 1920s in nearby Tuart Hill.

Bond Cottage

Bond Cottage, built around 1920 for the Bond family, was a four-room dwelling on North Beach Drive in Tuart Hill. In November 2021, the cottage was relocated on-site for the Men's Shed to commence refurbishment using as much of the original materials as possible to transform the cottage into the Stirling Community Men's Shed shopfront and gallery. Works have commenced; however, there were some challenges to the refurbishment of the Bond Cottage which have pushed the project timelines out. The Bond Cottage project will be completed in the coming financial year. A scale model of the cottage made from original materials is being produced by the Stirling Community Men's Shed and will be on display at the Mount Flora Regional Museum as part of the City's history collection.

Women's Shed

The newly refurbished Women's Shed space at Scarborough Community Hub was launched on 8 March – International Women's Day 2022. The launch was well attended by Councillors and Women's Shed attendees. The much-anticipated project received national media coverage, including on SBS World News and Channel 10's National Breakfast program. The project was supported with generous donations from Bunnings Innaloo, Greg Miller – Joy of Wood, Stirling Men's Shed and the WA Police.

Despite impacts of COVID-19, there were several programs offered at the Women's Shed, including wicking beds, crochet, whittling, car maintenance and general tool information sessions. The Women's Shed program has seen an increase in participation towards the end of the financial year and will work with the community to continue to provide meaningful and engaging programs for women.

Looking forward

The Community Collaborations Fund

The Community Collaborations Fund will be refined to one round per financial year and used to fund ongoing programs. Limiting the number of applications and increasing the monetary funds available per project will provide the opportunity for City of Stirling staff to be more involved in the planning and development of the projects to ensure sustainability and reliability. Projects will need to identify specific project outcomes that are associated with a specific population demographic, relevant community social issue and/or relevant public health issue. Information from Remplan will be available for community groups and organisations to view and use to support their project planning and application.

Drop-in sessions and workshops will be provided and facilitated by City staff to encourage and support local organisations and community groups with their applications.

It's intended for the projects to be of larger scale compared to previous years, with the intention that the successful programs will continue after the grant funding has finished. There will also be a focus on evaluation and outcomes.

Women's and men's sheds and Bond Cottage

The City will continue to grow its offerings at both the men's and women's sheds, ensuring the community have access to a wide range of social and skill development opportunities.

The refurbishment and official launch of the Bond Cottage shop front/gallery is a key action for the coming financial year.

Plan reviews

Both the Age-Friendly Strategy and Homelessness Strategy are due for renewal in 2022. A robust community consultation and engagement will commence in the new financial year to ensure that the needs of the community are captured.

The City has received funding to run the 'Leave a Legacy' program, aiming to raise awareness, connections and information about end of life and create a compassionate community.

The Youth Framework is due for renewal in 2023, so the team will focus on community consultation and engagement to ensure that the City continues to respond to the needs and aspirations of young people.

Additionally, children's development opportunities will be explored and implemented with a focus on child safety and early years.

Key result area: Thriving communities

Outcome S4: Safer City

Objective S2.1: Work with the community to create a safer City

Feeling safe is a high priority for our community and the City plays a key role in creating a safer environment through its provision of a dedicated, visible and responsive ranger and security service. Additionally, our Community Safety team works in collaboration with the WA Police and the community to promote safety and enforce local laws and legislation. Through our annual survey of residents, we ask our community members whether they feel that the City of Stirling is a safe place to live. For 2021/22, 80 per cent of respondents agreed that the City of Stirling is a safe place to live, representing an increase of three percentage points when compared to the previous year. We recognise that safety in our community is a shared responsibility across numerous agencies and feel that we make a considerable contribution to our community's wellbeing.

The City's focus is to proactively engage, educate and encourage all areas of our community to become involved to help prevent crime and anti-social behaviour in a sustainable manner.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'work with the community to create a safer City':

- Support the community and develop partnerships to enhance community safety.

What has happened during 2021/22?

The City's Community Safety business unit was focused on delivering consistent services during uncertain periods of COVID-19-related restrictions and social distancing protocols. The various service areas continued the successful implementation of the solution-based enforcement approach adopted the previous year, while providing a consistent, adaptive and responsive service for the community.

Community Safety organised and facilitated a number of community engagement and educational events through the year and continued to work with the community to help create a safer environment for residents, businesses and visitors. This was achieved through a variety of programs and events, and by providing a consistent approach in legislative enforcement.

Community engagement and education

- Paw-some Day Out event at the Carine Regional Open Space

  The annual Paw-some Day Out community event continues to go from strength to strength, hosting a range of local businesses, charities and rescue organisations each year. This event aligns with the dog and cat registration renewal period and focuses on promoting responsible dog ownership and increasing animal education in the community by appealing to dog owners and delivering a fun and engaging event. Paw-some Day Out also creates an opportunity for rescue groups and dog-related small businesses to network and access a targeted market.

  The City's team distributed 500 promotional show bags and giveaways and approximately 4,000 people attended the event, with over 50 stallholders promoting their products and services.

  This year's event was sponsored by Vet West, Dynamic Animal Therapies, Aussie Pooch Mobile Dog Wash, Woofing Wonders and Furbaby Groom and Daycare. There were a number of additional community partners, in-kind supporters and prize sponsors that contributed complimentary giveaways for this event. Dog behaviourist and local resident Kathy Kopellis-McLeod was the master of ceremonies for the event.

- Constable Care Foundation community partnership

  The City continued its partnership with the Constable Care Foundation to promote school and road safety, and to reduce harm to children and young people in our community. This agreement delivers programs in pre-primary, primary and secondary schools, and in community settings including libraries, youth centres and community events in the area.

  A significant number of performances and participation programs were delivered despite the limitations at schools and community uncertainties during the pandemic. The Constable Care Foundation delivered 69 performances to over 43,000 participants from 24 schools and community organisations within the City. These included 11 school visits to the Constable Care Foundation Safety School road safety learning centre for over 400 children, four lost child services and Constable Care mascot appearances at community events, and 22 safety-related theatrical performances. The theatrical themes included protective behaviours, road safety, bullying and cyberbullying, cyber safety, crime prevention, first aid and emergencies, and mental health.



- Adopt-A-Park supporters program

  The City's Adopt-A-Park (AAP) supporters program aims to work with the community to enhance the appearance of the City's parks and reserves and in turn reduce anti-social behaviour and vandalism. This program has been running for over 14 years, with more than 700 residents actively contributing their valuable time to the program to adopt over 200 parks and reserves within the City. Adopt-A-Park supporters are the eyes and ears of their adopted parks and are responsible for reporting any matters of interest to the City, such as graffiti, broken equipment and over-full bins. Their efforts help the City respond faster to any issues needing attention, which can make a real difference in our community. One of the best features of the Adopt-a-Park program is that it suits all ages and abilities. Anyone who is a regular park user or lives close to a park can join the program and help improve the City's parks and open spaces.

  At an appreciation event in April 2022, Mayor Mark Irwin and other Councillors recognised and thanked the residents who have committed to looking after parks and reserves within the City of Stirling.

- Nollamara Community Safety Forum

  In April 2022, Community Safety conducted the first online forum in response to community concerns regarding a perceived increase in anti-social and criminal behaviour in the Nollamara area. This event was attended by the Honourable Member for Morley Amber-Jade Sanderson MLA and key representatives from the WA Police Force, the Department of Communities and the City of Stirling. Also attending were City of Stirling Elected Members and over 60 online attendees.

Responsible pet ownership

Animals and pets play a positive role in the community's wellbeing and bring pleasure and companionship to many of our residents. The City of Stirling balances the requirements of animals, pets and their owners with the needs of the wider community through our policies and services.

Across the 2021/22 financial year, 327 dogs were impounded at the City's Animal Care Facility (ACF), with 98 per cent of those able to be rehomed or returned to their owners. During this period, over 23,000 dog registrations and 7,400 cat registrations were processed by the City.

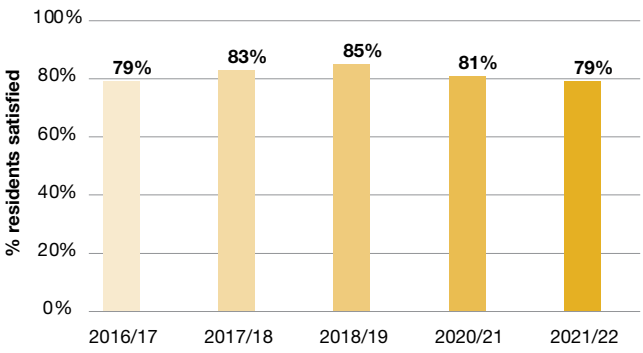




Ranger and Security Services

The City's Ranger Services team had a busy year dealing with thousands of requests from the community. These included 1,440 reports of abandoned vehicles investigated, which resulted in 81 vehicles being impounded. Our rangers continued their strong focus on school parking, educating drivers and enforcing safe and legal parking at schools within the City. Additionally, over 3,700 properties were inspected for fire preparedness and firebreak compliance, with 611 caution notices issued and 227 properties being cleared on behalf of the property owner. Our annual residents' survey has informed us that community satisfaction with our Ranger Services has reduced slightly over the past few years. We will work to understand the reasons for this to ensure we meet the needs of our community and provide an appropriate level of service from our rangers.

Figure 17: Satisfaction with the City's ranger services



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

The City is committed to providing a strong sense of safety in our community by operating security patrols 24 hours a day, seven days a week, 365 days a year. Our security patrol officers monitor and report suspicious activity and anti-social behaviour, attend community disturbances such as noisy parties, conduct regular patrols of crime hotspots and report damage and vandalism in our streets. As can be seen from Figure 18, 83 per cent of our community are satisfied with our Security Services, a slight increase on the previous year.

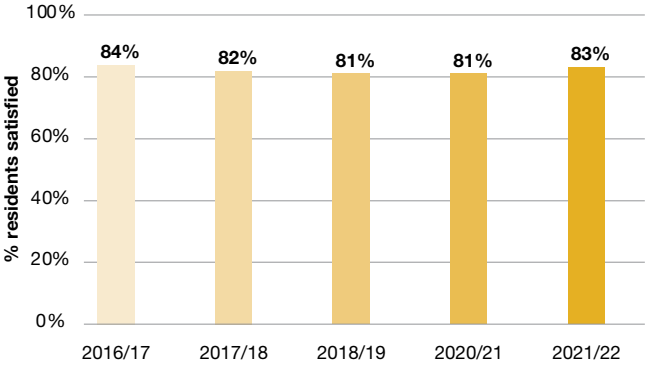
During 2021/22, Security Services:

- Completed over 12,000 service requests
- Proactively logged close to 3,600 instances of graffiti (69 per cent of the total graffiti incidents reported across the City)
- Checked on 248 homes through the Holiday Watch program
- Patrolled over 171,000 km within the City.

The Security Services team also provided first response to rough sleepers and those affected by homelessness, supporting the City's Homelessness Strategy.

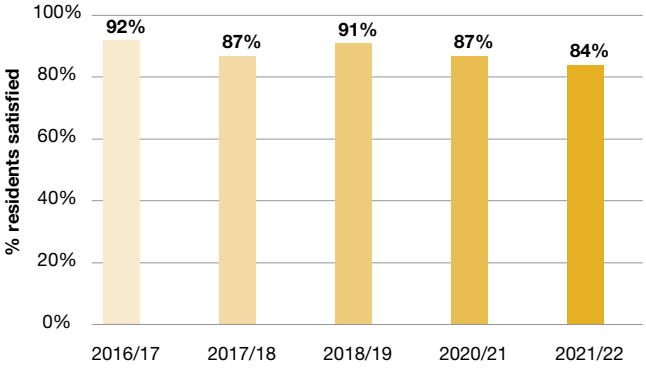
In addition to on-the-ground security patrols, the City's extensive closed-circuit television (CCTV) network comprises 658 fixed cameras, 72 vehicle-mounted cameras, and 14 cameras mounted to two mobile CCTV trailers and two mobile plinths. The CCTV network aims to deter anti-social and criminal behaviour. During the year, the network provided footage for 217 incidents to assist the WA Police Force with investigations – a nine per cent increase on the previous year.

Figure 18: Satisfaction with the City's security patrols



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

Figure 19: Satisfaction with the City's graffiti management



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

Requests for the installation of CCTV in key locations are received from the community on a regular basis. The City evaluates CCTV installation requests based on a number of factors, including levels of criminal and anti-social behaviour (both from official WA Police Force statistics and reports received by the City), proximity to existing City infrastructure, capital costs and operational costs. The expansion of CCTV across the City has resulted in increased footage requests and operational maintenance costs. To assist with the increased resource demands on the City's CCTV team and to improve WA Police Force responses to incidents, the City provided the WA Police Force with direct access to 64 cameras in the Scarborough Beach Entertainment Precinct.

In January and February 2022, the City ran 'Operation Clearwater' in the Scarborough Beach area to target increased anti-social behaviour and observed illegal and unsafe parking. The operation was conducted alongside the WA Police Force's increased presence during peak weekend periods. The operation utilised a large number of security staff, rangers and parking officers to conduct engagement and enforcement activities within the precinct and commenced enforcement via CCTV. In total, 622 notices were issued, of which 381 were issued by CCTV and 241 were issued by officers on duty in the area.

The City also continues its focus on graffiti management. While the majority of graffiti reported in the City is proactively done so by members of the Community Safety team, we also rely on our community to report graffiti through our various communication channels. Unfortunately Figure 19 shows a continuing reduction in community satisfaction with the City's graffiti management when compared to previous periods. The City will continue to proactively deal with graffiti to ensure our community is satisfied with our focus on this important issue.

The City is proud of its Security Services and Ranger Services and the benefits each provides to our community.

Emergency Management

Local Emergency Management Committee meetings were regularly held by the City to discuss matters relating to the management and response to emergencies within the community. The committee has representation from agencies including Department of Fire and Emergency Services, Western Australia Police Force, Australian Red Cross, Department of Communities, Department of Health, WALGA and City of Stirling Elected Members.

The City was also awarded over $15,000 in grant funding from the Department of Primary Industries and Regional Development to increase the City's capabilities to assist with animal welfare in emergencies. This grant has been used to provide specific training to officers to provide the best possible response in the event of an emergency.



Parking Services

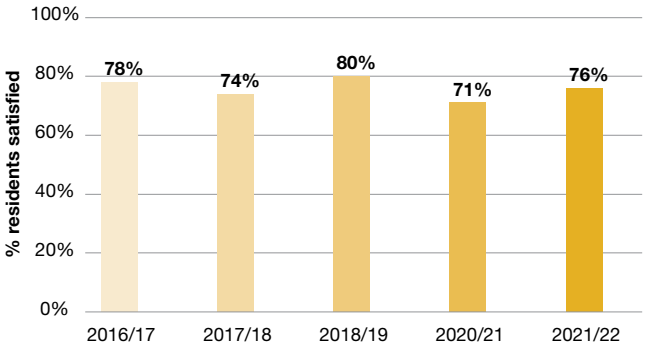
Our Parking Services team, with support from the Security Services and Ranger Services teams, manages, promotes and enforces safe and legal parking across the City. This involves encouraging community compliance with relevant state legislation and City local laws, and also managing the City's paid and free parking facilities to encourage fair and equitable use.

The City's pay-by-phone service continues to be a very popular payment option among motorists who use the City's paid parking facilities. This payment option allows customers to manage their paid parking sessions through the convenience of their phone, removing the need to attend a parking meter when using any of the City's paid parking areas. Using the service also allows customers to receive notifications when their parking session is about to expire and only pay for the parking time they actually use. Through the City's annual residents' survey, community members are able to state their satisfaction levels with both the City's provision and management of public parking. For 2021/22, the satisfaction rate for the management of public parking has increased slightly to 76 per cent, with the five-year trend presented in Figure 20.

To support local businesses with their parking management needs, the City's Parking Services team continue to offer private parking agreements to businesses. Private parking agreements greatly assist local businesses to manage their parking needs by allowing the City to apply parking local laws within their car parks. The City currently has over 76 private parking agreements in place.

Officers are currently reviewing the City's Parking Local Law to ensure it remains current and able to address the needs of the community into the future.

Figure 20: Satisfaction with the City's management of public parking



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

Challenges

The City will continue to be challenged by increased parking demands as development within the City continues. Paid parking and several other parking management options will continue to be used to manage high-demand parking areas within our community. Additionally, adopting new technology will provide the City with more efficient means of managing parking.

Community Safety Body Cameras

On 21 January 2022, the City's Body Worn Camera (BWC) project was successfully delivered with BWCs being used by rangers, security staff and parking officers. The project aims to improve officer safety, interactions with the community and allow the ability to rapidly record evidence. The BWCs are used during high-risk activities including animal seizures, party noise complaints or when an officer may feel threatened.

Following successful delivery of the project, feedback from officers has been positive with an observed reduction in aggressive behaviour during interactions.

WA Police Force CCTV Access Project

During the 2021/22 financial year, the City's CCTV network at the Scarborough Beach Entertainment Precinct was migrated onto a centralised server. This provided increased, direct access to 64 CCTV cameras to the WA Police Force District Operations Supervisor and the State Operations Command Centre, which is live-monitored by WA Police Force. The direct access aims to assist with the increased resource demands on the City's CCTV team and improve WA Police Force response. The project will continue into the 2022/23 financial year with additional locations identified for WA Police Force access.

Mount Lawley Retail Precinct CCTV Upgrade

The installation of lighting and CCTV poles in key locations within the retail precinct has been completed. When power has been established to the poles, the installation of CCTV equipment, including cameras, will commence. The City was advised of a delivery delay in that critical networking equipment will not be delivered until September 2022. To ensure that the project remained on track, the City worked with the contractor to develop an interim solution.





Case study



Celebrating our Aboriginal history through a trio of artwork suites

The City of Stirling has an ongoing commitment to embrace our Aboriginal culture and educate our community. Local Nyoongar artist Peter Farmer was commissioned by the City several years ago to create a suite of artworks featuring traditional colours and elements, which has been used when engaging with our Aboriginal community. An opportunity to expand this design suite and the way Aboriginal art and culture is celebrated was explored in 2021/22.

In late 2021, the City's Marketing & Communications team reached out to local Aboriginal-owned design agency, Norlap Creative, to discuss the development of a suite of Aboriginal designs that the City could use on internal materials and merchandise. Norlap Creative worked with Nyoongar artist Teresa Miller, who painted her designs on paper, with these designs then digitised for graphic design purposes.

A set of designs depicting the six Nyoongar seasons while also telling stories unique to Mooro Country (where the City of Stirling is located) were created. They celebrate Aboriginal culture and the traditional flora and fauna of Mooro Country, while educating about the Nyoongar six seasons.

These designs can now be seen on new meeting room signage rolled out across the Administration Centre, featuring a Nyoongar room name and artwork. Externally, this design suite is used when specifically speaking of the Nyoongar six seasons, as is the case with the City's e-signatures, which celebrate the start of each new season. They will also be included in feature articles in the monthly Stirling Scene e-newsletter with each changing season.

A further set of three designs for use in external marketing were commissioned through Norlap Creative, who again partnered with artist Teresa Miller to create designs celebrating the significant characteristics of Mooro Country through unique stories, geography, flora and fauna. Each design piece features navy blue elements to complement our brand but can be manipulated and recoloured to suit the City's design needs. These three designs are now being used in publications, marketing campaigns and stationery.



Key result area: Vibrant economy

With approximately 80,000 jobs across more than 22,000 businesses in the local economy, the City is the second-largest employment district in WA after the Perth central business district.

Key areas of employment within the City of Stirling continue to be retail trade, construction, health care and social assistance, and education and training. The major retail centres include Westfield Innaloo, Karrinyup, Mirrabooka Square and Dianella Plaza, with significant industrial areas located in Balcatta, Hamersley and Osborne Park. The City features three tertiary institutions (Central TAFE, Edith Cowan University and North Metropolitan TAFE Balga); one major public hospital (Osborne Park Hospital); one major private hospital (St John of God Mount Lawley Hospital) and numerous public and private schools.

Tourism is also a very important sector and the City proudly hosts numerous major (often annual) events that draw local, national and international visitors. Additionally, local neighbourhood centres provide many opportunities for people to meet, shop, create, learn and work that help sustain the wellbeing of our residents and visitors.

The impacts of COVID-19 have presented us with some of the most significant economic challenges faced in recent times. The continuing uncertainty has meant that the City has had to respond quickly and decisively to ensure its community receives assistance, guidance and support in these testing times.

As outlined within its Strategic Community Plan 2018 – 2028, and to allow the City to focus specifically on its community's areas of interest, the overarching key result area of 'vibrant economy' has been segmented into two outcome areas, as follows:

Outcome E1: Destination City

Outcome E2: A great place to work, invest and do business

The City has set objectives under each of these outcomes to ensure our activities are aligned to its vision. In the following section, we will report by objective on the key activities that the City has undertaken throughout the year, together with a variety of measures and statistics that enable us to understand our progress and performance.

Service performance

The City of Stirling has adopted a 'balanced scorecard' approach to measure the performance of its services across the four key areas of customer service, financial, human resources and quality. The City services that most directly contribute to the 'vibrant economy' key result area are outlined below.

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Net cost	Customer service	Financial	People	Quality
Arts & Events	$2,719,896	✓	✓	✓	✓
Economic Development	$655,798	✓	✓	✓	✓

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



Strategic project performance

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

Business Innovation Competition	2021/22 expenditure $55,170	On track
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Event Sponsorship	2021/22 expenditure $14,545	On track
To promote tourism in the City by sponsoring various sporting events		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Mount Lawley Streetscape Improvements	2021/22 expenditure $86,859	Complete
To deliver 'parklet-style' upgrade at 679 Beaufort Street		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

New Entry Statements	2021/22 expenditure $24,231	On track
To replace existing entry statements (concrete plinths) located on the 5 main entry roads into the City **The project will incorporate designs that reflect the City of Stirling's Aboriginal heritage**		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Place Activation – Shopfront Improvement Grants	2021/22 expenditure $27,855	On track
These grants aim to enhance the destination and visitor experience in the City's town centres of Mount Lawley, Inglewood, Main Street Osborne Park, Doubleview and Scarborough		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Small Business Friendly Approvals Project	2021/22 expenditure $7,882	On track
The project will improve customer service by streamlining assessment of small business applications within the City		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Thrive Program (previously Cyber Security Program)	2021/22 expenditure $0	Complete
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Key result area: Vibrant economy

Outcome E1: Destination City

Objective E1.1: Attract visitors to our City

As the 'City of Choice', we are able to host a number of events and place activations to create vibrancy and increase economic activity and visitation in local areas. Our natural environment, including parks, reserves, areas of historical and ecological interest and our stunning coastline, is a significant attraction that also supports this. Local neighbourhood centres provide many opportunities for people to meet, shop, create, learn and work that help sustain the wellbeing of our residents and visitors. It is important that the City supports activity and events in these centres so that people can come together to take part in a vibrant community, civic and cultural life. The Scarborough area, together with the award-winning beach pool, remains a major drawcard. The City looks to build on its success to further drive its tourism economy.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'attract visitors to our City':

- Create vibrant entertainment and visitor precincts
- Promote the City's iconic attractions and events.

What has happened during 2021/22?

Events

The City delivered, enabled and supported a diverse, vibrant and inclusive variety of events in 2021/22, including City events, community events, funded events and sponsored events.

These events played a pivotal role in providing positive outcomes for communities, including stimulating the local economy, creating vibrant spaces and bringing the community together to enjoy and celebrate meaningful experiences. During 2021/22, the City's events experienced another wave of COVID-19 restrictions alongside specific State Government event restrictions and challenges. These resulted in reduced numbers of attendees, thorough COVID-19 event planning documentation requirements, implementation of controls and the cancellation of some larger high-risk events.

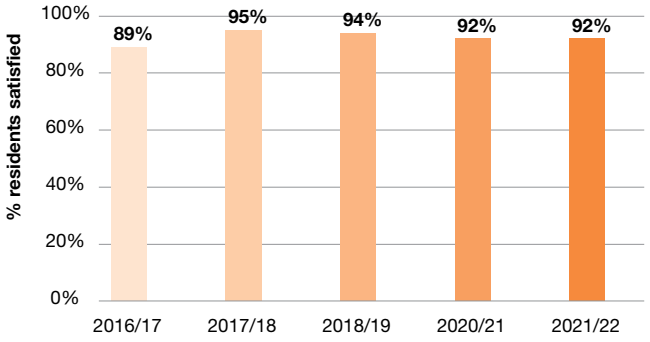
With COVID-19 presenting multiple challenges with continually changing restrictions impacting the events industry, the City adapted to deliver a series of prominent City events including:

- Paw-some Day Out – Sunday 31 October 2021 (4,000 attendees)
- Dining under the Stars – Friday 12 November 2021 (250 attendees)
- NAIDOC – Thursday 18 November 2021 (1,000 attendees)
- Get Wild at Wilding – Saturday 5 February 2022 (1,000 attendees)
- WA Tree Festival – Saturday 9 April 2022 to Monday 9 May 2022 (in partnership with WALGA and 11 other LGAs).

The City supported a number of popular and first-time community and commercial events, including the Groundswell Festival, the No More Blank Walls Street Art Festival, the Osborne Park Show and a variety of markets, plus another 285 diverse events across the City.

With the challenges of COVID-19, event organisers had to reschedule, cancel or modify their events to meet State Government requirements. The City provided an agile and adaptive approach of support to ensure the successful delivery of community and large-scale events. Despite the challenges brought about by COVID-19, we are proud that we are able to host such a variety of events and cultural activities, and this is reflected by consistently high levels of community satisfaction, as displayed in Figure 21 below.

Figure 21: Satisfaction with the City's community events and cultural activities



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



Neighbourhood events

The City's neighbourhood event series was redirected during COVID-19 with a change of format to provide maximum neighbourhood activation and opportunity. For 2021/22, the City's focus was to enable local communities to activate events and local programs with funding support via Community Arts and Events Funding (CAEF) and Community Creativity Funding (CCF). Further, a new place management model and the place activation funding has expanded the City's focus of neighbourhood activation to support local Town Teams.

The City refocused many of its arts and events programs to respond to the impacts of COVID-19, creating an action plan with the goal of stimulating and supporting community and economic recovery across our diverse communities through the provision of new and modified events services. The City strived to be an integral point of reference and support for event organisers by streaming the application process to encapsulate COVID-19 requirements, providing timely and accurate advice and accommodating the delivery of events that were postponed or cancelled.

As the City moved through COVID-19 recovery, CAEF and CCF funding has become a key mechanism to boost the local economy, activate locally and to create a stronger, more connected community with a sense of place. The funded initiatives and event applications that were supported and approved were community-focused with an emphasis on improving the mental health and wellbeing of residents by offering a vibrant, easily accessible and welcoming environment as part of a vibrant economy.

Following the cancellation of the Enchanted Woodlands neighbourhood event due to COVID-19 impacts, it was agreed with elected community representatives to alternatively commission artist James Giddy to adorn the community facilities at Jackadder Lake Reserve with artwork of some of the inhabitants from the lake's ecosystem.

All the supported events and activations were well attended, attracting thousands of people at each event, with more than 220,000 participants in total across a range of neighbourhood events as outlined below.

Table 8: Participation numbers at events

Event/activities	Estimated total participation numbers
Inglewood Night Markets (24 market events)	96,000
Scarborough Sunset Markets (25 market events)	150,000
Wembley Downs District Fair	8,000
Osborne Park Agricultural Show (2-day event)	9,500
Scarborough Beach Carols	6,000
Brazilian Beach Carnaval	Late cancellation due to COVID-19
Mount Lawley Christmas Festival	Late cancellation due to COVID-19
No More Blank Walls – Mount Lawley street art festival and street improvements	8,000
Colours of Italy	Late cancellation due to COVID-19
Mirrabooka Multicultural Markets (4 market events)	6,000
SummerXSalt Markets Trigg (total)	15,000
Groundswell Festival (3-day event series)	12,000
FringeWorld partnership – Scarborough	Not supported due to COVID-19
WAMFest Presents: Scarbs Beach Party	Cancellation due to COVID-19
Balcatta Buzz Halloween Fair	800
King of the Point (2-day event)	8,000
Christmas Carols – local events (multiple)	15,000
ANZAC Day services (multiple)	2,500
Balga Friday Markets (every Friday)	18,400
Total	**220,200**

Place management

In 2021/22, the City's approach to place transitioned from a place activation model to a place management model. The place management model focuses on building capacity within the community and Town Teams to self-deliver events and activations without the City's resourcing to manage such events. The place management model expands the City's focus to neighbourhood activation, rather than focusing just on town centres. The Place Engagement Officer roles have now become internal advocates for achieving great place outcomes within the City.

Aligned with the City's Strategic Community Plan key result areas, the elements of a great place were identified as being:

- Streets and spaces
- Buildings and uses
- Activation and economy
- Social connection
- Decision making and governance.

When the City's services, support and infrastructure are aligned with and balanced against these five elements, we create great places where people want to live, work and spend money.

Place Activation Funding

The place team were the gatekeepers of a $100,000 budget for the City's Place Activation Funding program, which supports recognised Town Teams and community groups to deliver activations and initiatives that align with the City's strategic priorities. The funding can also be used by Town Teams for operational activities like purchasing insurance and equipment.

Place Activation Funding awarded to the City's five recognised Town Teams in 2021/22 was used for the following:

- Inglewood on Beaufort (Inglewood)
  - » Storage for market equipment (sea container)
  - » Printed newsletter
  - » Equipment for a future arts hub.
- The Bend in the Road (Doubleview)
  - » Annual general meeting hosting
  - » Doubleview Jazz in the Carpark
  - » Volunteer event
  - » Micro-grant program
  - » Various equipment to run events.
- Main Street Cooperation (Osborne Park)
  - » Summer outdoor cinema
  - » Main Street art trail print brochure
  - » Event t-shirts.
- Beaufort Street Network (Mount Lawley)
  - » Christmas activation events
  - » Social media management
  - » Scarborough Beach Association (Scarborough).

Art Awards and Exhibition

The City of Stirling biennial Art Awards and Exhibition returned from 29 October to 7 November, with an extraordinary collection of new works from established and emerging Western Australian artists.

This extensive display of 165 entries (shortlisted from the 369 entries received) for this year's Art Awards included painted, sculptural, drawn, mixed media and digital works (excluding photography) – all of which were available for sale to the public.

A total of 35 works were sold during the exhibition, with artists receiving 100 per cent of their advertised sale price.

Judges Sandra Murray (Curator – Independent); Dr Paul Uhlmann (Coordinator of Visual Arts in the School of Arts and Humanities, Edith Cowan University); and Lee Kinsella (Curator – Cruthers Collection, Lawrence Wilson Art Gallery) awarded seven prizes from the prize pool of over $15,000, including the $7,500 Acquisitive Prize. The Acquisitive Prize winner was Annette Peterson with her digital video work *Shotgun Through Scarborough*.

Visitors to the exhibition voted Daniel Bronkhorst as the winner of the Westfield People's Choice Award for his pencil drawing on paper *Blue Rhino*.

Key achievements:

- An extended 10-day exhibition (over two weekends)
- 1,100 visitors
- 99.4 per cent satisfaction rate from attendees
- 35 artworks sold
- Introduction of a Virtual Tour (available online) so that those unable to attend in person could view the exhibition in its entirety
- Introduction of a 24-page full colour catalogue to include exhibition information, Mayor's message, curator's message, judge's information, medium of works, past award winners and QR code for survey and people's choice voting.





Arts and events grants and sponsorship

The City continued to support event organisers and the community in delivering a variety of events and projects through the provision of the Community Arts and Events Fund, Community Creativity Fund and sponsorships. While COVID-19 impacts continued to affect event organisers and the community, with a number of events cancelled or postponed, the City worked hard to support organisers to deliver COVID-19-safe events and minimise the impacts on industry and community as much as possible.

Community Arts and Events Fund

The City's Community Arts and Events Fund supported some incredible events and projects across the year. Through these grants, $446,334 in funding was provided to 33 not-for-profit groups to deliver events and arts projects across the City. The funding supports many of the flagship events on the City's calendar and projects which engage the community in meaningful ways.

Highlights include the Riding for the Disabled Carine's main arena being renamed the Dandjoo Koorliny Arena to pay respects to the Wadjak Noongar people as the traditional owners of the land, and the return of the Wembley Downs District Fair and the Scarborough Carols after a hiatus in 2020.

Community Creativity Fund

The Community Creativity Fund provided an opportunity to support 15 local artists and cultural practitioners with new and exciting projects.

The $121,337 funding supported works across many areas, including visual art, contemporary dance, interactive community art, performance and fashion. Projects included arts markets, a Christmas concert, new murals, open arts studios, Aboriginal art workshops and the creation of a new workshop space for artists.

Sponsorship

The City also provided $150,000 sponsorship funding to events and projects that brought locals together, as well as vital event management assistance to event organisers. These events included the Groundswell Festival in Scarborough and the No More Blank Walls Street Art Festival in Mount Lawley. Our grants and funding will continue to support eligible community groups and businesses into the future.

Looking forward

In 2022/23 the City will be reviewing its five-year plan for strategic partnerships and priorities for activation of arts and events within the community. To continue to attract visitors and build tourism, the City will sponsor various events to create vibrant entertainment precincts. In 2022/23, the City will sponsor the Australian Surf Life Saving Championships, BMX Nationals and the 2022 Australian Junior Squash Championship. The City will sponsor a Jazz by the Beach event series in August 2022 and a new City of Stirling Music Awards partnership with the WA Music Industry Awards in November 2022.

In addition, the City will be delivering on its implementation for reimagined place management, aligned with the City's updated Local Planning Strategy, retail activity centres and local business support initiatives. The City will also be funding applications for place activation projects with designated Town Teams and will upgrade the City's existing entry statements as a new project to incorporate designs that reflect Aboriginal heritage and contemporary elements of the City local to those neighbourhoods. The joint initiative of the Sunset Explorer Bus Partnership will continue with supported funding from several other local government authorities.

Key result area: Vibrant economy

Outcome E2: **A great place to work, invest and do business**

Objective E2.1: **Facilitate economic growth**

As a local government, the City of Stirling has a number of economic strengths and development opportunities that can be leveraged by activities to promote business growth. Economic development activities can assist not only in supporting the existing economic base, but also in attracting new business into the region.

The City is proud of its current economic profile and continues to work hard to ensure that it advocates and partners with key stakeholders to promote its investment potential. The City will continue to encourage economic investment to create a diverse mix of industries to attract and establish next-generation jobs and businesses.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective 'to facilitate economic growth':

- Promote investment and partnership opportunities
- Make it easier to do business with the City
- Support and facilitate local small business growth.

What has happened during 2021/22?

A major review of the City's Economic and Tourism Development Strategy took place in 2021/22 to produce a new strategy for 2021-25. The new strategy was endorsed by Council in February 2022 after extensive community consultation and feedback. The strategy seeks to harness the potential of the City and guide the City to achieve economic and tourism growth through initiatives and actions during the four-year period 2021-25. Benefits of the City's economic focus are being felt in our community, with the City achieving an 89 per cent satisfaction rating for its support for local businesses in its 2022 annual residents' survey. Additionally, the survey found that 68 per cent of respondents felt that the City was a good place to purchase or start a business. These results are testament to the City's focus on economic sustainability and we are proud that we have been able to support our local economy through the recent challenges brought about by COVID-19.



Business Innovation Grants

The City planned to run a business innovation competition to encourage local business innovation. During the planning process, this project changed to become a Business Innovation Grant to provide incentives for businesses to invest in their own innovative projects.

Twelve Business Innovation Grants were approved (with a combined total of $50,170) for a range of innovations such as improvements to online systems, software upgrades to enable easier access to online shopping, and development of new online health and safety training packages.

Small Business Friendly Approvals Project

The City's Development Services team completed the Small Business Friendly Approvals Project in September 2021, with all 32 actions delivered. The project has provided tangible improvements to the City's development process with improved approval timeframes and improved customer satisfaction. The project has enabled the City to provide customers with a more informed and efficient development approvals service. We now provide for streamlined approval timeframes, improved customer service, and the ability for customers to self-serve and search the development opportunities at any address in the City with ease via our bespoke Address and Application Assistant.

Data provided in the End of Project report has shown that determination timeframes for small business development applications (Average Clock Days) has reduced from 66.68 days in 2020 to 18.30 days in 2022 an overall reduction of 48.38 days. This time reduction has been benchmarked against Small Business Development Corporation economic modelling and will result in a $2.19 million saving to small businesses in 2022 and is projected to result in a saving of $10.96 million to small businesses over five years.



This project has also provided a catalyst for further process improvements within the Development Services team to further improve our customers' interactions with the City. One such improvement is the development of the Fast-Track (Development Applications) service which aims to digitise an end-to-end development approval process and will provide for development approval within 28 days for the vast majority of residential development applications within the City.

Shopfront Improvement Grants

During the year, the City ran a pilot round of place grants for shopfront improvements. The pilot facilitated small-scale improvements to the destination and visitor experience in the City's strategic activity/town centres of Scarborough, Doubleview, Main Street (Osborne Park), Inglewood and Mount Lawley. The City offered grants to encourage businesses in local centres to upgrade business façades or activate their frontage in some way, such as providing al fresco dining. Seven grant applications were approved and the works completed to a value of $26,298.

Thrive Program

During the year, the City switched from providing a cyber security-based business support program to offering the Thrive Program, a six-month business development program, that included cyber security as an element. This decision was taken based on low demand for cyber security assistance and the flexibility offered through the Thrive Program. Fourteen businesses attended the program offered at Stirling Business Centre. Participants reported a satisfaction rate of over 95 per cent for course activities and business advisory services provided.

Event Sponsorship

Planned event sponsorship activities were adversely affected by COVID-19 travel bans and border closures. Several large-scale sporting events were cancelled due to the inability of eastern states participants to travel to Western Australia. Notably, a national BMX competition planned to take place at the Balcatta BMX facility was cancelled. A portion of funds budgeted for this purpose was returned at budget review.

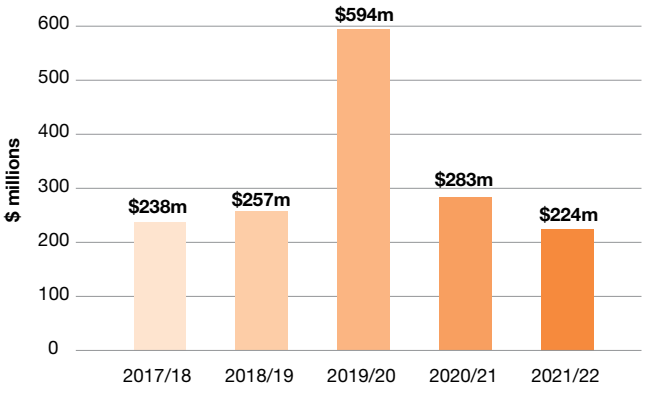
The largest event sponsored by the City was the Australian Masters Games, which took place in April 2022 across the Perth Metropolitan area. It attracted 565 participants to softball and table tennis competitions held in Mirrabooka and Scarborough. In a post-event survey of all 3,400 participants, 18 per cent of all competitors reported that they visited Scarborough Beach. It can therefore be estimated that approximately 600 competitors (plus friends and family) visited Scarborough Beach during the competition.

As multiple-day events, these sponsorships attract participants and supporters to come and stay in the City and provide significant economic benefits, particularly to our accommodation and hospitality sectors. The City demonstrated flexibility in its approach when event sponsorship became difficult and was able to pivot towards sponsoring the Sunset Coast Explorer open-top bus service.

Local Centres Upgrade

The Local Centres Upgrade program provided minor infrastructure upgrades to six local centres and was completed during 2021/22. These minor upgrades improved cycle parking facilities, landscaping, al fresco dining facilities in parks adjacent to some centres and two large murals centres in Sackville Terrace, Doubleview and Canara Way, Westminster. The City tracks the dollar value of commercial building permits issued each financial year as a means of gauging the value of commercial investment in Stirling. We recognise the strategic importance of commercial investment in the City and understand that this measure is affected by numerous variables, such as the economic climate, investor confidence and other market forces. Figure 22 provides the five-year trend.

Figure 22: Value of commercial building permits issued



Destination marketing

Due to travel restrictions and border closures which took place during the year, the City focused on national and intrastate promotional activity such as radio competitions, poster campaigns and television segments aimed at the Western Australian community. This activity helped drive visitation, with an estimated 403,000 day-trip visitors to the City.

The City carried out a variety of destination marketing initiatives to support the sector and encourage Western Australians to visit.

Sunset Coast Explorer

In 2021, the City partnered with Destination Perth and the City of Joondalup to offer the Sunset Coast Explorer, a free double decked open top bus connecting Whitford City Shopping Centre to Scarborough Beach along West Coast Drive.

The service began on Saturday 23 October 2021 for an initial 13-week trial on weekends and proved incredibly popular running at 80-90 per cent capacity. With additional support from the State Government through Destination Perth, the service was extended to seven days a week over the school summer holidays and then a further extension on weekends until Saturday 19 March 2022.

The service attracted 200-300 passengers per day and survey results suggest Scarborough was the most popular drop-off point. Average passenger spend in relation to the bus was approximately $25-$50 and most passengers who answered the survey said they would be prepared to pay for the service. During the five month trial, over 17,000 passengers used the bus generating an associated estimated economic impact for local businesses of approximately of $500,000.

The City's Economic and Tourism Development Strategy 2021 – 2025 identifies the need to encourage and support tourism and the need to improve public transport access to the beach. The Sunset Coast Explorer initiative has improved connectivity, provided a visitor attraction and demonstrated the potential viability of a commercial service.

The success of the trial has been the catalyst for the bus operators to launch the Perth Coastal Explorer, a paid service commencing in September 2022. A morning pick-up at key hotel locations in Perth will bring visitors to Scarborough and the bus will then provide a hop-on, hop-off service between Scarborough and Hillarys Boat Harbour during the day, before taking day-trippers back to Perth at 4pm. The City will be supporting the service with a marketing campaign which will promote Scarborough as a destination and the bus as a tourist activity.

Looking forward

The City will continue to facilitate local business and employment growth in 2022/23 by continuing its Business Innovation Grants and Place Activation Funding. Both programs aim to stimulate business activity, entrepreneurship and employment generation.

The City will also increase its focus to attract visitors now that COVID-19 restrictions have eased. Over $600,000 in sponsorship will be provided for major events and the City will invest in new entry statements and a nature trail app and continue the popular Sunset Coast Explorer Bus.




nset Coast Explorer
24 OR 48 HRS VALID TICKET

Case study



Case study: Enhanced travel options with eScooters

In February 2022, 250 eScooters were rolled out in across six City suburbs, offering residents, visitors and tourists an innovative and sustainable transport experience unique to Perth.

The City partnered with Neuron Mobility for the one-year trial, involving an easy-to-use app which allowed riders to scan the code on an available eScooter, giving them cost-effective transport from IKEA in the east of the ride zone all the way to our iconic Scarborough Beach in the west.

With experience in local government across Australia and New Zealand, Neuron Mobility is a leading eScooter operator with a focus on safety. Safety features include geofencing technology that controls the speed of scooters in certain areas, helmet locks, a 000-emergency button, topple detection and no-go or slow-speed zones.

Neuron has an excellent safety record and all riders sign up to a comprehensive list of rules before their first ride. The trial created 25 jobs, which were recruited locally to enable a 24-hour operational service to manage the eScooters.

In addition to job creation, research by Neuron Mobility shows eScooters have a positive economic impact as rides often replace car journeys and provide a boost for local businesses, with seven out of 10 trips resulting in a purchase.

Leading Perth's first trial of eScooters, the City of Stirling is at the cutting edge of innovative transport solutions, with a focus on mid-tier and micro-mobility options. The trial has been responsive to community feedback, implementing slow zones and other adjustments as required.

Not only do eScooters offer Perth residents and tourists a unique experience – they also reduce dangerous emissions and traffic congestion, take up a fraction of the space of a car and are extremely energy efficient.

The eScooter trial has been very successful, with most people riding responsibly during more than 70,000 rides in the first three months. The City will continue to work closely with Neuron Mobility and the community to ensure the trial continues to contribute to our vibrant City economy.



Key result area: Liveable neighbourhoods

The creation of liveable neighbourhoods and accessible places to meet the needs of our residents takes careful planning and a focus on long-term sustainability. The City is proud of its built environment and commits to dedicating significant effort to maintain its assets and facilities.

The City works hard to meet the needs of its residents through the provision of high-quality streetscapes, open spaces, housing choice, transport solutions and parking availability among other amenities, and considers the feedback from its community carefully. In turn, development of our growing City is managed through our plans and policies, which are guided by State Government legislation.

Local access to services and high-quality built infrastructure, along with transport solutions, were considered priorities by the community during research undertaken for the Strategic Community Plan. For example, the vast majority (85 per cent) of City of Stirling residents considered the availability of good public transport and pathways for walking and cycling to be very important. They particularly emphasised traffic management and the creation of solutions to address congestion as being fundamental to their vision.

Safer and well-maintained roads, smart parking and well-kept public open spaces were considered critical by the community. In addition, availability of housing choices was also very important to our residents.

To allow the City to focus specifically on its community's areas of interest, the overarching key result area of 'liveable neighbourhoods' has been separated into three outcome areas, as follows:

Outcome B1: Places to live, work and enjoy

Outcome B2: Accessible and connected City

Outcome B3: Built infrastructure that meets community needs

The City has set objectives under each of these outcomes to ensure our activities are aligned to its vision. In the following section, we will report by objective on the key activities that the City has undertaken throughout the year, together with a variety of measures and statistics that enable us to understand our progress and performance.

Service performance

The City of Stirling has adopted a 'balanced scorecard' approach to measure the performance of its services across the four key areas of customer service, financial, human resources and quality. The City services that most directly contribute to the 'liveable neighbourhoods' key result area are outlined below.

Key	
On track	✓
Below expectation	✸
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Asset Management	$1,201,710	✓	✓	✓	✓
Building Services	$1,446,622	✓	✓	✸	✓
City Future Projects	$1,140,787	✸	✓	✓	✸
Construction Services	$583,282	✓	✓	✸	✓
Design Services	$128,311	✸	✓	✓	✓
Facility Management	$11,372,963	✸	✸	✓	✓
Maintenance Services	$41,353,117	✓	✓	✓	✓
Planning Services	$3,982,749	✓	✓	✸	✓
Project Management	$607,909	✓	✓	✓	✸
Property Services	($928,008)	✸	✓	✓	✓
Schemes, Policies & Heritage	$1,147,635	✓	✓	✸	✓
Swimming Pool Inspections	$62,342	✓	✓	✓	✸
Transport Services	$6,234,016	✓	✓	✓	✓
Verge & Crossover Services	$1,166,807	✓	✸	✓	✓

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

✸ Customer service – performance outside City targets in relation to response times to customer and/or Elected Member enquiries.
✸ Financial – performance outside City thresholds in relation to budget variances for operational expenditure.
✸ People – performance outside City targets for management of annual leave liability and/or employee turnover.
✸ Quality – performance outside targets for key performance indicators specific to service provision.

Strategic project performance

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

Grindleford Sport Floodlighting	2021/22 expenditure $0 – fully grant funded	Delayed to future year
To install 100 Lux LED sports floodlighting to the north and south fields of Grindleford Reserve		
Progress in 2021/22	The progression of this project was delayed due to receipt of grant funding received Funding was received during winter months which then provided limited access to the site without major disruptions to sporting and community clubs	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Hamersley Public Golf Course Redevelopment	2021/22 expenditure $367,292	Delayed to future year
To redevelop the Hamersley Public Golf Course Pavilion into a modern facility that will provide a wide range of golf activities and the development of a 2-level automated driving range		
Progress in 2021/22	Detailed design completed Progression to construction was delayed due to COVID-19 impacts and increased costs	
Plans for 2022/23	Project deferred to 2023/24	

Herdsman Glendalough Structure Plan	2021/22 expenditure $0	On track
To complete the structure plan in line with regulation changes, finalise developer contribution plans and review funding options for infrastructure		
Progress in 2021/22	Structure plan amended and endorsed by Council in August 2021 Awaiting final endorsement from the Western Australian Planning Commission	
Plans for 2022/23	Will be delivered within existing budget resources	

Heritage Awards	2021/22 expenditure $0	Complete
A biennial Heritage Awards ceremony to celebrate and incentivise management of the City's heritage buildings by the community		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Inglewood Oval/Hamer Park Redevelopment	2021/22 expenditure $2,939,403	Behind schedule
This project will include refurbishment and redevelopment of Moyle Pavilion and construction of new Hamer Park clubrooms		
Progress in 2021/22	Practical completion of Hamer Park Clubrooms and Moyle Pavilion was achieved February 2022 Demolition of old Hamer Park Club rooms completed June 2022	
Plans for 2022/23	Car park upgrade on track to be completed July 2022	

Lighting Condition Audit	2021/22 expenditure $41,139	Complete
External assessment of City's 3,000 lighting assets		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Local Planning Scheme – Local Planning Scheme No. 4	2021/22 expenditure $0	Behind schedule
To prepare a new Local Planning Scheme No. 4 and an associated policy manual to meet the City's statutory obligations under the Planning & Development (Local Planning Schemes) Regulations 2015 and the City's Local Planning Strategy		
Progress in 2021/22	Milestones have been delayed to enable Western Australian Planning Commission feedback	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Parking Policy Review	2021/22 expenditure $0 – fully reserve funded	Behind schedule
To survey parking needs in local and neighbourhood centres		
Progress in 2021/22	Majority of milestones met Report to Council for endorsement delayed due to State Government reform implications being assessed	
Plans for 2022/23	Will be delivered within existing budget resources	

Redevelopment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood	2021/22 expenditure $492,057	On track
To redevelop and upgrade an ageing facility to meet the current and future needs of the community		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Robinson Reserve Master Plan Implementation	2021/22 expenditure $284,091	On track
To replace existing clubroom and changeroom buildings to comply with the latest building standards and meet the current and future needs of the clubs		
Progress in 2021/22	Detailed design completed Demolition of existing construction completed	
Plans for 2022/23	Practical completion of clubroom and changeroom on track for November 2022	

Scarborough Beach Redevelopment Normalisation	2021/22 expenditure $7,765	Behind schedule
This initiative will facilitate the handover of planning control of the Scarborough Beach Redevelopment area to the City, including amendments to Local Planning Scheme No. 3		
Progress in 2021/22	Milestones have been delayed to enable engagement with Development WA	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Stephenson Avenue Extension	2021/22 expenditure $0 – fully grant funded	Complete
Design and construction of the extension of Stephenson Avenue		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Stirling City Centre – Osborne Park Precinct Plan	2021/22 expenditure $0	Delayed to future year
To deliver a local development plan that will identify built form guidelines, new road connections and sites for a primary school and public open spaces		
Progress in 2021/22	Project deferred to 2022/23	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Subdivision Development Works	2021/22 expenditure $0 – fully reserve funded	Behind schedule
This project includes subdivision of the City's landholdings in Scarborough (Bazar Terrace), Westminster (Edale Way) and Yokine (Virgil Avenue) into individual residential lots for disposal		
Progress in 2021/22	Project delayed to due COVID-19 impacts	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Trackless Tram Business Case	2021/22 expenditure $0 – fully grant funded	On track
The business case will be developed to identify planning and funding options required to implement a trackless tram from Glendalough Rail Station to Scarborough Beach		
Progress in 2021/22	Majority of milestones met with some delays Consultant engaged and draft business case completed	
Plans for 2022/23	Endorsed business case on track to be completed August 2022	



Key result area: Liveable neighbourhoods

Outcome B1: Places to live, work and enjoy

Objective B1.1: Plan to create unique and liveable neighbourhoods and places

The City of Stirling is recognised for its tree-lined streets, well-planned neighbourhoods and a network of vibrant local centres. In line with our ongoing strategic intent to create 'liveable neighbourhoods', the City of Stirling's overall focus is to improve the quality of our suburbs and local centres to improve liveability within the City. To do this, the City plans carefully so that it creates a local environment where people can easily meet their education, employment, recreation, service and consumer needs within a reasonable distance of their home. Our approach includes consolidating predicted growth in centres and corridors to reduce the impact of our activities on the natural environment.

With the above in mind, the City remains dedicated to delivering high-quality urban places and spaces for people who choose to live, work and take enjoyment in our unique area. The City invests significant time and resources to plan for this outcome and is focused on increasing investment, local jobs and growth in corridors and centres around transportation links.

The City is also guided by major State Government strategies such as:

- Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon
- State Sustainability Strategy 2050
- Perth and Peel @ 3.5 million.

These strategies underline the need to explore and plan for new urban growth opportunities through identified urban infill targets. They also provide direction for the development of vibrant new communities within connected cities.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'plan to create unique and liveable neighbourhoods and places':

- Prioritise growth in local activity centres and corridors
- Plan for places that reflect their own unique character and heritage close to services and amenities
- Facilitate housing choice for our diverse community
- Provide and maintain safe, accessible open spaces for community liveability.

What has happened during 2021/22?

Herdsman Glendalough Structure Plan

The Herdsman Glendalough Structure Plan was re-advertised in 2021 and was endorsed by Council on 17 August 2021. The documents were subsequently sent to the Department of Planning for final approval in September 2021. The Department of Planning has advised that the Herdsman Glendalough Planning Framework should be adopted with the City's new Local Planning Scheme (Local Planning Scheme No.4), which is currently being developed. The City has been dealing with many enquiries for development in this strategically located area. This has been stimulated by Council's decision to endorse the structure plan, which has significantly increased development potential.

Public parking management

The City has prepared a draft parking plan of the Mirrabooka Town Centre. However, before this is adopted, a review will be undertaken of the City's Parking Strategy, which was adopted in 2009. The Parking Strategy is scheduled to be completed in the 2022/23 financial year.

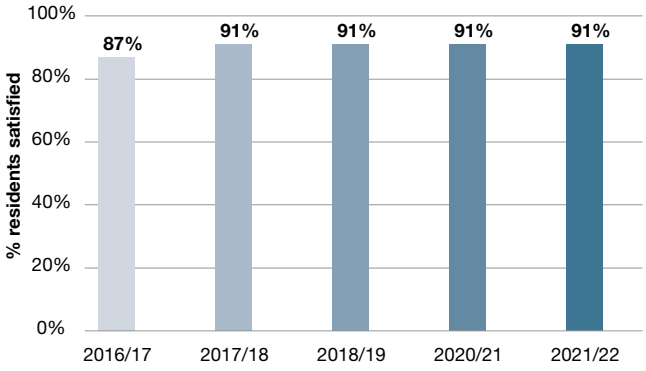
Stirling City Centre – Osborne Park Precinct Plan

The Osborne Park Precinct Plan will be deferred to a future year pending the completion of the City's new Local Planning Scheme (Local Planning Scheme No.4).

Local Planning Scheme No.4

Local Planning Scheme No. 4 has progressed throughout the 2021/22 financial year. A draft scheme text and map has been completed. During the period of development, many changes have been implemented through the State Government Planning Reform initiative. This has implications for planning instruments such as local planning policies and local development plans. All of these will now need to be integrated with the new planning scheme. This has increased the scope of the project beyond that originally anticipated. The new scope will be developed in consultation with the Department of Planning in the first and second quarters of the 2022/23 financial year.

Figure 23: Satisfaction with services and facilities in local neighbourhoods



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

Metropolitan Region Scheme

The City has been working in close collaboration with the Department of Planning, Lands and Heritage to remove the Mitchell Freeway Reserve from various properties in the Herdsman Glendalough area, and to transfer the existing planning control area on Scarborough Beach Road into the Metropolitan Region Scheme. This will be a major milestone for the Herdsman Glendalough area and will help to achieve long-term transport goals for the Scarborough Beach Activity Corridor, Australia's largest urban regeneration project.

Affordable Housing Policy

The City developed a local planning scheme policy for affordable housing over the 2021/22 year. The policy requires developments of 20 or more dwellings in the planned growth areas of Stirling City Centre and Herdsman Glendalough to include affordable housing that is sold at cost to approved housing providers. Increased development potential can be supported on site to offset any loss of profit margin.

The policy is the first of its kind for a local government in Western Australia and one that is intended to facilitate the delivery of diverse, sustainable and connected communities within the City of Stirling. The policy has been advertised for public comment, and once advertising is completed, the outcomes of the consultation process will be reported back to Council.

Karrinyup Activity Centre

Karrinyup Activity Centre underwent significant change recently with the expansion of the shopping centre and various approvals granted for higher-density living on the shopping centre site. The Karrinyup community raised concerns over the development of the centre and requested through a motion to Council that the City develop a community engagement strategy to determine a new planning framework for the centre. The motion was endorsed by Council in August 2021. The City conducted community engagement in 2021/22, holding a vision workshop, design workshop and online engagement with the community in which 227 community members participated. Input from the community forms the draft planning framework that is being prepared in 2022. This will ensure the Karrinyup Activity Centre evolves to provide a diverse range of housing and employment opportunities in line with The Perth and Peel @3.5million State Government planning strategy and the City's Local Planning Strategy.





Heritage Awards

The City established the biannual History and Heritage Awards in 2003 to recognise the efforts made by individuals and community groups in the pursuit of conserving the City's history and heritage.

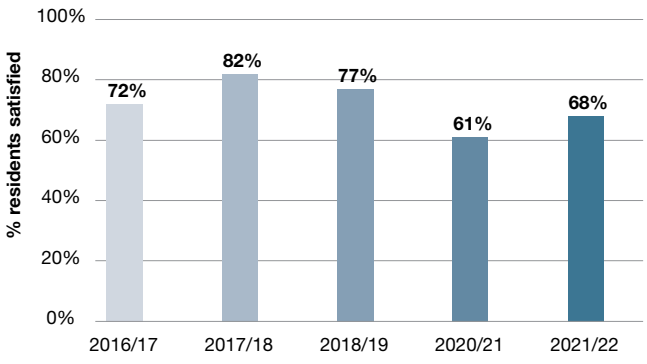
A club dedicated to highlighting Italian migrant history, a group focused on heritage protection, a local scout hall and a historical author have all been recognised in the City of Stirling's History and Heritage Awards 2022.

Announced in a ceremony at Mount Flora Museum on Wednesday 29 June, the awards recognised the conservation efforts made by individuals and groups through local stories, families, research and events.

High commendations were awarded to the Mount Lawley Society and the Vasto Club. The winner of the Education and Promotion of History and Heritage category was the Tuart Hill Yokine Scout Hall, with author Chris Holyday receiving the Barrie Baker Special Recognition Award.

The frames of the awards were kindly created by the Stirling Community Men's Shed using recycled jarrah that was once used as picket support for new trees and shrubs in City of Stirling parks. Figure 24 presents the community's satisfaction with the City's heritage management. It is pleasing to note that satisfaction has increased slightly in 2022 to 68 per cent. However, the City will continue to focus on this important area as there has been a considerable reduction in overall satisfaction when compared to previous years.

Figure 24: Satisfaction with the City's heritage management



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

Mirrabooka Town Centre

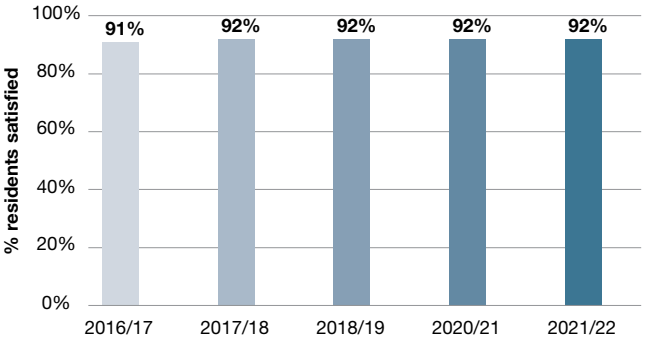
Mirrabooka Town Activity Centre Plan received approval by the Western Australian Planning Commission in November 2021. The aim of the plan is to improve the diversity of the town's housing and retail offerings through broad rezoning and the introduction of diverse land uses into the area. Development is being facilitated by newly created and upgraded streets that are identified in the Activity Centre Plan as the focus for the town's retail and social activities. Two significant developments are already complete in the town, and a five-storey mixed-use development on the corner of Milldale Way and Sudbury Rd is nearing completion. The Mirrabooka Town Activity Centre Plan will continue to guide the evolution of the centre over the coming decade to ensure it provides a diverse range of housing and employment opportunities in line with Perth and Peel @3.5million and the City's Local Planning Strategy.

Better Suburbs

Amendment 109 of Local Planning Scheme No.3 was gazetted on 21 July 2021 to rezone land within and adjacent to the neighbourhood centres of Nollamara, Balga Plaza and Mirrabooka Village. The Neighbourhood Centre Local Development Plan was subsequently approved by the Western Australian Planning Commission in October 2021.

City officers are continuing to work with the Department of Planning, Lands and Heritage to prepare the appropriate planning framework to manage development within local centres and along urban corridors within the project area. This will form part of the City's new Local Planning Scheme (Local Planning Scheme No.4), which is currently under development.

Figure 25: Satisfaction with the local neighbourhood overall



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

Main Street

Planning Scheme Amendment No.112 was referred to the Western Australian Planning Commission in April 2021. Along with the Main Street Local Development Plan, the amendment implements the Main Street Urban Design Strategy (2020). The City received advice on 30 June 2022 that the amendment has been supported with some minor amendments. This clears the way to gazette the amendment and finalise the planning framework for the centre. The City continues to implement a number of physical works and improvements identified in the Urban Design Strategy.

Planning reform

The State Government continued with its reform to the Western Australian planning system, advertising amendments to the Planning and Development (Local Planning Schemes) Regulations 2015 and Planning and Development (Development Assessment Panels) Regulations 2011, in February 2021. The Department of Planning, Lands and Heritage engaged with stakeholders in April 2022 on an amendment to R-codes, the draft medium density code that seeks to improve the design quality of medium-density housing for Western Australians. City officers continued to be involved in the various reform working groups.

Planning and building within the City

In line with statutory requirements, the City operates a planning and building assessment team to assess and determine development applications and to issue building permits. This is required to control the construction, occupation and demolition of buildings and incidental structures through the granting of building, demolition or occupancy permits and building approval certificates. The City is also obliged to investigate compliance-related matters in accordance with provisions of the *Planning and Development Act 2005*, Local Planning Scheme No.3, the *Building Act 2011* and the Building Regulations 2012. This ensures that a high level of amenity is maintained in the built environment by achieving adherence to approval requirements and standards in construction.

A number of activities have been undertaken this past year in order to ensure the City is providing the best customer service. This has involved an end-to-end assessment of applications to identify opportunities for improvements.

The City continues to receive a range of development applications for residential, commercial, mixed use, change of use and industrial applications. The City received a total of 1,919 development applications and 3,040 building permits were lodged during the 2021/22 financial year. Additionally, 161 applications for occupancy permits were processed. The estimated value of building works for permits issued within the City was $671,760,120.

The Building team is currently undertaking a project aiming for a full electronic lodgement system for demolition, occupancy and building approval certificate applications, similar to that currently available for both certified and uncertified building permit applications. We envision this digital transformation will improve our efficiency with handling and processing applications, in addition to making it easier for our customers to lodge their applications and pay the applicable fee.

Major applications approved during the 2021/22 year included:

- Numerous medium-density developments across various suburbs in the City of Stirling
- A total of 20 Development Assessment Panel applications ranging in estimated construction cost from $2 million to $150 million, with key applications as follows:
  - Partial demolition and additions to The Governors of Hale School
  - Additions and alterations to John Septimus Roe Anglican Community School
  - Additions and alterations to North Metropolitan TAFE (Balga Campus)
  - A mixed-use development (up to 24 storeys) for 270 multiple dwellings and commercial tenancies at Karrinyup Shopping Centre
  - A four-storey mixed-use development for seven multiple dwellings, commercial and cafe tenancies in Trigg
  - An industrial development on Kenhelm Street in Balcatta for two warehouses
  - An industrial development on Roberts Street in Osborne Park for 11 warehouses and one office
  - Additions to an existing community-purposes building and new childcare premises on Woodrow Avenue in Yokine
  - Three new childcare premises in Wembley Downs, Yokine and Dianella
  - A childcare premises and three grouped dwellings on Glendale Avenue in Hamersley
  - Additions and alterations to Westfield Innaloo
  - An amendment to the approved drive-through fast food outlet at Stirling Central Shopping Centre
  - An amendment to the approved major expansion of Karrinyup Shopping Centre
  - An amendment to an approved retirement complex on Gemstone Boulevard in Carine
  - An amendment to an approved commercial development (shop and café) on Beaufort Street in Inglewood
  - An amendment to an approved multi-storey office development on Walters Drive in Osborne Park
  - An amendment to an approved motor vehicle showroom and repair on Scarborough Beach Road in Osborne Park
  - An amendment to an approved residential development (six grouped dwellings and 24 multiple dwellings) on Field Street in Mount Lawley.
- Completion of the extension to Karrinyup Shopping Centre
- Granting of building permits for the following significant developments:
  - Significant expansion of a car dealership on Scarborough Beach Road
  - A new three-storey art centre and school in Karrinyup
  - A seven-storey mixed-use and apartment development in Scarborough
  - An eight-storey residential apartment complex in Scarborough
  - A new three-storey mixed-use building comprising retail, carpark and early childhood centre tenancies.
- Major developments completed during 2021/22 included:
  - Construction completed in June 2022 on the conversion of the existing St John Ambulance facility on Scarborough Beach Road, Osborne Park, into a medical centre
  - Construction completed in May 2022 on a 12-storey office development on Walters Drive in Osborne Park, within the Herdsman-Glendalough Structure Plan area.
  - Construction completed in March 2022 on a new clubroom building in the City's Hamer Park Reserve in Mount Lawley.
  - A new petrol station and two stores completed in November 2021on a portion of the Northlands Shopping Centre site in Balcatta.

Land subdivision

Over the last year, the City processed a total of 454 applications, consisting of 254 Western Australian Planning Commission referrals and 200 clearance requests from customers. The large number of subdivision applications dealt with by officers were responded to and issued in a timely and efficient manner, with a high level of customer service provided throughout these processes.

Preliminary planning and design advice

The City processed over 178 pre-lodgement applications during the 2021/22 financial year, a number of which were referred to the City's Design Review Panel (DRP) advice service. During this period, the City provided pre-lodgement advice to customers on the following development types:

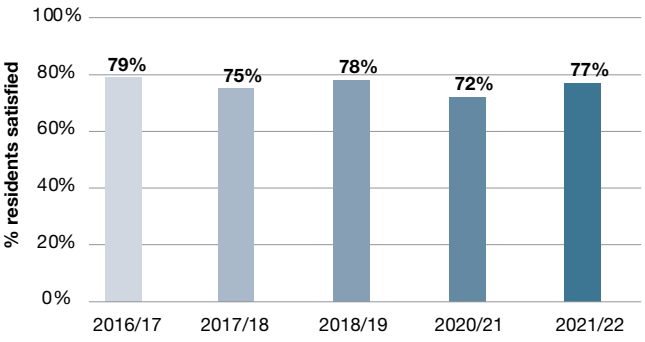
- Land subdivision
- Residential additions
- Single house proposals
- Grouped dwelling developments
- Mixed-use developments
- Multiple-dwelling developments
- Commercial applications
- Industrial developments
- Change-of-use applications
- Local development plans
- Local structure plans
- Department of Communities proposals.

Parking Policy review

A key objective of the Small Business Friendly Approvals Project is to ensure the City's planning framework is simple, speedy and service focused. This objective was central to the review of the Parking and Access Local Planning Policy

In June 2022, Council considered an evidence-based draft Parking Policy which builds on previous bodies of work to simplify and streamline the City's parking requirements. This work has informed similar planning for parking at the state level, and, where appropriate, removes parking requirements as a barrier to development. This helps small-business owners when they want to change how they use their properties. Through our annual residents' survey we gauge our community's satisfaction with our provision of parking bays and spaces across the City. Prior to 2022, the survey question was broadly focused on the provision of public parking, but the question was slightly amended in 2022 to focus specifically on bays and spaces. Figure 26 provides the five-year trend in relation to parking, with the question relating to public parking being reported for the years prior to 2021/22 for additional reference.

Figure 26: Satisfaction with the City's supply of parking bays or parking spaces



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

Scarborough Beach Redevelopment Area Normalisation

The City has been undertaking the preparatory work to enable the normalisation of the Scarborough Redevelopment Area, which is the process of handing the planning control of the area back to the City.

Council has considered the draft planning framework needed to bring about normalisation, and this will be advertised for public comment in June 2022. As part of this process, the City will engage with the community to inform the planning framework that will be handed back to the City.

Normalisation is expected to take place in late 2022 or early 2023.

Trees and development

The City's Officers are working on a number of initiatives aimed at encouraging the preservation and protection of existing tree canopy cover on private land, while also requiring more trees to be planted when land is developed.

The first initiative is aimed at delivering a key action of the City's Urban Forest Plan, adopted by Council on 16 April 2019, as it relates to trees on private land. This action requires the City to 'enable residents to voluntarily register trees on their land' and 'assist residents to maintain, manage and care for registered trees'.

To enable this, Council at its meeting on 3 May 2022 resolved to prepare a voluntary Protected Tree Register for trees on private land for the purpose of public advertising. It is anticipated Council will consider submissions received on this proposal before the end of 2022.

Secondly, the City's officers will be reviewing the City's Trees and Development Local Planning Policy. This policy forms part of the framework for requiring trees to be provided on private land when land is developed. This policy review will also be completed before the end of 2022.

Stirling Fast-Track (development applications)

The Development Services team has been working hard to develop a bespoke Fast-Track development application stream for residential development applications in the City. The team has developed this Fast-Track process throughout the 2020/21 financial year and it will be launched in the final quarter of 2022. This process will enable residents and applicants to obtain development approval for the vast majority of residential development across the City within 28 days. The City is proud to have worked in collaboration with the Master Builders Association of Western Australia and the Housing Industry Association to develop this application stream to benefit and streamline the City's development application processes.



Private swimming pools

With over 6,500 swimming pool and spa barrier inspections conducted during the 2021/22 financial year, the City continues to contribute towards a reduction in accidental drowning around swimming pools and spas.

The introduction of RMS Release 8 – Verge and Pools in 2021/22 enabled residents to book swimming pool/spa inspections online. This provided greater flexibility for residents, providing 24-hour access to an online booking system rather than having to contact the City during business hours. The City's swimming pool inspectors are now able to undertake fully mobile inspections from the field. They can access documents, record assessments, book follow-up inspections and provide residents with assessment outcomes immediately. This has greatly improved efficiency and effectiveness while also providing residents with a better customer experience.

The COVID-19 pandemic resulted in some inspections being unable to be undertaken due to the isolation requirements of some swimming pool/spa owners and swimming pool inspectors. This resulted in the City being unable to meet all KPI targets during the year. However, the City continued to engage via other methods to ensure compliant barriers were being maintained.

Verges and crossovers

Engagement with the various customers who are provided this service continued throughout the year. The City decided to merge the verge bond and tree bond, which has provided applicants with more clarity around costs and sped up the processing of applications. RMS Release 8 – Verge and Pools has allowed verge officers to be completely mobile, improving application processing time and allowing officers to spend more time on the road. These two initiatives have improved the overall customer experience and ensured a safer built environment. Quick approval turnaround times continue to be maintained and have assisted residents and builders to progress with their projects. The continued engagement with key representatives from the Master Builders Association WA allows the City to remain connected to the industry and identify further opportunities to build relationships and deliver service improvements.

Looking forward

With the objective of creating liveable neighbourhoods, the City will continue with a number of planning projects that were delayed in 2021/22. These include the new Local Planning Scheme No.4, the Scarborough Beach Redevelopment Area Normalisation and finalising the Herdsman Glendalough Structure Plan.

The City has been working in close collaboration with the Department of Planning, Lands and Heritage to remove the Mitchell Freeway Reserve from various properties in the Herdsman Glendalough area, and to transfer the existing planning control area on Scarborough Beach Road into the Metropolitan Region Scheme. This will be a major milestone in 2022/23 for the Herdsman Glendalough Area and will help to achieve long-term transport goals for the Scarborough Beach Activity Corridor, Australia's largest urban regeneration project.



Table 9: Performance in processing applications and inspections

	2018/19	2019/20	2020/21	2021/22
Percentage of development applications processed within regulatory time frames	81%	77%	76.80%	96.70%
Percentage of building permit applications processed within regulatory time frames	Certified 99.39% Uncertified 99.74%	Certified 99.56% Uncertified 99.70%	Certified 99.35% Uncertified 99.3%	Certified 99.58% Uncertified 99.85%
Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements	100%	99.42%	98.40%	86.20%
Percentage of crossovers, verge permit and verge treatment applications determined within 10 working days	100%	100%	100%	100%

*Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements is 86.20 per cent for 2021/22, as 552 inspections were delayed due to COVID-19 restrictions and isolation requirements for both residents and swimming pool inspectors. Of these 552, only six pools/spas were still overdue by the end of the financial year. This equates to 99.95 per cent of inspections completed.



Key result area: Liveable neighbourhoods

Outcome B2: Accessible and connected City
Objective B2.1: Connect the community through integrated transport and networks

The City of Stirling is committed to providing and maintaining the infrastructure to enable a high-quality and safe urban life with sustainable transport solutions, safer roads and parking availability.

The ongoing maintenance of over 1,000km of roads and over 900km of footpaths is achieved through comprehensive planned maintenance works programs in accordance with state legislation and national standards.

Ensuring the safety of all road users is paramount to the City's management of the road network. To promote safe and consistent traffic management, the City applies local area traffic management, which is a combination of physical measures aimed at slowing vehicle traffic on local roads, thereby reducing the risk of crashes; changing driver behaviour; and improving conditions for vulnerable road users such as pedestrians and cyclists. The City's Traffic Management Policy warrants that funding is allocated to the highest-priority locations that lead to identifiable safety improvements.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective 'connect the community through integrated transport and networks':

- Provide and maintain safe, accessible roads, parking, cycle ways and pathways
- Advocate for improved public transport options to enhance activity.

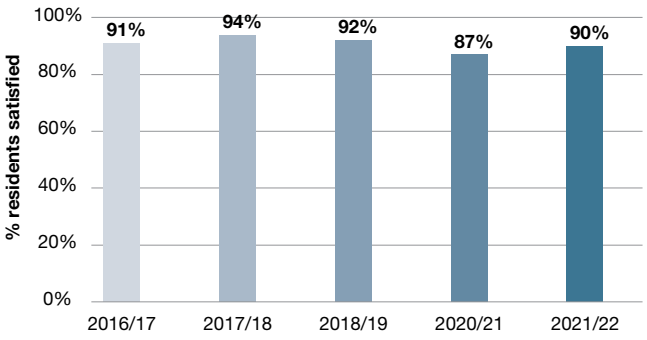
What has happened during 2021/22?

Capital works

The City resurfaced 26 road sections in 2021/22 as part of the ongoing capital works program. Benefits include maintaining the service life of these roads, improved stormwater run-off, increased stopping/braking capability and reduced road noise. The City maintains very high levels of community satisfaction with the provision and maintenance of its road network as displayed in Figure 27.

The City's implementation of the Rights of Way (ROW) Management Strategy has continued, with $3.6 million-worth of upgrades to seal roads, install drainage and install energy-efficient LED street lighting in the City's ROWs.

Figure 27: Satisfaction with the City's provision and maintenance of roads



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

The City's survey team has completed 52 feature surveys and 17 service location surveys in the last financial year for both engineering and parks projects. These surveys provide the basis to develop the design of improvements to City infrastructure. The team has also set out 48 construction jobs to assure that the works are completed as intended. These range from a single visit to set out relocated football goals to the setting out of major drainage works lasting several months and numerous visits. The licensed surveyor completed 31 cadastral surveys, ranging from determining where the road boundary lies in relation to a tree for responsibility purposes to lodging deposited plans with Landgate to warn of buried asbestos on a title.

The City's roadworks traffic management team reviewed and approved 983 traffic management plans, issuing site access authority permits to external contractors. The team also undertook 65 traffic management audits on various worksites, checking on compliance and approved works. The team supplies services to all business units across the City, and also attends to emergency works throughout the City during times of need.

The City successfully carried out the $20 million construction of phase 1 of the Stephenson Avenue Extension Project, which extends approximately 700m north of Scarborough Beach Road to Sarich Court. The Stephenson Avenue Extension Project reached practical completion in February 2022 in time for Main Roads WA to continue with phase 2 (connection to Mitchell Freeway). In March 2022, the City received two awards from IPWEA for this project – Excellence in Road Safety Projects and highly commended Best Metropolitan Public Works Project Greater than $5 million.

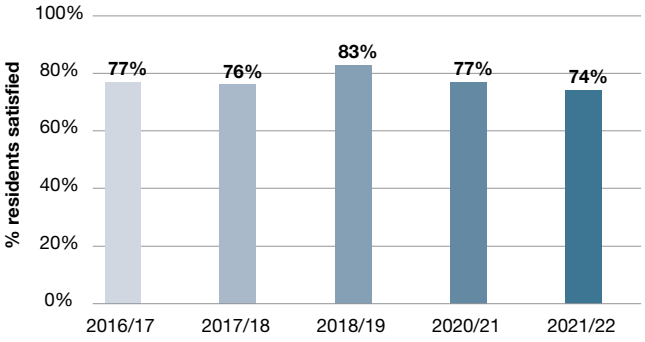
The City and Main Roads WA have been working collaboratively on the Urban Road Safety Program (URSP) to implement low-cost road safety treatments on an area-wide basis in Mount Lawley. This followed on from a similar pilot project in Joondanna and Osborne Park last year. The project was fully funded by the State Government, and the City's engineering operations team delivered the project in 15 different locations by the end of financial year. The implementation of this project will reduce the frequency and severity of crashes and significantly improve safety for the community in the area.

In a challenging year with COVID-19 restrictions and material supply shortages, the ongoing drainage mitigation and upgrading works program for 2021/22 has successfully delivered approximately 1 km of concrete pipes within the City. Along with the installation of numerous underground stormwater tanks and associated pits, these upgrades have allowed for an increase of stormwater storage capacity to help alleviate the flooding issues that have been experienced in several areas throughout the City.

The City received over $3 million in Federal and State Government grants through the Department of Infrastructure and Regional Development's Roads 2 Recovery Program, Main Roads WA's Metropolitan Regional Road Group program and the state and federal Black Spot Programs. Key projects included road rehabilitation for sections of Alexander Drive, Beach Road and Main Street, as well as road safety treatments at St Brigids Terrace Grand Promenade and Eighth Avenue/John Street.

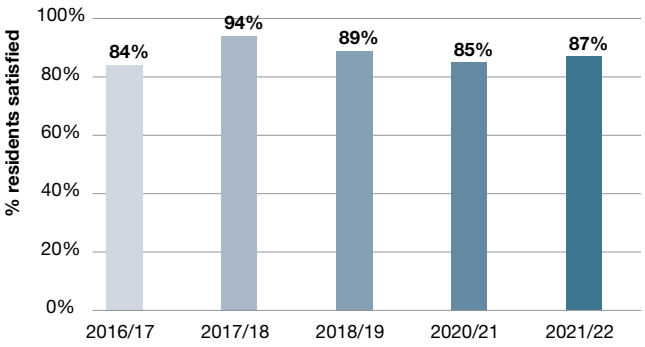
The City continued its implementation of the Strategic Footpath Program, with approximately 3 km of new footpaths constructed throughout the City during the 2020/21 financial year. These footpaths play an essential role in providing accessibility to all users within local neighbourhoods, and in encouraging greener modes of transport (walking, cycling, public transport). Figures 28 and 29 provide results from our residents' survey in relation to our cycle ways and pedestrian ways and we will continue to focus on our strong performance across these areas.

Figure 28: Satisfaction with the City's provision and maintenance of cycle ways



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

Figure 29: Satisfaction with the City's provision and maintenance of pedestrian ways



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



Transport

- There has been an increase in the number of reported crashes on all roads in the City of Stirling for the first time since 2010. The value is consistent with the value from 2019. There was a significant drop in crashes in 2019 due to reduced traffic volumes on our roads. Despite the overall increase, the number of serious injury crashes (involving fatalities, hospitalisation and medical treatment) has reduced. The City strives to ensure it contributes to road safety in the City of Stirling through appropriate design and planning. Figure 30 presents our community's satisfaction trend for traffic calming and road safety across the City.

Table 10: Road traffic accidents

Number of reported road traffic accidents in the City					
Year	**2017**	**2018**	**2019**	**2020**	**2021**
	3,227	3,092	2,823	2,479	2,870

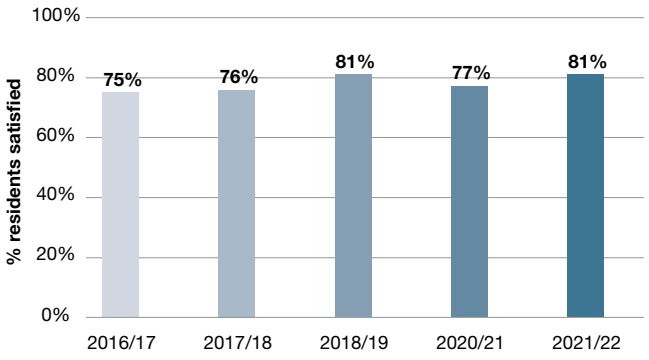
- There has been a reduction in the (eighty-fifth percentile) travel speed recorded on local access roads in the City of Stirling for the sixth consecutive year, reducing to 47.2 km/h.

Table 11: Travel speed on local access roads

85th percentile speeds on 50 km/h local access roads in the City					
Year	**2017**	**2018**	**2019**	**2020**	**2021**
	48.9	48.8	48.7	48.3	47.2

- The City successfully gained two road safety grants totalling $3,100 for a Bike Week WA 2021 grant to run a Bicycle Ready Workshop and a National Road Safety Week 2022 grant to run a Tuned up for What and Ride Right workshop.
- Several road safety workshops were held throughout the year, including three Tuned up for What youth road safety workshops, three Ride Right motorcycle masterclasses and two Bicycle Ready cycling workshops.
- Educational presentations have been held on road safety at nine community events (including the large-scale Wembley Downs Fair, Paw-some Day Out and Osborne Park Show) with approximately 600 direct educative interactions with community members throughout the year.
- Trials of various traffic management treatments in the Churchlands Green residential estate were completed, with over two years of community engagement. Council approved the implementation of right turn restrictions at the intersection of Pearson Street and Alumni Terrace, which are aimed at reducing the very high proportion of non-local traffic through the estate.
- Coastal access works have been delivered with the reconstruction of the Mettams Pool main access ramp, which involved the installation of approximately 450 geotextile sand containers (GSCs). The works assisted in maintaining the facilities and stabilising the back shore area. In addition, sand nourishment works were undertaken in November 2021 by delivering 5,000m^3 of sand from south of Trigg Beach to Mettams Beach. This remediation treatment helped to support the backshore area and provide stability to the banks alongside the coastal recreational shared path.
- The City initiated a 12-month trial with a business operator for the use of eScooters within the areas of Scarborough, Trigg, North Beach, Watermans Bay, Karrinyup, Innaloo and Stirling. Since launching the trial in February 2022, eScooters have been embraced by the local community, with over 100,000 rides having taken place and over 40,000 user sign-ups to date. While ridership began to stabilise in April and May after the peaks observed over the launch period, the full seasonal trends are not yet known within the operating area. Positive journey trends have been observed showing first- and last-point connections with train stations, particularly Stirling Station along Moorland Bike Boulevard, as well as lengthy leisure trips along the coastline utilising the fantastic shared paths in the trial area. See more information in the case study included on page 126.
- The City and Western Power have commenced a pilot project for Scarborough under the Network Renewal Underground Power Program (NRUPP), which is expected to be completed in March 2023. This program is similar to the State Underground Power Program (SUPP) in the replacement of existing overhead infrastructure with more reliable underground infrastructure and new street lighting. However, the pilot project has been selected based on the criticality of the existing ageing infrastructure in that area.

Figure 30: Satisfaction with the City's provision of traffic calming and road safety



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

Maintenance

As part of the City's ongoing maintenance works and programs, the City has:

- Utilised its road sweepers to sweep 1,081 km of roads a minimum of three times a year
- Undertaken inspections for 25 km of the City's drainage network utilising CCTV technology
- Undertaken inspections and maintenance on 1,105 km of footpaths and cycleways
- Undertaken inspections and maintenance on 146 drainage sumps twice a year
- Undertaken inspections and maintenance on 290 off-street car parks twice a year
- Undertaken inspections and maintenance on the City's 323 public access ways (PAWs) and 289 rights of way (ROW) twice a year
- Undertaken and completed 6,150 maintenance requests, including 1,610 path requests and 970 drainage requests.

The City has completed its first stage of glyphosate reduction in the road reserve. Weed control in 66 per cent of the road reserve is now managed utilising hot steam spray. Hot steam is now sprayed on all sensitive areas (in front of schools, aged care centres, hospitals, shopping centres and childcare centres). From next financial year, glyphosate will only be sprayed on the kerb and road traffic islands that are not in sensitive areas. Steam spraying will be expanded to include all paths immediately behind the kerb. This will add a further 10 per cent of the road reserve not being sprayed with glyphosate.

The City is overseeing an increasing amount of work on its road reserves by external agencies where it does not have direct control. Key projects have included:

  - » Water Corporation Pipes for Perth drainage project along Beaufort Street, north of Walcott Street
  - » Main Roads WA works at key intersections, including Wanneroo Road and Morley Drive, and Karrinyup Road and Cedric Street.
- Main Roads WA works on the principal shared path network along the freeway, particularly involving closures and diversions at the Karrinyup Road interchange
- Atco gas mains installation in Grand Promenade, Elsegood Street, Lancaster Street and Wordsworth Avenue.

Stephenson Avenue Extension

The Stephenson Avenue Extension project forms part of the City's broader plan to transform the Stirling City Centre into a strategic metropolitan centre. The construction of this project continued throughout 2021/22, with the completion of the first section of the project up to Oswald Street achieved prior to Christmas 2021 and the full project achieving practical completion in February 2022. The project installed two WA-first elevated traffic signalised intersections with support from Main Roads WA. The project has been awarded for excellence by the Institute of Public Works Engineering Australasia's Western Australian Division (IPWEA WA). Phase 1 of the project won the category for Excellence in Road Safety Projects and was highly commended in the Best Public Works Project Greater than $5 Million (metro) category in March 2022.

Looking forward

The City will commence stage 2 of its Glyphosate Reduction Program, which aims to reduce glyphosate usage by at least 80 per cent by 2025. The control of weeds within the road reserve (along roads and footpaths) has been largely addressed by the use of glyphosate, with steam spraying used in a number of sensitive areas such as schools, aged care facilities and major shopping precincts. The program will look to increase the use of steam spraying across larger areas of the road reserve to achieve the target.

The City has progressed with the aspirational long-term cycle network, which was endorsed by Council in November 2020 by collaboratively working with the Department of Transport in the feasibility of the Hector Street Safe Active Street project. The City engaged with over 4,000 residents along and near the proposed safe active street route, which stretches in stage 1 from Osborne Park to Yokine. Ultimately subject to further community engagement, the route has the potential to connect to the principal shared path along the railway line near Mount Lawley.

To promote accessibility and connectivity in the City, the Stephenson Avenue Extension Project will continue in 2022/23. Phase 2 is being delivered by the S2M Alliance and will connect the recently completed phase 1 component with a new freeway interchange and connection to Cedric Street.



Key result area: Liveable neighbourhoods

Outcome B3: Built infrastructure that meets community needs
Objective B3.1: Ensure our assets meet future community needs

The provision and maintenance of high-quality assets and associated services is at the heart of the City of Stirling's long-term commitment to its community. The City is proud to be a local government with a reputation for delivering exemplary facilities for its community. To achieve this, effective maintenance and development of our asset base is a core objective.

The City has a suite of asset management plans that outline how the City will deliver on this commitment. The fundamental purpose of these plans is to improve the City's long-term strategic management of its assets in context with community need and the available financial and human resources. As such, standards and service levels have been set within these plans in accordance with community needs, regulations, industry practice and legislation.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective 'ensure our assets meet future community needs':

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

What has happened during 2021/22?

The City's asset management plans undergo periodic review to ensure the City understands the long-term needs of providing appropriate infrastructure to the community in a sustainable manner. The City's asset management plans cover road, drainage, building, and parks and open space assets. A new addition to this suite of asset management plans is the Pathways Asset Management Plan, which was endorsed by the Executive Team in 2021/22.

To understand how the City's assets perform over time and to be proactive in providing safe, sustainable and quality community assets, the City conducts condition audits and defect inspections. In 2021/22, the City has undertaken a lighting condition audit for 1,045 lighting assets and asset defect inspections for over 1,000 km of road reserve. As a result of these inspections, approximately 2,770 work requests were generated.

To help to inform the City's Coastal Hazard Risk Management and Adaptation Planning (CHRMAP), Asset Management's GIS services were utilised to spatially locate the assets that would potentially be affected in different climate change and coastal erosion scenarios and to provide the details of those assets. This enabled the City to further understand and mitigate the effects of climate change on the natural and built environments within the coastal study area.

The City is required to complete valuations of certain assets for financial reports as per the Local Government (Financial Management) Regulations 1996 (17A). The City has completed management valuations for other engineering, reticulation and other parks and lighting asset classes for the 2021/22 financial year.

Historically, in line with the requirements of the Department of Local Government, Sport and Cultural Industries, the City has produced a series of financial ratios, some of which focused specifically on asset management. In June 2022, the department issued amendments to this requirement, removing the need for a local government's annual financial report to include:

- Financial ratios
- An auditor's opinion on financial ratios, significant adverse trends and indications of non-compliance.

For this reason, the City has not produced ratio results for the 2021/22 financial year. However, it was considered pertinent to report the historical position within this Annual Report for reference purposes, and these results follow.

Asset renewal funding ratio

$$\frac{\text{10-year Long-Term Financial Plan capital renewal expenditure}}{\text{10-year required capital renewal expenditure}}$$

Purpose

This ratio is a measure of a local government's ability to fund its projected asset renewal/replacements in the future.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

Standard is met if the ratio is between 75 per cent and 95 per cent (or 0.75 and 0.95). Standard is improving if the ratio is between 95 per cent and 105 per cent (or 0.95 and 1.05), and the asset sustainability ratio falls within the range of 90 per cent to 110 per cent, and the asset consumption ratio falls within the range of 50 per cent to 75 per cent.

Results

2017/18	2018/19	2019/20	2020/21	2021/22
0.8621	0.8831	0.9083	0.8521	N/A

The City of Stirling met the standard for local governments for all years measured.

Asset consumption ratio

$$\frac{\text{depreciated replacement cost of assets}}{\text{current replacement cost of depreciated assets}}$$

Purpose

This ratio measures the extent to which depreciable assets have been consumed by comparing their written-down value to their replacement cost.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

Standard is met if the ratio can be measured and is 50 per cent or greater (0.50 or greater). Standard is improving if the ratio is between 60 per cent and 75 per cent (0.60 and 0.75).

Results

2017/18	2018/19	2019/20	2020/21	2021/22
0.8702	0.8611	0.7581	0.7426	N/A

The City of Stirling met the standard for local governments for all years measured.

Asset sustainability ratio

$$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation expense}}$$

Purpose

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same time that its overall asset stock is wearing out.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

Standard is met if the ratio can be measured and is 90 per cent (or 0.90). Standard is improving if this ratio is between 90 per cent and 110 per cent (or 0.90 and 1.10).

Results

2017/18	2018/19	2019/20	2020/21	2021/22
1.0025	0.6808	0.6179	0.6254	N/A

For prior years the City did not meet the standard for local governments due to a significant increase in assets under construction, treatment of Rights of Way projects and some renewal expenditure being classified as an upgrade.

Inglewood Oval/Hamer Park Redevelopment

The City celebrated the official opening of the Moyle Pavilion and the Hamer Park clubrooms in April 2022 after over $6 million was invested into community sport through the construction of the two new facilities. The construction of Moyle Pavilion at Inglewood Oval and of the Hamer Park clubrooms, including provision of new sports floodlighting, new parking and new clubroom spaces for junior and senior AFL, baseball and cricket clubs has been a significant project for the City and the sporting clubs. The demolition of the old Hamer Park clubrooms will be completed in late 2022, with an overflow car park being constructed at this location.

More information on this is provided in the case study on page 148.

Robinson Reserve Master Plan Implementation

The project's detailed design was completed mid-2021 with the construction contract then awarded in December 2021. The existing clubroom and changeroom buildings were demolished in April 2022 and the construction of the new clubrooms is well underway, with completion scheduled for November 2022.

Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood – Redevelopment

Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood reopened on Thursday 21 April 2022, after stage 1 of the major refurbishment works was completed. The works involved retiling the internal pool concourse and reception area; major refurbishment of the indoor pools; upgrade of the indoor pool plant, changerooms and spa area; and LED lighting improvement. This was the first major refurbishment of the indoor facility since it opened in 2001.

Stage 2 of the works will commence in July 2022 and will involve a complete replacement of the current outdoor diving and eight-lane pools with one state-of-the-art L-shaped, heated 50m pool – made up of an extended 10-lane 50m and four-lane 25m pool space – and plant room upgrades. The unique design is based on the highly successful Stirling Leisure Centres – Scarborough Beach Pool configuration. The upgrades will also include the installation of a submersible swim wall and an accessible ramp, new filtration and disinfection systems, new outdoor seating and decking, a new outdoor shower area and landscaping, new LED lighting, water polo features and retiling of the separate learner's pool area.

The project will respond to increasing community demands and enable the centre's aquatic attendance to grow from approximately 250,000 visitations (outdoor pool only) to 330,000 visitations annually. Total centre attendance is projected increase to more than 700,000 visitations annually.

Works will require closure of the outdoor pool area from July 2022, with the expected reopening in November 2023.

Hamersley Public Golf Course Redevelopment

The City has completed the detailed design for the redevelopment of the golf pavilion and the driving range at Hamersley Public Golf Course. The project aims to enhance the golfing experience, including:

- Redevelopment of the golf pavilion with a modern, open and flexible design
- Construction of a new restaurant, multi-purpose function room, café/kiosk, alfresco area, toilets, pro shop, golf simulator room and administration as part of the new golf pavilion
- Upgrades to the existing carpark, including additional bays and improved access/egress from Marmion Avenue
- Improvements to paths and wayfinding for better movement between the golf pavilion, car park, golf course and driving range.

Due to the current construction industry market conditions, including high costs for civil and surging demand, the City made the responsible decision in March 2022 to postpone the Hamersley Golf Course Redevelopment project to ensure ratepayers receive value for money. The City will review its construction procurement strategy for this project later in 2022.

Minor course improvements have been undertaken in 2021/22, including upgrading the practice greens where required and tree pruning.

Recycling Centre Balcatta Redevelopment

The concept design and procurement documentation for the Recycling Centre Balcatta Redevelopment has been completed but the project was postponed due to construction industry market conditions. The City will review its construction procurement strategy for this project later in 2022. The City received works approval for the redevelopment project from the Department of Water and Environmental Regulation in May 2022.

Trackless Trams Business Case

The City engaged SMEC and its consultant team to deliver the Trackless Trams Business Case to improve public transport between the Glendalough Railway Station and Scarborough Beach along the Scarborough Beach Road corridor. The project has progressed well during 2021/22, working closely with the Federal Government and State Government transport portfolio.

The final Trackless Trams Business Case is expected to be completed by the end of 2022.

Lighting Condition Audit

The City conducts periodic condition audits for its infrastructure assets. In 2021/22 the City completed a lighting condition audit to ensure the City can provide its lighting services safely and sustainably to the community. The lighting condition audit consisted of 1,045 of the City's oldest and higher-risk lighting assets. Due to the nature of this project, a contractor was engaged to perform the audit. The results from this completed lighting condition audit will inform the City's future lighting projects and works.

Building renewal projects

The City undertook several building renewal projects that improved the functionality and condition of our community facilities, including:

- Balcatta Cricket Club facility
- Balga Cricket Club facility
- Stirling Community Centres – Nollamara.

Energy improvement

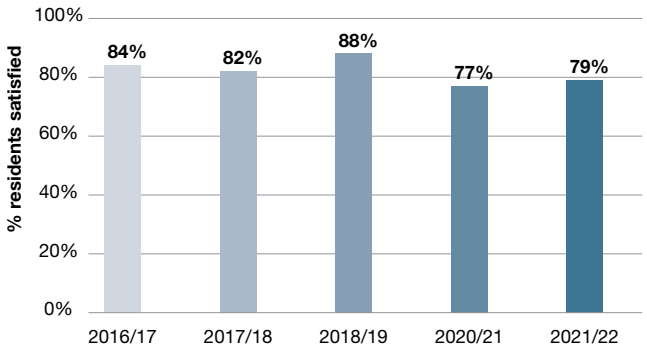
The City continues to improve its use of sustainable power and products to reduce our reliance on grid electricity.

Recent works include:

- External lighting replacements at the Operations Centre and Karrinyup Sports Centre
- Partial HVAC upgrade at Stirling Leisure Centres – Leisurepark – Balga with improved energy-efficient equipment.

Through its annual residents' satisfaction survey, the City is able to gauge general community satisfaction with its buildings, halls and toilets. Figure 31 below illustrates that almost eight out of 10 respondents stated that they are satisfied. The City will strive to provide high-quality facilities in line with community expectations, supported by sound asset management approaches.

Figure 31: Satisfaction with the City's community buildings, halls and toilets



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

Looking forward

The City is proud to have a reputation for delivering exemplary facilities and open spaces for its residents. The City will undertake several building renewal projects in 2022/23 to improve the functionality and condition of our community facilities, including:

- Carine Baseball Club facility
- North Beach Soccer Club facility
- Birralee Lower changeroom facility
- Greek Macedonian Club facility
- Scarborough Tennis Club.



Case study



Consultation, construction and celebration

In April 2022, the City celebrated the official opening of the Moyle Pavilion and Hamer Park clubrooms, following an upgrade that has resulted in a state-of-the-art and modern facility that will serve the needs of the community for years to come.

Consultation with local sporting clubs, stakeholders and nearby residents was first initiated in 2014 and was required to deal with the challenging issue of location choice as well as refurbishment finishes and the building's functional layout. Through the consultation process, it was clear that the community was highly invested in the final outcome and provided robust feedback that guided the decision-making process. One of the highest priorities of the community was to retain the leafy green natural environment currently enjoyed by non-sporting users, which was able to be achieved.

Over $6 million was invested in the construction of new facilities, which include a new clubroom, a kitchen and servery kiosk, exclusive storage for each club, player and umpire changerooms, office space and a vast veranda and spectator area. New sports floodlighting has also been installed to extend the use of active playing fields into the evening. The State Government contributed to this project, with $1.3 million in funding provided through the Department of Local Government, Sport and Cultural Industries, a major supporter of community sport and recreation facilities in Western Australia.

These facilities play an important role in helping people stay active, healthy, and connected and have been successful in meeting the clubs' needs. They provide a long-term and sustainable approach to supporting participation in community sport.



Key result area: Sustainability

The City of Stirling is committed to building a sustainable future for the community, protecting and improving the environment by using natural resources wisely, and reducing the impact of our activities on the environment. Sustainability is an overarching theme for the City and is a priority in all of our key result areas.

Community feedback received through surveys and workshops has outlined that sustainability should be considered a priority now and into the future. To meet these community expectations, the City has an ongoing commitment to sustain the City's natural resources and to ensure a greener City by creating and maintaining beautiful green spaces and streetscapes. Additionally, the City continues to focus on improvements in its waste management, energy use and water use. This focus is underpinned by dedicated plans to ensure meaningful and beneficial actions are undertaken.

To allow the City to focus specifically on its community's areas of interest, the overarching key result area of 'sustainability' has been separated into outcome areas as follows:

Outcome N1: Sustainable natural resources

Outcome N2: Greener City

The City has set objectives under each of these outcomes to ensure our activities are aligned to its vision. In the following section, we will report by objective on the key activities that the City has undertaken throughout the year, together with a variety of measures and statistics that enable us to understand our progress and performance.

Service performance

The City of Stirling has adopted a 'balanced scorecard' approach to measure the performance of its services across the four key areas of customer service, financial, human resources and quality. The City services that most directly contribute to the 'sustainability' key result area are outlined below.

Key

On track	✓
Below expectation	✸
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
City Trees	$5,975,125	✓	✓	✓	✓
Container Deposit Scheme	$142,937	✓	✸	✓	✸
Natural Areas	$1,007,302	✸	✸	✓	✓
Open Space & Parks Development	$859,914	✓	✓	✓	✓
Parks, Reserves & Streetscapes	$33,659,616	✸	✓	✸	✓
Resource Recovery	($2,038,369)	✓	✓	✓	✸
Sustainability	$708,735	✸	✓	✓	✓
Waste Collection	($2,555,266)	✸	✓	✸	✓

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

- ✸ Customer service – performance outside City targets in relation to response times to customer and/or Elected Member enquiries.
- ✸ Financial – performance outside City thresholds in relation to budget variances for operational expenditure.
- ✸ People – performance outside City targets for management of annual leave liability and/or employee turnover.
- ✸ Quality – performance outside targets for key performance indicators specific to service provision.

Strategic project performance

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

Coastal Hazard Risk Management and Adaptation Planning (CHRMAP)	2021/22 expenditure ($126,280)	Behind schedule
The Coastal Hazard Risk Management and Adaptation Planning (CHRMAP) process will allow for better management of the natural environmental and built assets along the City's coastline		
Progress in 2021/22	Behind schedule primarily due to resourcing issues caused by COVID-19	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Living Green Schools Fund	2021/22 expenditure $49,997	On track
This project will support the planning and the development of projects and activities at primary and secondary schools to further sustainability objectives		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Million Trees Initiative	2021/22 expenditure $739,161	On track
To meet the City's tree canopy target of 18%, this initiative aims to increase plantings within the City's parks, reserves, natural areas and streetscapes		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Stage 3 of the Recycling Centre Balcatta Development (Waste Transfer Station Redevelopment)	2021/22 expenditure $73,951	Delayed to future year
To redevelop the City's waste facility to ensure compliance with environmental regulations and integrate best practice principles in relation to waste reduction and separation		
Progress in 2021/22	This project was deferred to the 2023/24 financial year.	
Plans for 2022/23	N/A	

Sustainable Energy Action Plan	2021/22 expenditure $62,832	On track
This plan includes the delivery of various sustainable energy planning and community education initiatives		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Urban Forest Plan Implementation	2021/22 expenditure $121,907	On track
Implementation of the Urban Forest Plan includes various initiatives to support tree planting and retention, in addition to increasing community awareness and participation in urban forest initiatives		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

Waterwise Councils – Community Incentives/Education	2021/22 expenditure $44,525	On track
To increase water efficiency and conservation by providing incentives and educational opportunities to the City's residents		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022-26	

In 2022, the City used its annual residents' survey to specifically focus on community satisfaction levels with its sustainability activities and services. The questions asked related to activities and initiatives that straddle both of the City's sustainability objectives, therefore the results are provided in summary in the below table. We are proud to be a local government that is striving to make a difference in sustainability matters and the satisfaction levels provided below are a testament to our efforts.

Table 12: Annual Residents' Survey – satisfaction with the City's sustainability-focused services and initiatives.

Service/initiative	% satisfied
Recycling management	90%
Protection of flora and fauna for future generations	87%
Conservation activities	83%
Water management	81%
Carbon emissions	70%
Number of new City trees planted	82%
Retention of mature trees on private property	74%
Sustainability events	86%
Educational workshops	79%

Key result area: Sustainability

Outcome N1: Sustainable natural resources
Objective N1.1: Lead by example to sustain our community's natural resources

The City is continuing its journey to be a sustainability leader in the local government sector by applying increasing scrutiny to the services it provides and the way in which it operates. Our reporting on matters relating to the natural environment and resource management is transparent and thorough and is becoming more detailed every year.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to 'lead by example to sustain our community's natural resources':

- Ensure efficient, effective and innovative waste services and use of materials to reduce, reuse and recycle
- Implement innovative solutions to reduce the City's water usage
- Reduce the City's energy use and greenhouse gas emissions
- Manage the effects of climate change.

What has happened during 2021/22?

Supporting the community – sustainable natural resources

Quick sustainability statistics

164
sustainability advice sessions provided

2,787m²
of grass removed

50t
of clothing diverted from landfill

21,349,446
containers recycled for Containers for Change

Waterwise Verge Rebates and Awards

The City once again offered support to residents for transforming their verges into waterwise gardens through the Waterwise Verge Rebate program. Support included a rebate, workshop with gardening experts, guidance throughout and free native plants. Under the program, 51 residents removed 2,787m² of thirsty irrigated grass. It also saw the removal of 27 irrigation systems and the installation of over 2,200 native plants and surrounding mulch. After the transformation, over three-quarters of participants estimate they now use 75 to 100 per cent less water on their verges. Under the program, half of the participants switched from watering their verge pre-transformation to not watering their verge at all post-transformation, and a quarter of participants installed waterwise drip-style irrigation. Due to their experience participating in the program, over 70 per cent of participants are considering transforming areas on their private property into waterwise garden and the average knowledge/confidence in waterwise gardening significantly increased. For more information, visit www.stirling.wa.gov.au/livinggreen





The City launched its inaugural Sustainable Verge Awards program in 2022, to acknowledge community contributions to the establishment of nature strips throughout our streetscapes and to inspire others to make waterwise changes. These nature strips (verges) provide both ecological and social benefits related to key goals of our Waterwise Council endorsement and Strategic Community Plan. Entries were received from across the City and the winners showcased proactive residents who have not only beautified their street through installing waterwise verge gardens, but have also reduced/avoided garden water use and drawn a variety of wildlife and birdsong into their verge space for everyone to enjoy.

Waterwise workshops, demonstration garden and community gardens

The City hosted the 'H2OME' waterwise home and garden workshop in spring 2021 to show residents simple changes that can be made at home and in the garden to save and reuse water. A hands-on waterwise gardening workshop was also held in autumn, called 'Secrets of a beautiful, climate-resilient landscape'. These events were attended by 60 residents.

During WA Tree Festival, the City partnered with the Forever Project to host a waterwise demonstration garden in the courtyard of Stirling Libraries – Karrinyup, with support from the Water Corporation. The pop-up garden demonstrated the beautifying and cooling effects of greenery in urban spaces. It also provided a 'garden classroom' where residents could learn about waterwise gardening techniques via a walk-through garden with educational signage and various workshops. The demonstration garden designers, The Forever Project, presented two popular hands-on waterwise workshops at the site, which were attended by over 100 residents. More than 1,000 people used the garden, either walking through, sitting at tables within or viewing the garden features and signage. City staff received many compliments from the community about how much the pop-up garden improved the space and supported their waterwise education. Stirling Libraries – Karrinyup also hosted several sustainability-themed Storytime sessions within the garden as well as a Teacup Succulents workshop, which were all well attended.

The City began to assist the seven community gardens located throughout the city in reducing their water use. Monitoring and analysis were increased via data capture and installation of flow meters, and a design requirement was set for new gardens to ensure the installation of waterwise wicking beds.

Community Energy program

The City provides support for residents to reduce their personal greenhouse gas emissions and is focused on empowering low-socioeconomic and culturally diverse sectors within the community. The program aims to help households live more sustainably, save money on bills and keep comfortable throughout the year.

Online energy videos

Building on the City's existing library of energy education videos, three more on-demand videos were developed in 2021/22 to create more opportunities for residents to engage with energy education. The online videos have generated more than 221 views to date and covered the following topics:

- Gardening to create a comfortable space
- Creating an all-electric home
- Using the home energy checklist.

Energy workshops and events

Two 'all electric home events' were held in 2021/22 for residents to learn about WA's energy transformation, electric vehicles, and the benefits of powering your home with electricity. With three expert speakers, community interest was high, attracting 177 registrations across both events.

Energy toolkits and tips

The City's home energy toolkits have recently been refurbished and are now available to loan from the City's six libraries. An instructional video and a home energy checklist have been developed with tips to help residents save money in their homes. For more information, visit www.stirling.wa.gov.au/energy

Free home sustainability advice

The City provided 164 free home sustainability advice sessions in 2021/22. The advice sessions identify opportunities for residents to reduce their energy and water use and save money on bills. Participants learn simple, practical actions, including improving window treatments, replacing lights with more efficient LED globes, and applying soil wetter/mulch to improve water efficiency in the garden. Feedback indicates that the audits were delivered professionally, with high levels of customer satisfaction. For more information, visit www.stirling.wa.gov.au/livinggreen



Living Green Schools

The Living Green Schools program provides funding, planning support and teacher relief for schools to help them reduce their energy and water use, reduce waste going to landfill, and to integrate sustainability in schools' corporate documents.

Seven schools were part of this program in the first half of the year. East Hamersley Primary School successfully delivered a whole-school sustainability day highlighting increasing biodiversity and canopy for wildlife. North Morley Primary School focused on the creation of a bush tucker garden together with a quantifiable reduction in water and school energy use, and the purchase of Climate Clever to monitor carbon emission reduction. The school also focused on protection and increase of habitat for biodiversity with the building and installation of bat and bird boxes. Coolbinia Primary School has continued to restore its bushland, with the students developing a community awareness campaign on bobtail deaths on roads around the school. Churchlands Primary School created a diversity-rich frog pond and both Tuart Hill Primary School and St Kieran Catholic Primary School focused on reducing waste and diverting their food scraps from landfill into a composting system on school grounds.

In partnership with our Bushcare community groups, the City also supported school planting initiatives and activities. For example, Friends of Inglewood Triangle once again hosted pre-kindergarten students from Perth College to plant native seedlings as a part of a collaborative revegetation project. The Friends of Trigg Bushland also hosted a successful planting day with St Mary's Anglican Girls' School, with over 400 plants helping to increase biodiversity.

The Living Green Schools program has continued to evolve as a grant program in the 2022 school year. Six schools were successful in their applications for up to $5,000 each to complete sustainability projects, with all six focusing on the areas of waste, water and energy. In addition, a Quick Grant round has been launched that includes vouchers to fund various initiatives. These include revegetation projects and installation of waterwise native gardens, building habitat and supporting environmental education programs at schools.

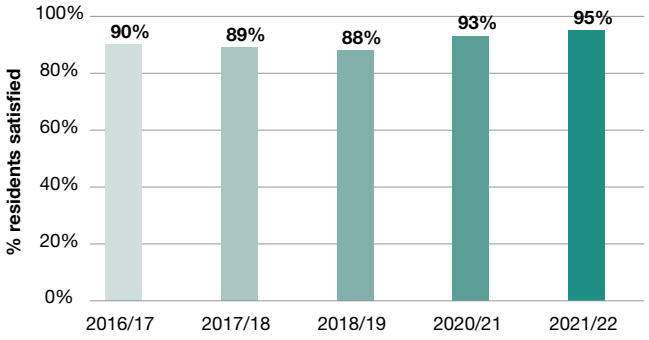
Community and school waste education

Annually, thousands of primary school students and community members participate in various waste education activities and workshops provided by the City. COVID-19 had a huge impact on our programs delivery during the current financial year. However, we still managed to engage face to face with community members and students during 2021/22. Both our community and students benefited from composting and worm farm workshops, waste audits and waste education workshops. The City has introduced two Charity Clothing Drop-off Day events per year, with thousands of donations being diverted from landfill. We are diverting from landfill, reusing and recycling approximately 50t of clothing, shoes and accessories.

Waste management and recycling

The City provides a comprehensive waste management and recycling service to its community and is committed to an incremental improvement of results in line with the State Government's Waste Avoidance and Resource Recovery Strategy 2030. To do this, we are continuing to work with our community to deliver environmentally responsible and sustainable waste management solutions. We understand that a major challenge is to change the behaviour of residents so that they are more mindful of their own responsibilities when it comes to waste generation and waste management. In our annual residents' survey we gauge our community's satisfaction levels with these critical services. Historically, the survey question has been combined to focus on both waste management and recycling, but for 2022 the question was separated to focus on each area individually. We are delighted to have achieved satisfaction scores of 95 per cent for waste management and 93 per cent for recycling services, demonstrating that our community is appreciative of our efforts. Figure 32 below provides the five-year trend of the combined question up until 2020/21 and just waste management from 2021/22.

Figure 32: Satisfaction with the City's waste management



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

Waste recovery trends

Waste stream	Compared to last year	Compared to 5 years ago
Municipal waste recovery	-10%	-8%
Commercial and industrial waste recovery	+3%	+15%
Construction and demolition waste recovery	No change ✓	No change ✓

Note: Infographic compares the difference in percentage of waste recovered.

Waste generation

During the 2021/22 period, the City experienced changes to waste generation rates and visitor attendance at the Recycling Centre Balcatta (RCB) due to COVID-19, which again affected waste services. Bin collection and waste processing continued as an essential service; however, visitor numbers and volumes to the RCB were down.

In 2021/22, the Stirling community put 83,774t of waste and recyclables into the three-bin system. This is an increase of around one per cent compared to last year, with recycling (in the yellow bin) decreasing and garden organics (in the lime green bin) increasing from the previous year.

A little over half of waste (56 per cent) was placed into the general waste bin, with 21 per cent placed into the recycling bin, and 23 per cent into the garden organics bin. The volume of commercial and industrial waste collected has fluctuated over the past few years but in 2021/22, it increased by three per cent.

Three-bin system

The City was able to divert 76 per cent of material placed in the yellow-lid bin and 99.997 per cent of garden organics placed in the lime-green bin. Due to the closure of the Resource Recovery Facility (RRF) in late August 2021, the City was unable to divert any further waste that was put into the red-lid general waste bin, reducing overall diversion for the year. The combined result was that 40 per cent of all material put into the three-bin system was diverted from landfill. This is a 20 per cent recovery reduction compared to the previous year, and generally relates to the closure of the RRF and the introduction of the State Government's Container Deposit Scheme, which continues to remove a large volume of recycling from the three-bin system.



Tonnes collected	% diverted from landfill
46,808	3%



Tonnes collected	% diverted from landfill
17,968	76%



Tonnes collected	% diverted from landfill
18,998	100%

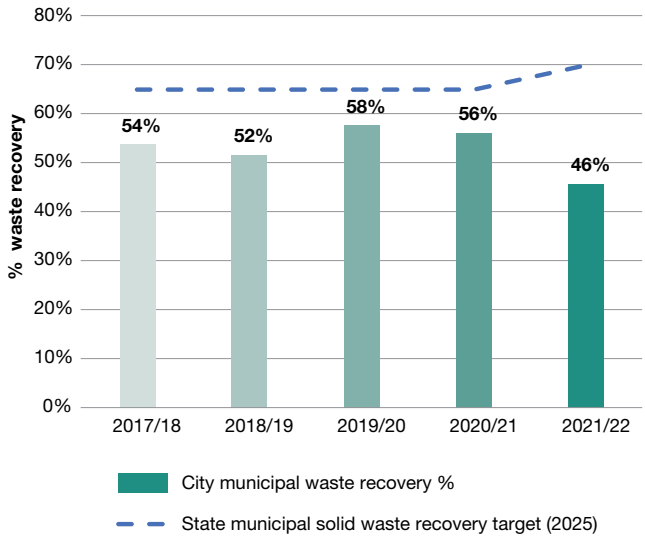
Municipal solid waste recovery

The State Government has set a target for local governments to divert 67 per cent of municipal waste from landfill by 2025. The municipal waste stream includes waste from the three-bin system, skip bin waste, green waste, white goods, e-waste and mattresses. In 2021/22, the City continued to implement a range of municipal waste collection and recycling services, which resulted in 46 per cent of municipal waste being diverted from landfill. COVID-19 continued to affect waste services, with visitor numbers and volumes to the RCB being reduced.

Other factors are also impacting reduced resource recovery. These include increased quality requirements in international commodity markets, which continue to present challenges for the recycling/diversion of soft plastics and other items. This is currently limiting the City's ability to further increase recovery rates.

Additionally, the introduction of the Container Deposit Scheme in October 2020 continues to impact the tonnages of recyclable materials being placed in the yellow recycling bin, thereby reducing the tonnage of municipal waste recovery.

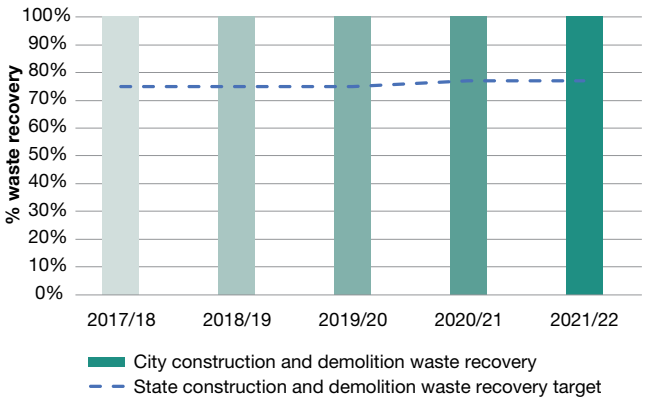
Figure 33: Municipal solid waste recovery target



Construction and demolition waste

Construction and demolition waste includes all waste associated with building and renovating that has been received at the Recycling Centre Balcatta by trailer, truck or skip bin. The measurement now includes waste collected by contractors from City-run projects. The State Government's recovery target is for 77 per cent of construction and demolition waste to be diverted from landfill by 2025. Figure 34 below illustrates that the City has exceeded state targets and has achieved 100 per cent recovery of construction and demolition waste every year for the past five years.

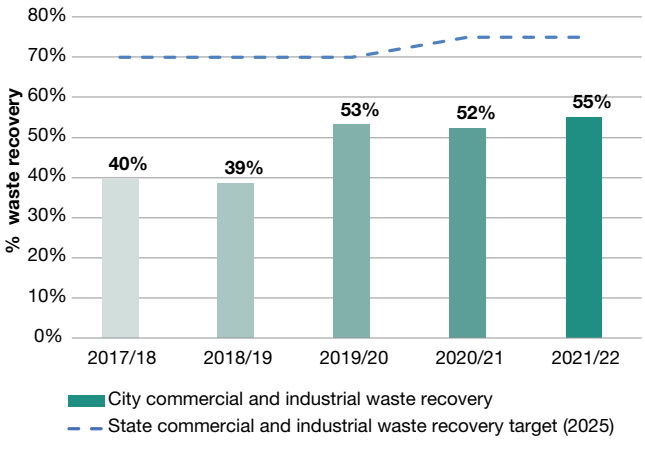
Figure 34: Construction and demolition waste recovery target



Commercial and industrial waste

Commercial and industrial waste includes the solid waste generated from commercial, industrial, government and public premises across the greater metropolitan area that is collected or accepted by the City. The commercial and industrial material recovery facility used by the City continued to divert these waste materials from landfill during the past 12 months, showing a slight increase in recovery rate of three per cent. The State Government has set a recovery target of 75 per cent of commercial and industrial waste to be diverted from landfill by 2025. The City achieved an increase in tonnages across the green waste components, aiding in overall material recovered at 55 per cent for the commercial and industrial waste stream.

Figure 35: Commercial and industrial waste recovery target



Hazardous waste

In 2020/21, the City received, processed and recovered 353t of household hazardous waste through the Recycling Centre Balcatta. The greatest percentage of hazardous waste was from gas cylinders (27 per cent), followed by household batteries (25 per cent), flammable liquids (12 per cent), water/oil-based paint (17 per cent), globes (seven per cent), and pesticides (five per cent).

Container Deposit Scheme

In October 2020, the City of Stirling launched its new Container Deposit Scheme service as part of the State Government's Containers for Change scheme, which offers a 10c refund for each eligible container. The scheme aims to reduce litter and landfill, create jobs, provide fundraising opportunities for community groups and increase recycling efforts across WA. The facility, located at 257 Balcatta Road, continues to offer a drive-through service to redeem containers and receive on-the-spot cash refunds.

The City of Stirling offers a bulk collection service for containers. This service delivers and collects Containers for Change bins (240 L, 660 L and 1,100 L) provided to businesses, schools, charities, and community groups. We sort the eligible beverage containers, recycle them, and provide a refund. This is a great way for commercial customers to decrease their costs by reducing bottles that would usually be placed in their recycling or general waste bins. It is also a much more sustainable option as these products are clean, uncontaminated, and therefore able to have a second life. For the 2021/22 financial year, the service did not meet its planned targets, particularly for bulk collections, and will focus on improvements in this area in 2022/23.

Items accepted for 10c refunds included most aluminium, glass, plastic, steel and liquid paperboard drink containers between 150 ml and 3 L. The total number of containers received during 2021/22 was 21,349,446. To learn more, visit www.stirling.wa.gov.au/containers



Water Sensitive City

In a drying climate, with increasing urban density and abstraction regimes, the majority of the City's area is categorised as having 'extremely high' water stress (>80 per cent – ratio of total water withdrawals to available renewable surface and groundwater supplies). The south-west of Australia has experienced a 20 per cent reduction in May-July rainfall since 1970 and further rainfall decline of up to 10 per cent is forecast for the two-year running average annual rainfall. The contribution of surface water (dams) to Perth's total water supplies has diminished by 85 per cent since 1960. This has led to an increasing reliance on groundwater abstraction. Combined with a decline in natural groundwater recharge via rainfall, this has in turn led to groundwater levels across the City declining up to 20 metres since 1970, impacting connected ecosystems and availability for human abstraction.

Water trends

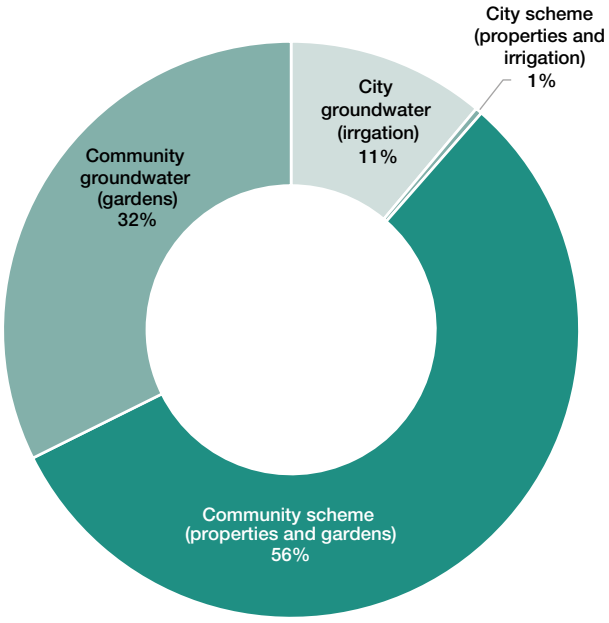
Scheme water use by the City has gradually increased by 14 per cent over the past five years, despite innovative efficiency measures being implemented within City facilities and across City operations. This is due to a growing population and increased demand for services and infrastructure (such as a new aquatic centre). Community scheme water demand has also gradually increased by five per cent over five years. City groundwater demand was seven per cent less than five years ago; however, it varies considerably each year depending on weather patterns. Community groundwater consumption (made up of garden bores and self-supply licences) has increased nine per cent over five years.

	Compared to last year	Trend over 5 years
City scheme water demand	No change	↑ +14%
City groundwater demand	↑ +9%	↓ -7%
Community scheme water consumption	No change	↑ +5%
Community groundwater consumption	↑ +9%	↑ +9%

Total water demand

Water demand across the City (both scheme and ground water use by the City and the community) totalled 42,726 megalitres (ML). This is a three per cent increase compared to last year and a five per cent increase over five years. Total water consumption was comprised of 56 per cent community scheme water use, 32 per cent community groundwater abstraction, 11 per cent City groundwater abstraction and one per cent City scheme water use.

Figure 36: Total water demand

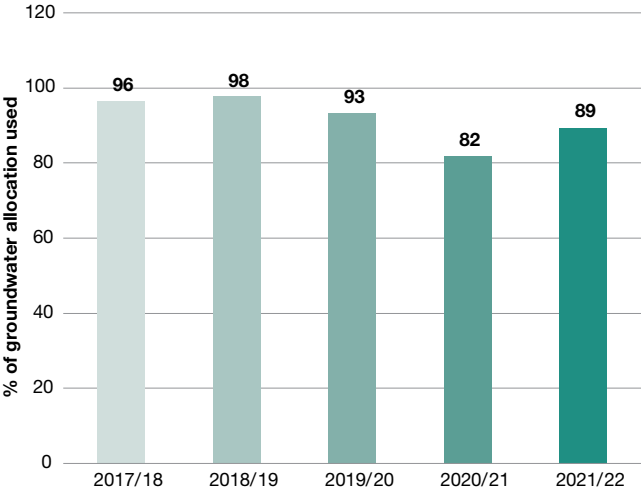


Source: Central Irrigation Management System, Water Corporation, and DWER 2022

Groundwater consumption

The City's groundwater demand totalled 4,740 ML, abstracted from the superficial Gnangara Mound aquifer, which represents 97 per cent of the City's total water demand. This is a nine per cent increase compared to last year and a seven per cent reduction compared to 2017/18. City groundwater demand varies considerably each year depending on weather patterns, which determine the growing conditions for green public open space irrigated with groundwater. Groundwater demand reached 89 per cent of the City's total allowable groundwater allocation (5,298 ML) issued by DWER. The City's challenge is to maintain community satisfaction with green spaces while working within tight groundwater allocation limits and a drying climate.

Figure 37: City groundwater demand



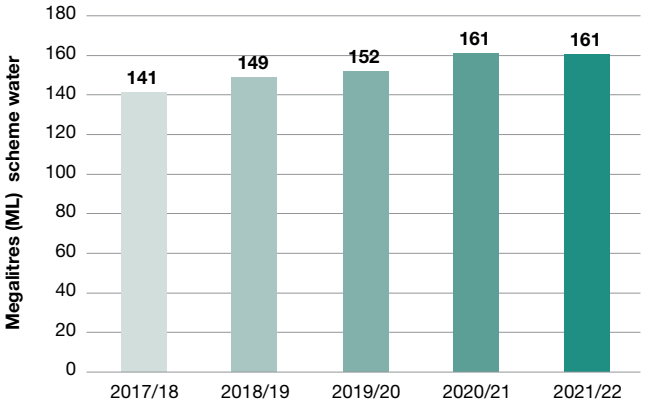
Source: City's central irrigation management system and Department of Water and Environmental Regulation 2022



City scheme water demand

Perth's scheme water, provided by the Water Corporation, is sourced from desalination (45 per cent), groundwater abstraction (40 per cent), surface water from dams (11 per cent) and groundwater replenishment (four per cent). In 2021/22, the City used 161 ML of scheme water. This was no increase on last year. Over five years, the City's scheme water consumption has increased 14 per cent, despite implementation of efficiency measures across facilities and operations, due to population growth and the demand for services such as the new Stirling Leisure Centres – Scarborough Beach Pool aquatic centre. The City did not reuse or recycle any scheme water in 2021/22, but water reuse opportunities will be explored under implementation of the City's Waterwise Councils Action Plan 2021-26.

Figure 38: City scheme water demand



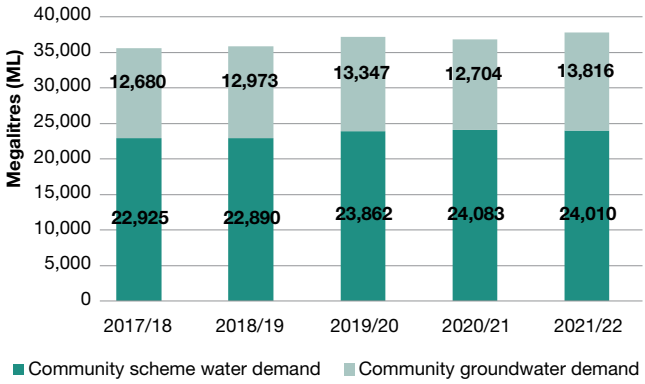
Source: Water Corporation 2022

Community water demand

In 2021/22, our community consumed 37,826 ML of water. Approximately 63 per cent of this consumption was scheme water (24,010 ML). Community scheme water demand had no change since last year and has increased five per cent over five years, attributed to a growing population and drying climate. The City's community demand represents approximately 10 per cent of the scheme water supplied to the Perth metropolitan region (yearly since 2017). Of scheme water used by our community, 84 per cent was from residential use.

Approximately 37 per cent of total community water demand was abstracted directly from groundwater bores from the superficial Gnangara Mound aquifer (13,816 ML). Community groundwater use occurred via residential garden bores (9,526 ML) and self-supply licenses (4,290 ML). Community groundwater demand increased over eight per cent since last year, reflecting the increasing need for better education and incentives to assist and guide residents in reducing their demand. Community groundwater demand represented approximately 32 per cent of total City and community water demand.

Figure 39: Community water demand



Source: Water Corporation 2022 and Department of Water and Environmental Regulation 2022

Water-sensitive governance

The City once again achieved re-endorsement as a Gold Waterwise Council for 2022. All three of the City's aquatic centres have also now achieved gold Waterwise Aquatic Centre status, with Stirling Leisure Centres – Leisurepark – Balga and Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood being awarded this status for the first time in May 2022. Stirling Leisure Centres – Scarborough Beach Pool was re-accredited with gold status.

The City's new Waterwise Council Action Plan, which outlines our sustainable water management initiatives from 2021-26, was approved by State Government. Implementation of the new action plan has begun, and it incorporates a holistic set of actions across departments to ensure the City can best manage water flows, quality and consumption in a sustainable way under a changing climate and a growing population.

The first set of water-related key performance indicators were endorsed for high-consumption departments to increase accountability for sustainable water use across the organisation. The City also formalised a new integrated water management team with member representation across many departments to ensure water is managed collaboratively and to raise awareness of water management issues and news across the organisation.

Waterwise design

Water-efficient appliances continued to be installed across City facilities, including 10 evaporative coolers in clubs with smart water controllers. These reduce water wastage through the ability to check water quality before dumping. Phase 1 of the refurbishment works for Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood was completed this year. This involved some waterwise improvements such as installation of new sensors for all indoor changeroom taps and showers, indoor pool water meter replacement and calibration, and installation of efficient urinals. The outdoor pool design was also completed for phase 2 of the refurbishment works, encompassing smart water-efficient features. These included high-efficiency water filters to reduce the number of backwashes, new flow meters to improve consumption monitoring and leak detection, and a new building management system to capture data and enable reporting.

The City continued upgrading parks and reserves under conditions of limited water availability. Six landscape upgrades were completed on non-irrigated local reserves to minimise water use. Native trees were installed in each reserve, which will not require watering after the first two years of establishment.

The City continued undertaking engineering projects incorporating principles of water-sensitive urban design. This included the installation of drainage infrastructure to enable recharge on site and the capture and treatment of the contaminated first flush of runoff:

- One hundred per cent of adjoining road capture has been piped to bubble up and infiltrate at Bandy Park.
- Underground retention tanks with infiltration points and filter aggregate were installed in Balcatta and Scarborough, some with adjoining capture leaking pits which also contain infiltration points and filter aggregate.
- The capacity of stormwater drainage systems was also increased through the installation of 17 underground detention tanks in Scarborough and Mount Lawley, with infiltration points along the drainage system. Water quality was also considered in the design, with at least the first 15 mm of water flow being retained, as this contains and mobilises nutrients/pollutants.
- Manhole bases are now made of geotextile/small stone filtration material as standard practice, as this enables the filtering and penetration of stormwater into the ground at multiple locations across an area.

Water quality

The City continued to protect wetland water quality through bioremediation (plantings to detoxify contaminants) and the ongoing water quality monitoring program continued. Planting of trees and rushes for biofiltration occurred in wetland and riparian areas at Star Swamp, Lake Gwelup, Careniup and Waverley Pola. Significant numbers of pest fish species (koi and carp) were removed from Roselea and Princeton Estate wetlands due to their detrimental effect on water quality through disruption of the silt bed and contribution to algae blooms.



Moving forward

This year, the Department of Water and Environmental Regulation implemented the new Gnangara Groundwater Allocation Plan, which includes upcoming 10 per cent reductions to allocation limits for all City groundwater licenses. The City is preparing a plan to implement a phased reduction of groundwater use to achieve this 10 per cent reduction target by 2028, through continuation of innovative irrigation efficiency projects and ecozoning, as well as potential licence amalgamations.

Implementation of our Waterwise Council Action Plan 2021-26 will see many actions begun over the coming year, including development of further water consumption and water quality KPIs; waterwise updates to policies and guidelines covering planning, procurement and projects; and improvements to water consumption monitoring. To learn more, visit www.stirling.wa.gov.au/water

Energy and emissions

The energy powering the City's operations and services comes from both renewable sources (such as solar-powered electricity, geothermal heat and solar thermal heat) and non-renewable supplies (such as fossil-fuel-based electricity, gas and fuel). Non-renewable energy sources produce greenhouse gas emissions and the City voluntarily reports both its energy consumption and greenhouse gas emissions.

The City uses the National Greenhouse Account Factors: 2021, provided by the Department of Industry, Science, Energy and Resources, for all energy and emissions calculations.

Sustainable Energy Action Plan (Corporate) 2020-30

Council endorsed the Sustainable Energy Action Plan 2020-30 (SEAP) in 2020, with a long-term goal to achieve net zero emissions by 2050. The plan includes ambitious targets to reach 100 per cent of the City's electricity needs from renewable sources and a 70 per cent reduction on emissions by 2030. To learn more, visit www.stirling.wa.gov.au/energy

Energy and emissions trends

	Compared to last year	Trend over 5 years
Total energy demand	↓ -3%	↑ +7%
Renewable electricity provision	↑ +1%	↑ +6%
Renewable energy generation (geothermal heating + solar PV)	↑ +7%	↑ +12%
Total emissions	↓ -7%	↓ -8%

Note: Renewable electricity provision and renewable energy generation are comparing percentage composition between years.

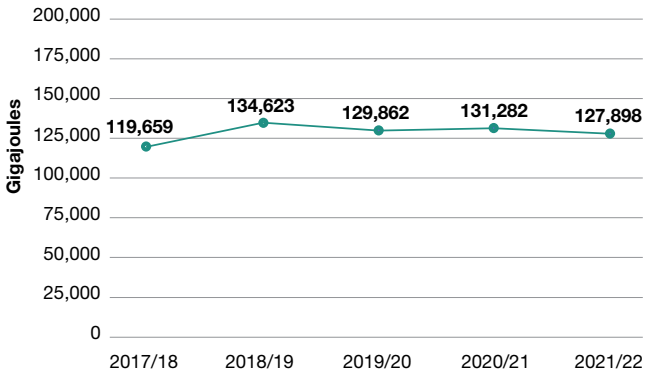
Energy demand

The composition of total energy demand is as follows: fuel (36 per cent), electricity (33 per cent), gas (15 per cent) and renewable energy (16 per cent). When energy demand in 2021/22 is compared to the previous year, total energy has decreased by three per cent, electricity demand has decreased by three per cent, and gas demand has decreased by 31 per cent due to the repair of the aquatic centre geothermal system at Stirling Leisure Centres – Scarborough Beach Pool and the indoor pool shut down at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood for renovation. The fuel energy demand has decreased by two per cent because of increased hybrid passenger vehicles.

Despite the City's energy reduction efforts via energy efficiency improvements, renewable energy installations and hybrid fleet transition, when energy demand is viewed over five years, total energy has increased by seven per cent, electricity and operational fuel has increased by two per cent each, but gas has decreased dramatically by 31 per cent due to the repair of the geothermal heating system at Stirling Leisure Centres – Scarborough Beach Pool.

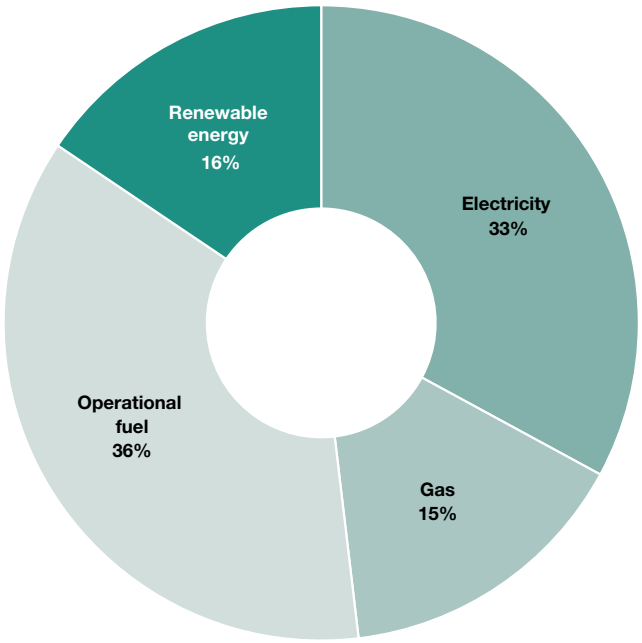
The overall increase in energy demand over five years is due to an increase in services provided by the City, including the new Stirling Leisure Centres – Scarborough Beach Pool.

Figure 40: Energy demand trends



Source: Azility 2022

Figure 41: Energy demand in 2021/22



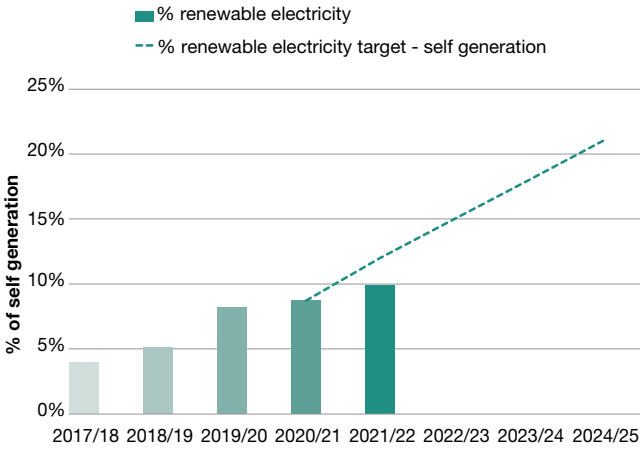
Source: Azility 2022

Solar energy

The City has a KPI target to achieve 50 per cent renewable electricity provision by 2025. In relation to self-generating solar energy, the City is not currently on-track to meet its target due to technical issues preventing solar installations in 2021/22.

The City has 16 solar photovoltaic systems connected, generating 1.29 gigawatt hours (GWh) in 2021/22, which increased by nine per cent compared to the previous year. As noted in the chart below, as of the 2021/22 financial year, the City's solar PV systems provided 10 per cent of the City's total electricity demand (four per cent of total energy demand). Solar PV systems also saved the City approximately $454,972 in energy costs and reduced its greenhouse gas emissions by 900.8 tonnes of carbon dioxide equivalent (tCO2-e).

Figure 42: Renewable electricity provision



Source: City's solar PV monitoring systems 2022

Renewable electricity power purchase agreement (PPA)

A power purchase agreement for renewable electricity will assist the City to reach its renewable electricity target of 50 per cent renewable electricity provision by 2025 and this will commence in 2022/23. The City joined forces with more than 40 WA local governments and WALGA to develop a joint buying group, collectively achieving the first joint renewables and carbon offset aggregation project of its kind in Australia to be authorised by the Australian Competition and Consumer Commission (ACCC).

Geothermal heating

The City has installed and run the geothermal heating system at Stirling Leisure Centres – Scarborough Beach Pool since 2018. The geothermal heating system is pumping water from the aquifer using the aquifer's natural heat to maintain the pool's temperature. In 2021/22, the City reduced annual energy costs due to the geothermal system by $188,867 and reduced annual greenhouse gas emissions by 848 tCO2-e. Renewable geothermal heating now supplies 12 per cent of the City's total energy demand, increased from six per cent last year.

Energy efficiency in buildings

The City continues to improve energy efficiency in buildings through the installation of LED lighting and high-efficiency condensing boilers, upgrades to air conditioning systems and control strategies.

The City upgraded heating, ventilation and cooling (HVAC) systems at Stirling Leisure Centres – Leisurepark – Balga. The HVAC optimisation project is expected to reduce the City's annual electricity costs by $11,965 and reduce the City`s greenhouse gas emissions by 11 tCO2-e.

In addition, the conventional gas boiler at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood was replaced with a high-efficiency condensing boiler. The condensing boiler is expected to reduce gas bills to around $11,965 each year and reduce annual greenhouse gas emissions by 87 tCO2-e.

Figure 43: New high-efficiency condensing boilers at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood.



Energy efficiency in fleet

To reduce energy demand and decrease emissions, the City prioritises the procurement of efficient hybrid vehicles and the purchase of low-emission vehicles. The City's passenger fleet comprises 83 per cent hybrid vehicles. In addition, four City trucks are hybrids.

Greenhouse gas emissions

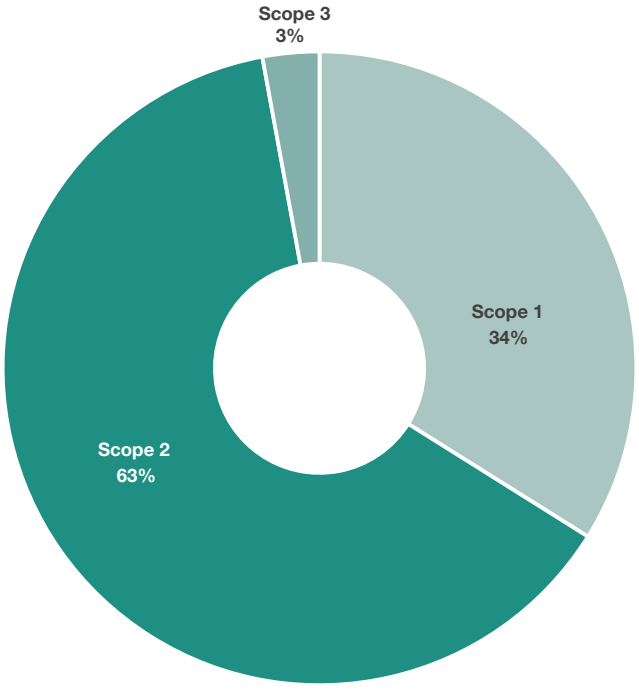
The City reports on its greenhouse gas emissions from both its operations and within part of its value chain. The City reports all three scopes of emissions:

Scope 1: Direct emissions from City-owned and controlled stationary combustion (for example, fuels, heating sources) and mobile combustion (for example, cars, vans and trucks).

Scope 2: Indirect emissions that are released in the atmosphere from the consumption of purchased electricity.

Scope 3: All other indirect greenhouse gas emissions generated in the wider economy. These include indirect emissions from the City's upstream (purchased goods and services) and downstream (sold goods and services) value chain.

Figure 44: City's emissions scope composition



Source: Azility 2022

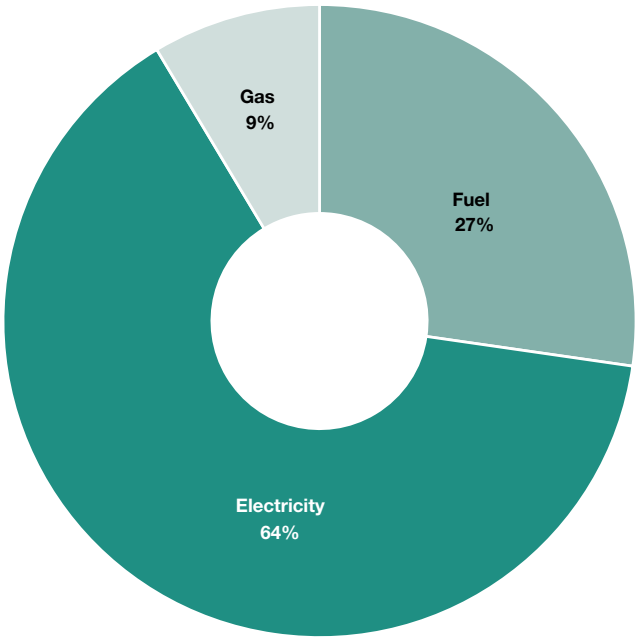
Emissions trends

Scope	Emissions in 2021/22 (tCO2-e)	Percentage change compared to last year	Trend
1	4,268	-11%	Reduced fuel use: hybrid cars increasing Reduced gas use: geothermal system
2	7,953	-3%	Reduced electricity use: PV installations and pool renovation (Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood)
3	364	-3%	
Total	12,585	-7%	

Operational emissions

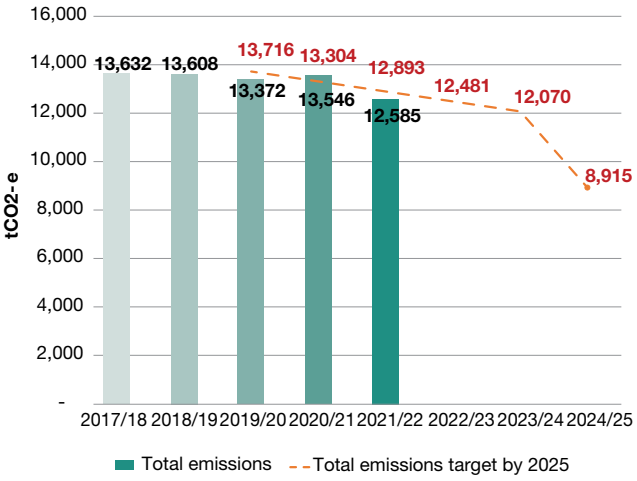
In 2021/22, the City calculated a total of 12,585 tCO2-e in operational emissions. This represents an eight per cent reduction over five years and a seven per cent decrease when compared to the previous year. The City's emissions profile is as follows: electricity 64 per cent, fuel 27 per cent and gas nine per cent.

Figure 45: Greenhouse gas emissions type



Source: Azility 2020

Figure 46: Operational emissions



Source: Azility 2022

Environmentally Sustainable Design (ESD) guidelines

The City continuously complies with its Environmentally Sustainable Design (ESD) guidelines to ensure City-owned buildings achieve the best environmental performance. All new or refurbished City buildings are refurbished with high efficiency HVAC systems and solar photovoltaic (PV) panels. All new buildings or refurbishments must demonstrate 15 per cent less energy use compared to a reference Australian Building Code Board (ABCB) minimum requirement.

Value chain energy demand and emissions

Indirect value chain energy demand and emissions occur when the City provides and/or pays for services that require energy, which are delivered by external organisations. While the City does not have direct control of this energy demand or its emissions, it can often influence these emissions through sustainable procurement requirements and via contract management.

Aside from monitoring operational energy demand, the City is aware of the importance of continuing to identify energy demand within its value chain and is now requiring larger contractors to report on their energy consumption as part of procurement processes.

The City has calculated that fuel consumption of waste trucks contracted to collect and transport waste required 24,050 GJ of energy and produced 1,687 tCO2-e in 2021/22. If the current contractors reported in our value chain are considered, this would be equivalent to 12 per cent of the City's total energy demand and eight per cent of the City's total emissions.

In relation to Western Power streetlights, Western Power owns around 20,000 (or 98 per cent) of streetlights City-wide. The City has a contract to pay for the energy used in residential streetlights. The tariff Western Power charges the City is not based solely on energy consumed in either kWh or run time, but instead includes supply, maintenance, and replacement costs. While the City has limited ability to influence energy demand for streetlights, it is reporting the estimated energy demand of 38,870 GJ and estimated emissions of 7,450 tCO2-e for 2021/22. If streetlights reported in our value chain are considered, this would be equivalent to 21 per cent of the City's total energy demand and 34 per cent of the City's total emissions. The City will continue to identify other emissions in the value chain and will report them when available.

Estimation and limitation on data

Due to the timing of this report, energy demand data and relative greenhouse gas emissions have been partially estimated as follows: 35 per cent of gas, 32 per cent of electricity and 100 per cent of streetlight consumption (as streetlights are unmetered).

Moving forward

The City will conduct an electric vehicle feasibility study (EVFS) in 2022/23 to establish the City`s electric vehicle strategy, including the number of electric vehicles, vehicle type, charger types, chargers' location and estimated costs.

Council endorsed a $600,000 investment in solar photovoltaic (PV) panel installations in the 2022/23 budget (almost twice the amount in 2021/22). This will enable the solar program to continue as planned so the City can complete solar installations by 2030.



Sustainable procurement and investment

Procurement is a vital part of the City's journey to become a sustainable organisation. As the largest local government by population in WA, the City is a market influencer with the capacity to drive market change and improve sustainability outcomes. The City aims to be a recognised leader in sustainable procurement, generating positive environmental, social and economic outcomes while delivering efficient, responsive and sustainable services.

Sustainable procurement processes are delivered via an internal management practice and a Procurement Policy, which provides guidance for employees to achieve better environmental, social and economic outcomes when purchasing goods and services on behalf of the City.

The City's procurement process allows for the design of quotations and tenders to provide an advantage to goods, services and/or processes that minimise environmental and negative social impacts. In these cases, sustainable considerations must be balanced against value for money outcomes in accordance with the City's sustainability objectives. In addition, the procurement process encourages the purchase of local goods and services to help support the local economy. The City continues to improve its ambition in this area and is currently developing a Sustainable Procurement Action Plan to help embed sustainability into its workplace practices.

Table 13: Sustainable procurement statistics compared to last financial year

Sustainability considerations 100% of tenders	No change
Local suppliers 30% of all procurements	+4%
Office paper -36% less office paper	-18%
Asphalt used in road projects 27% was from recycled asphalt pavement	+9%
Divestment from fossil fuels 42% in funds that do not invest in fossil fuels	-4%

Since 2018/19, the City has implemented a more rigorous process to assess sustainability risk for all upcoming tenders. These tenders are assessed and scored for relevant sustainability considerations to achieve the outcomes below.

- **Materials:** Increase the use of recycled or reused materials and reduce the use of raw materials
- **Waste, chemicals and pollution:** Reduce the generation of waste and divert waste from landfill; reduce the use of potentially harmful chemicals and pollution across air, land and water
- **Energy and carbon emissions:** Increase the use of renewable energy; avoid energy consumption; use energy-efficient equipment; reduce carbon emissions; and reduce embodied carbon emissions associated with transport, production and extraction of resources and materials
- **Water:** Reduce water consumption, reuse and harvest, use water-efficient fixtures and equipment, and maintain or improve water quality
- **Biodiversity:** Reduce impacts to natural and urban biodiversity, including plants, animals and trees
- **Climate change:** Increase resilience to climate change
- **Social:** Improve labour standards, human rights and conditions for workers; encourage local employment/manufacturing/production.

Sustainable procurement education is included as content in the City's sustainability e-learning module, which all relevant employees complete during induction.

Local suppliers

The City appointed local suppliers for 30 per cent of its procurements in 2021/22 and, as a result, provided $30 million of investment in the local economy, supporting local businesses and employment.

Council has committed to preference local suppliers in its Procurement Policy to ensure a greater economic impact for the local community. Formal tenders include a five per cent weighting to preference local businesses. Local suppliers are defined as businesses registered in the City; businesses that have premises in any of the City of Stirling's suburbs; or businesses that may not be registered in the City, but that have an economic impact on the City through using local sub-contractors or employing City of Stirling residents.

Sustainable materials and services

The City is committed to innovation and exploring emerging technologies to find ways to continue reducing our environmental footprint. The City has been working to improve reporting of materials used in projects; increase the use of recycled or reused materials; and reduce the use of raw materials, single-use items and packaging.

This is mainly achieved through revised practices and undertaking sustainability trials, and via improved procurement processes where all tenders must consider sustainability criteria for assessment. Key materials of interest for improvement in the City's operations are the consumption of asphalt, cement, aggregates, paper, plastic and timber. Some examples of procurement activities are noted below.

Hybrid fleet

The City prioritises the procurement of hybrid vehicles and the purchase of low-emission and alternative-fuel vehicles. The City's passenger fleet comprises 83 per cent hybrid vehicles. In addition, four City trucks are hybrids.

Single-use plastic

The City has continued to reduce the use of plastic packaging in its canteen by providing recyclable and biodegradable containers. The City has participated in Plastic Free July since 2019, promoting the importance of reducing single-use plastic for employees.

Office paper

In 2021/22, the City purchased 2,730 reams of office paper, a 36 per cent decrease in paper consumption since 2020/21. All office paper purchased was from 100 per cent recycled and carbon-neutral sources.

Marketing materials

The City's Marketing & Communications team continues to focus on increasing and improving the delivery of the City's marketing and communications materials digitally, rather than as printed or hard-copy materials. Using digital methods significantly reduces demand for printed and paper resources, while also increasing the number of people who are receiving and engaging with the City's information.

Research has shown that 61 per cent of the City's customers consume our communications through their mobile phones first, so there has been a strong focus on improving the mobile experience for our customers. The City's website and e-newsletters are now all mobile-friendly.

In 2021/22, the City has also embarked on a project to improve the number of people receiving and reading our digital newsletters. The E-newsletter Strategy has seen the Stirling Scene open rate increase by 134 per cent, and the click-through rate increase by 154 per cent. This means thousands more people are receiving, reading and engaging with the City's information.

The City's main e-newsletter, Stirling Scene, is now an entirely digital publication. This has saved over 2,400,000 sheets of A4 paper being used while saving the City more than $200,000 annually on printing and mail-out costs.

When marketing materials are printed, the City aims to use recycled (and recyclable) paper where possible.

Recycled asphalt product in roads

As the largest local government in WA by population, the City has extensive roads to manage, and has both size and capability to drive innovation in this area. For these reasons, the City has demonstrated itself to be a leader in recycled road construction.

Using reclaimed road materials has financial, environmental and social benefits. It creates less demand for raw material extraction and reduces energy use and carbon emissions from manufacturing new products.

Road waste previously disposed of in landfill at a cost is now milled and put back into recycled asphalt pavement, creating a closed resource loop. The implementation of 'cold mix' asphalt for recycled asphalt projects has improved safety and created social benefits for workers, as they are not working with the much hotter standard asphalt product. Additionally, 'cold mix' asphalt produces fewer greenhouse gas emissions.

In 2021/22 the City used 17,630t of asphalt for road works, with 27 per cent being recycled asphalt pavement. The financial savings from the use of recycled asphalt pavement were $34,000. Trials of various recycled asphalt programs continue to test potential new recycled contents and mixes. The trials have a testing period of around five years to help determine the efficacy of the product. If the trials are successful, the City plans to expand the use of reclaimed materials in its roadworks.

Construction and demolition recycling

The City's infrastructure also includes vast areas of footpaths, hard surfaces and construction projects. To manage construction and demolition resources responsibly, the City engages a contractor to remove and recycle large quantities of these materials.

In 2021/22, the City had 6,123t of clean concrete and mixed rubble material removed from its projects and processed to make eco-concrete. There is a 98 per cent reuse rate for this process, with two per cent of the material containing builders' film or plastics, which are not able to be reused. The City also trialled the use of 444m^3, or 991t, of eco-concrete within its projects in 2021/22, closing the waste loop and driving a circular economy.

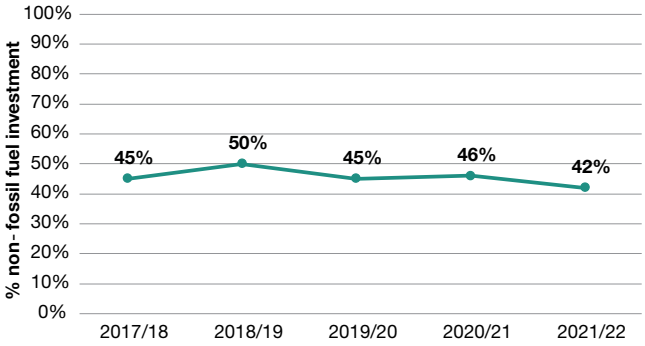
Divesting from fossil fuels

In relation to sustainable investment, the City has an Investments Policy that aligns with Council's values through environmentally and socially responsible investment criteria, giving preference to financial institutions that do not invest in or finance the fossil fuel industry.

It should be noted that from 1 July 2021, one of the City's major bank investments, ME bank, was acquired by Bank of Queensland, which invests in fossil fuels.

This impacted negatively on the City's divestment performance. At the end of June 2022, the City had 42 per cent of its investments in banks that do not finance the fossil fuel industry (see Figure 47 below). The City will continue to investigate ways to improve its responsible investment portfolio.

Figure 47: Funds in organisations that do not invest in fossil fuels



Source: Market Forces Bank Comparison https://www.marketforces.org.au/info/compare-bank-table/

Coastal Hazard Risk Management and Adaptation Planning (CHRMAP)

Erosion is the main hazard impacting the City of Stirling's coastline. Erosion can occur in a short time period, for example due to a storm event, or over a longer period of time, as the shoreline gradually retreats due to rising sea levels or changes/variability in local coastal processes. If erosion occurs where assets exist, the damage is generally permanent. Erosion, however, is not necessarily permanent, with sandy beaches often eroding and recovering seasonally. Both erosion and inundation hazard extents will be mapped as part of the CHRMAP (Coastal Hazard Risk Management Adaptation Planning) process being undertaken for the entire City of Stirling coastline from Peasholm Street to Beach Road.

With the support of the Department of Planning, Lands and Heritage, the City is now aiming to finalise the CHRMAP in early 2023, unfortunately behind the original schedule due to resourcing issues caused by COVID-19. It is now expected that the formal comment period will be made available in the spring of 2022, which will be advertised through various mass media options.

Stage 1 engagement in March this year involved over 300 comments across three activities with the community. In addition, to help better inform the public, four pop-up events will be arranged at prominent areas within the City in spring 2022.

Looking forward

The City remains committed to reducing greenhouse gas emissions and limiting the use of traditional sources of energy. In 2022/23, the City will continue implementing the Sustainable Energy Action Plan, which will include an electrical vehicle feasibility study, a renewable energy study and community education workshops. The City will also increase its investment and spend over $1 million on an Energy Improvement Program to reduce the City's reliance on traditional sources of electricity and increase usage of sustainable energy by installing solar PV cells and solar batteries.

To increase water efficiency and conservation awareness among the City's residents, various initiatives will be undertaken to educate and support the community, including the Waterwise Verge Rebate and Plant Giveaway Day programs.

To better adapt to the impacts from climate change, a draft Coastal Hazard Risk Management and Adaptation Planning process is being developed by extensively engaging with the community at a broad level through direct mail, social media and the City's website. It is envisaged that the City will be in a position to finalise the CHRMAP by March 2023. Coastal hazards have the potential to impact coastal areas and assets. They have always existed along our coastlines. Coastal hazards are not necessarily associated with climate change, but they will be exacerbated by sea level rise in the future.



Key result area: Sustainability

Outcome N2: Greener City

Objective N2.1: Create and maintain inviting green spaces and streetscapes

The City is very proud of its parks, reserves and other green spaces and strives to provide beautiful, clean and safe amenities in a sustainable manner. In recent times, it has been increasingly important to have appropriate open spaces for recreation and exercise, and with increased usage, our parks and landscapes have needed to adapt and respond. The City maintains many parks and reserves, covering diverse settings such as conservation reserves in bushland, wetlands and coastal environments; sports fields; a public golf course; recreational parks and playgrounds. Other landscapes include streetscapes, a large urban forest and the surrounds of numerous civic properties.

During development of the Strategic Community Plan 2018-28, the City identified the following strategies to contribute to the objective to 'create and maintain inviting green spaces and streetscapes':

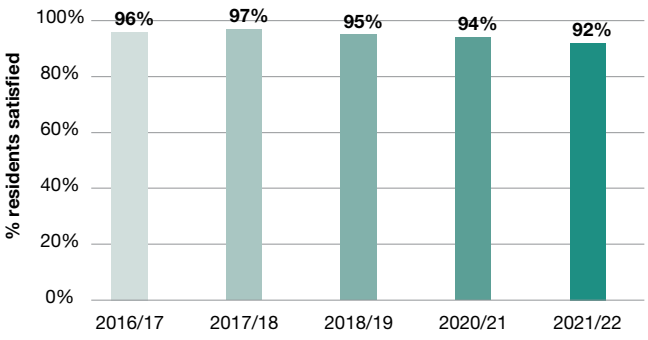
- Protect and enhance our wildlife and natural habitats to preserve the City's biodiversity
- Preserve and grow the City's urban tree canopy.

What has happened during 2021/22?

The City implements many innovative environmental programs. For example, our Urban Forest Plan, adopted in July 2019, aims to increase the City's tree canopy cover to 18 per cent by 2040. To achieve this target, the rate of retention of existing mature trees will need to improve, as will efforts to replant trees on City land, state land and private property. Other green initiatives, including community support for urban biodiversity, conservation and restoration, community gardens, sustainability in schools, and improved conservation volunteer support, all aim to provide tangible improvements to the environment.

A key focus for the City is the management of local suburban parks and reserves, including ovals, play spaces and other amenities. We know that our community values our parks and reserves highly, and it is pleasing to note that for 2021/22, the residents' survey has returned a result of 92 per cent satisfaction. The City is confident that it is meeting the needs of its diverse community in this area and will continue to provide quality natural areas for its residents and visitors.

Figure 48: Satisfaction with the City's provision and maintenance of ovals, playgrounds and parklands



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

Supporting the community – Greener City

Quick sustainability statistics

7,110
volunteer hours in our conservation

4,845m²
of verge transformed

16,000
waterwise plants provided to residents

13,552
conservation plantings by the community

600
trees planted on streets by the community

2,112
free trees provided to residents

Native Plant Giveaway Day and Waterwise Verge Rebates

Over 1,600 residents registered for the ever-popular Plant Giveaway Day, which offered 16,000 waterwise plants to residents with co-funding from the Water Corporation. The program was filled within three days of registrations opening, demonstrating its increased popularity. A new delivery model was trialled with 99 per cent successful delivery and positive feedback from residents.

In partnership with the Water Corporation, the City also encouraged the conversion of barren or turfed verges into biodiverse native gardens through the Waterwise Verge Rebate program. As part of the program, 51 verges were transformed and over 2,200 waterwise native plants installed. An area of 4,845 m^2 was converted to biodiverse native gardens, which increases the understorey canopy cover and species richness throughout the City's streetscapes. It also reduces the amount of hard surface area which contributes to the 'heat island' effect. To learn more, visit www.stirling.wa.gov.au/livinggreen

Environmental education

An environmental education officer joined the Natural Areas team in 2021/22, operating out of the Henderson Environmental Centre and developing community education programs for visitors, schools and residents. This included several educational talks and bush walks for families, school groups and community groups. This also included awareness and bush safety tours for new migrants to the City of Stirling through the City's Newcomer tours.

As part of our commitment to facilitate community engagement activities within the City's bushlands and coastlines, the City hosted two community conservation events in 2021 and four in 2022. The events focused on local engagement of residents and often partnered with the City's community conservation volunteer groups. The events were well received by the community and engaged 230 community members in active conservation activities.

As part of the Careniup Wetland restoration project, the City hosted a community planting day which saw over 220 trees planted in the wetland area by local residents. In addition, the City supported several conservation volunteer group events such as planting in Trigg Bushland Reserve, Inglewood Triangle and Star Swamp. The environmental officer has also supported the facilitation of eight different events, workshops and presentations for community groups, residents and other organisations.

Conservation volunteers

The City provides opportunities for community members to participate in activities to protect wildlife and natural habitats across the City. The City's Bushcare and Coastcare groups – including the Friends of Star Swamp, Friends of Trigg Bushland, Friends of Lake Gwelup, Friends of Dianella Bushlands, Friends of Inglewood Triangle, Stirling Natural Environment Coastcare and Friends of Williton Kestrel – contributed 7,110 volunteer hours in our conservation reserves in 2021/22. This number continues to be lower than in previous years due to COVID-19 restrictions.

The City provides opportunities for Bushcare and Coastcare groups to apply to the Conservation Volunteers Group Funding Support Program, which allocates funding for administrative support, insurance and special projects. In 2021/22, the City provided total funding of $28,500 for five conservation projects, including turtle awareness and protection at Lake Gwelup; integrated weed management at Inglewood Triangle, Star Swamp Bushland and Trigg Bushland; and increased biodiversity-focused planting along the coastal dune system.

WA Tree Festival

In April 2022, the City led the inaugural WA Tree Festival, a month-long celebration of trees and the natural environment. Working in partnership with 11 councils and with the support of the WA Local Government Association, 125 events were delivered collectively, with more than 6,500 attendees during the festival period. Events included tree trails, educational talks, Indigenous cultural learning, waterwise pop-up gardens, free trees and plants and art installations. The City is looking forward to growing the festival in 2023. A case study on the festival can be found on page 176. To learn more, visit www.watreefestival.com.au

Urban forest information sessions

As part of our commitment to educating the community about the value of our urban forest and the impacts of declining tree canopy, seven free online community information sessions were delivered as part of the WA Tree Festival. These included pruning and caring for your tree, creating a wildlife-attracting and biodiverse garden, garden design with trees in mind, Bush Tucker and Six Seasons Indigenous cultural learning sessions, and a tree-friendly development masterclass. Eight kids' nature-based art workshops were also delivered, with a focus on building conversations around the importance of nature in our urban environments. Overall, 1,339 residents registered for the free education sessions provided.

Tree Trail

As part of the WA Tree Festival, the City delivered our fourth Tree Trail activation in April 2022 at Breckler Park Dianella. Tree Trail aims to shine a light on the often-invisible benefits our trees provide and the importance of daily connections to nature in our urban environment. This event engages the whole community in a fun, experiential, self-guided trail telling stories about the trees and animals that live in the park. This mini trail attracted more than 1,500 participants over two weeks during the April school holidays. Activities included nature-based craft with local artists and sustainable art installations by local artists.

Free Tree Program

Now in its sixth year, the Free Tree Program aims to increase canopy cover, shade and cooling on residents' private property. The species selection has been tailored to include small trees to suit as many properties as possible. Trees provided will be mapped to residents' properties to assist with urban canopy data and projections. This year 2,112 trees were provided to residents. To learn more, visit www.stirling.wa.gov.au/livinggreen

Community Tree Planting

This seasonal program aims to increase community awareness and participation in the care of street trees and the benefits they bring to our lives and our community. Volunteers and local residents plant trees together to create a sense of ownership of the streetscape. In 2022, a total of 258 volunteers participated in residential street tree-planting events. In addition, 103 school student and scouts assisted in planting trees on school verges and in reserves. This resulted in a total of 361 volunteers contributing 1,083 hours, planting 550 street trees across the City.

Support for developers to retain trees

For the past three years, the City has offered support to assist residents to retain trees during development. Support includes advice from a qualified arborist for developers with a significant tree on their land. Developers can request this service via the City's website and are advised of the opportunity during their development application process. In addition, a practical guide was developed outlining the basic principles of retaining trees during development. A 'tree-friendly development masterclass' with planning and design experts was also delivered as part of the WA Tree Festival. To learn more visit, www.stirling.wa.gov.au/trees

Living Green Schools

The City's Living Green Schools program provided funding through various pathways to support schools to achieve their sustainability goals. This included establishing and restoring food and bush tucker gardens and building habitat for local wildlife such as bats, birds and native bees. East Hamersley Primary School successfully delivered a whole-school sustainability day highlighting increasing biodiversity and canopy for wildlife. North Morley Primary School and Coolbinia Primary School have continued to restore their bushland, with the students of the latter developing a community awareness campaign on bobtail deaths on roads around the school.

Living Green Schools has continued in the form of a grant, with seven schools securing a total of $22,000 to deliver sustainability projects. Five of these will lead to further greening of school grounds and better understanding of their bushlands, wildlife and native plants. Under the program, 770 native plants were provided to schools for educational activities that led to greening and increasing biodiversity.

In partnership with our Bushcare community groups, the City also supported school planting initiatives and activities. For example, Friends of Inglewood Triangle once again hosted pre-kindergarten students from Perth College to plant native seedlings as a part of a collaborative revegetation project. The Friends of Trigg Bushland also hosted a successful planting day with St Mary's Anglican Girls' School, with over 400 plants helping to increase biodiversity.

Community gardens

Interest and participation in community gardens across the City continues to rise, with Campion Community Garden becoming the sixth active community garden. It joins Hamersley Habitat Community Garden, Joondanna Community Food Garden, Westminster Community Food Garden, Inglewood Mount Lawley Community Garden and Brighton Road Community Bush Garden, the latter on Water Corporation-owned land. These gardens collectively have over 160 active members and during the year have held over 75 busy bees, workshops and countless gardening days, attracting over 580 participants.

Some highlights include the approval, incorporation and funding of the new Campion Community Garden and the continued growth of the Brighton Road Community Bush Garden, which has also become incorporated. In addition, Inglewood Mount Lawley Community Garden became incorporated and completed significant works such as wheelchair accessible pathways, expansion of available member gardens and planting of communal garden beds. Joondanna Community Food Garden and Hamersley Habitat Community Garden continue with active members, busy bees, gardening days and various fundraising events throughout the year.

Council have also endorsed a seventh garden, Coastal Community Garden, North Beach, which has already become incorporated and is anticipated to become active in 2022/23. For more information, visit www.stirling.wa.gov.au/communitygardens

Natural habitat

The City is responsible for managing 71 bushland reserves and 40 wetland sites. The total area of bushland and wetland conservation reserve within the City is approximately 738 ha, of which 381 ha of bushland are vested and managed by the City, 342 ha are under state authorities and 15 ha are under media ownership. The bushland reserves range in size from 0.2 to 100 ha, of which 9 ha are regionally significant (7 ha vested in and managed by the City and 2 ha under state authority management). Notable examples of significant bushland areas are Star Swamp Bushland Reserve, Trigg Bushland Reserve and Herdsman Lake.

The City is also responsible for managing 7 km of coastline. The total area of coastal conservation dunes within the City is approximately 70 ha. The City's coastline includes some of Perth's best beaches, including Scarborough Beach, Trigg Beach, Mettams Pool and Watermans Bay.

Wildlife recovery

Our wildlife recovery projects focus on locally and regionally threatened and endangered wildlife such as black cockatoos and quendas. The City worked collaboratively with local friends' groups to install bat and bird habitat boxes at local reserves, while the presence of native Gould's wattled micro-bat was confirmed at Lake Gwelup. The City also worked with Karrinyup Men's Shed to create and install 'quenda hotels' at Cottonwood Crescent Reserve. Successful use of similar dwellings has been confirmed at Mount Lawley Golf Course, though photo and site monitoring at Cottonwood Crescent Reserve has yet to confirm use by local native animals. Continuing issues for wildlife survival and protection of their habitat include bushland damage and pressure from BMX tracks, human intervention, cubbies, dogs off-lead, residential rat baits and predators like foxes and cats.



Gould's wattled bat, Lake Gwelup Reserve, June 2022

Weed control

Based on the City's Biodiversity Strategy, the City has a strategic approach to control weeds in bushlands, wetlands, and coastal reserves. Highly invasive weeds that suppress native plant growth and seed germination were targeted. These include ground covers such as veldt grass, pelargonium, lupin and gazania, as well as weed trees such as tea trees and Brazilian pepper trees. Reserves where weed loads have improved include Trigg Bushland Reserve, Wythburn Redcliff Reserve and Appleblossom Polyantha Reserve. Mossman River grass has emerged as a weed of local importance for the City, with concentrated efforts to stop the spread and reduce its presence in a number of conservation reserves.

Approximately 116,000 kg of weeds were removed via hand weeding and mechanical slashing in 2021/22. This is an increase of around 20 per cent when compared to last year.

Hot water injection trials continue in and around conservation reserves. The City has continued to utilise steam along the edges of conservation reserves which are adjacent to high-volume pedestrian pathways such as the coast. The City has commenced trialling steam along the edges of wetlands where weed control is required close to open water bodies. The City has paused steam trials in Banksia Woodland Reserve as it has been observed that continued steam applications appear to have adverse impacts on topsoil health through degradation of the microbial layer, resulting in further damage from erosion. For more information, visit www.stirling.wa.gov.au/pestsandweeds

Orchid recovery

Over the last 30 years, approximately 70 per cent of native orchids have been lost across the City. The City's Natural Areas unit has been working on an orchid recovery program since 2017. The City works in partnership with WA Native Orchid Study and Conservation and Curtin University to restore orchids that are locally extinct or near extinction, inclusive of *Thelymitra benthamiana* (leopard orchid) and *Thelymitra crinita* (blue lady orchid). Although early indications of trials showed successful germination last year, these were ultimately unsuccessful and research in this field is continuing. In partnership with local volunteers, The City is developing a detailed mapping layer identifying significant orchid habitat areas.

Bushland restoration

The City's Natural Areas projects have facilitated both the active and passive rehabilitation of bushlands and wetlands. Active restoration efforts have seen over 20,000 native species planted into conservation reserves, while passive restoration, which includes the ongoing and consistent management of weeds, and habitat creation. As a result, we have seen the natural re-emergence of previously smothered native plants such as *Centella asiatica*, *Dichopogon capillipes* and *Austrostipa flavescens*. Restoration strategies include integrated weed management, revegetation, flora surveys and monitoring, installation of protective fencing, community education, and proactively liaising with local friends' and community groups.



Coastal restoration

The City has facilitated the restoration of a number of key coastal locations. Locations within the sandy beaches include Peasholm Dog Beach, Brighton Beach, Scarborough Beach, South Trigg Beach and Trigg Beach reserves. Restoration activities within the rocky limestone northern bay beaches include Bennion Beach, Mettams Pool, Hamersley Pool and Watermans Bay. The works included the removal of key invasive weed species such as *Trachyandra divaricata* and *Tetragonia decumbens* and the planting of local native dune species. These assist in re-establishing critical dune habitat for fauna, as well as diverse plant species that rely on other plants to survive the harsh coastal environment. A collaborative effort between the City, conservation volunteer group Stirling Natural Environment Coastcare and Perth NRM ensured a thorough and considered approach to restoration activities, with over 12,000 habitat and diverse plants being planted in 2021/22.

Feral pest control

Our proactive annual pest control program targets foxes, cats, rabbits, koi, carp fish and feral birds. Last year saw a reduction in all feral pests across the City, with the exception of corellas. This year we had a successful feral fish program that included the removal of 550 koi and carp and over 1,000 pearl cichlids from three key wetlands. A positive by-product of this program was the capture, identification and release of several native fish species, including pygmy perch, swan river gobies and native minnows. The City has also continued its rabbit control program, which included a variety of control methods such as virus release and ongoing cage trapping. A continuous fox and cat trapping program occurred throughout the year. The continuation of this program remains a priority of the City's to protect local wildlife. Autopsies on captured foxes have shown continued evidence of native animals, such as quenda, being predated on. The City continues to work collaboratively with the Water Corporation, local golf courses and other councils to control feral pests. Continued challenges include the deliberate dumping of unwanted pets and roaming domestic cats in high-value conservation areas.

Fire

The City has filled a new role, with a Bushfire Management Officer joining the conservation and wildlife team. This role is focusing on developing a Bushfire Risk Management Plan for the City. The development of a Bushfire Risk Management Plan will assist the City to have a coordinated approach between the conservation of locally and regionally significant bushlands and managing emerging trends of fire in a drying climate.

City nursery

The main purpose of the City's plant nursery is to propagate and grow landscape plants and tree stock for use in the landscaping of parks, medians, roundabouts, street verges, reserves and bush land revegetation within the City of Stirling. Additionally, in recent years the nursery has grown stock for the City's Free Tree Program and Native Plant Giveaway Days.

Over the last year, the nursery produced over 32,000 trees and plants for City projects and programs, which included the distribution of free trees and plants to residents and local schools. For example, 520 trees were grown and distributed free to residents for planting on private land and 12,200 native waterwise plants were grown and distributed for planting on verges and private property across the City. Growing in-house enables the production of high-quality stock at low cost and the cultivation of unusual species that are not often commercially available. This increases the diversity of plants and trees provided to the community, which builds resilience for a greener City.

Urban forest

The City's urban forest is made up of all the trees with a canopy of 3 m and above, growing on private land, State Government land, and City land. To understand how the urban forest is growing or declining, the City measures its change over time through tree canopy cover assessments. Tree canopy cover is the area of leaves, branches, and stems of trees covering the ground when viewed from above. This metric helps to monitor the City's urban forest.

Individually, each tree provides multiple benefits to people and wildlife such as shading, cooling, providing amenity for our streets and suburbs, and ensuring that our wildlife can find food and habitat. Collectively, a thriving urban forest can transform whole communities and ecosystems through significant reduction of heat, which in turn lessens energy costs while also removing harmful air pollutants, creating wildlife corridors supporting thousands of species and alleviating stormwater flooding and erosion. Well documented in research, trees also promote human health and mental wellbeing, while also increasing property value and stimulating economic growth in retail precincts. The value of tree canopy, not simply the number of trees in an area, cannot be overstated; the larger and more established and connected the tree canopy, the greater the benefits we will all enjoy.

Decline in tree canopy in urban spaces is a global concern, and its impacts can be seen here in the City of Stirling. Deforestation on a local level is already shaping the local communities that we live and work in. For example, private housing developments and low-maintenance lifestyles are contributing to a decline in leafy backyards and suburbs. In response to this decline, the City adopted its Urban Forest Plan in July 2019, with the aim to increase average tree canopy cover within the City to 18 per cent by 2040. To learn more, visit www.stirling.wa.gov.au/urbanforest

Monitoring canopy cover

Since 2012, the City has used high-resolution airborne multispectral imagery to measure and track changes in its tree canopy cover. The analysis technique used has a margin of error of +/- one per cent, meaning that small changes in canopy cover percentages cannot be relied on to show long-term trends. A second analysis technique measuring significant canopy loss and significant gain has a higher degree of accuracy and can be used as an indicator of canopy cover change. Individual significant canopy gain or loss events are only reported when they are 20m^2 or greater in size.

Urban forest targets

	Performance 2021/22	KPI 2025	Target 2040
City-wide tree canopy cover	12.3%	13.7%	18%

Urban forest trends

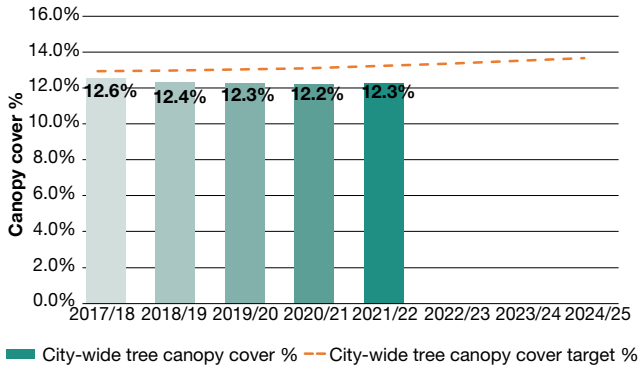
	Compared to last year	Trend over 5 years
Significant canopy loss	-15%	+1%
City street tree planting	+19%	-20%

City-wide canopy cover

We all share a mutual responsibility to protect and grow the City of Stirling's urban forest. Approximately one-third of our urban forest is on residential land, half is on land owned by the City (including street verges, parks and reserves), with the remainder on State Government and non-residential land. To be on track to reach 18 per cent canopy cover by 2040, the City has calculated that canopy cover City-wide would need to be 13.7 per cent by 2025, and 15 per cent by 2030. City-wide tree canopy cover fell short of where it should be if we are to reach these targets; for this year, 2021/22, tree canopy cover was at 12.3 per cent instead of the desired 13.2 per cent.

Increasing tree canopy cover across the City by choosing to retain and plant trees and applying appropriate pruning methods, is a shared challenge and responsibility for the City, the State Government, residents and non-residential property owners.

Figure 49: City-wide canopy cover trends

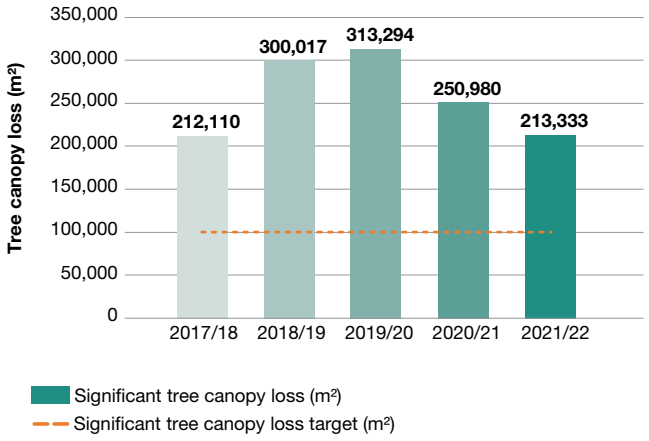


Source: Specterra flyover 2022

Significant tree canopy cover loss

The City's projections have shown that for canopy cover to be on-track to achieve the Council-endorsed canopy target of 18 per cent by 2040, significant canopy loss would need to be reduced to 10 ha (100,000 m²) each year. This is a shared responsibility for landowners across the City. However, last year the actual amount of significant canopy loss was over this threshold at 21.3 ha (213,333 m²) and the City's monitoring has shown that significant canopy loss has been over this threshold for the past five years. While significant canopy loss is trending down, for each year that loss is over the threshold, achieving the canopy target moves increasingly further out of reach. This makes it harder for all stakeholders to tip the balance on deforestation.

Figure 50: Actual annual canopy loss vs projected loss

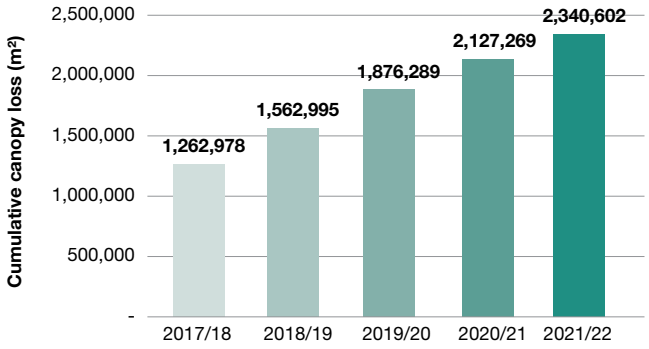


Source: Specterra flyover 2022

The total cumulative significant canopy loss since 2012, when the City started monitoring canopy cover, has now exceeded 230 ha (2,340,602 m²).

The City is currently undertaking a detailed review of land-types and boundaries analysis, and as a result will not be reporting on land-type trends for significant tree canopy loss this year.

Figure 51: Cumulative tree canopy loss over five years



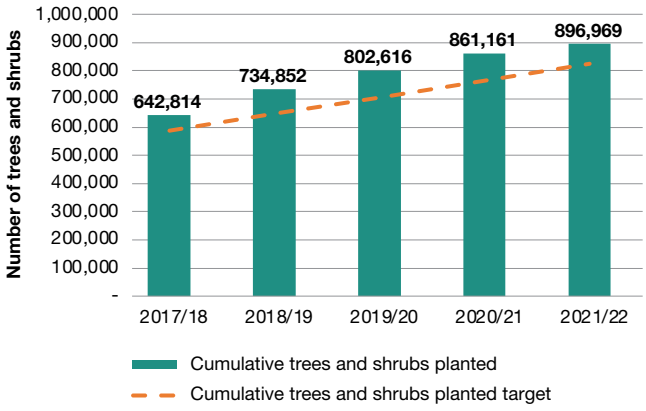
Source: Specterra flyover 2022

Million Trees Initiative

The City aims to plant 1 million trees and shrubs over a 17-year period to 2025. Complementary to the City's needs to promote reduced tree removal and improved pruning practices to tackle tree canopy decline, the City launched the Million Trees Initiative 14 years ago.

Since then, through the Million Trees Initiative, the City has planted 896,969 trees and shrubs. In the 2021/22 planting season, the City planted 6,925 trees and 28,883 shrubs, meaning that the City is not only on track to meet its target, but currently is exceeding its target. With a focus on planting trees, there have been 45,409 trees planted over the past five years, of which 23,845 have been street trees.

Figure 52: Million Trees Initiative: Actual cumulative trees and shrubs planted compared to target



Looking forward

As in previous years, preserving and growing the City's urban tree canopy continues to be a strong focus in 2022/23. The City will invest more than $1.4 million in the Million Trees initiative, which aims to increase plantings within the City's parks, reserves, natural areas and streetscapes to the meet the target of over 1 million trees and shrubs in the City by 2025. Another important initiative to support tree planting and retention is the Urban Forest Plan project, which will deliver community education and awareness activities and provide tree-friendly rebates in the next financial year. In addition, the Living Green School Funds project will provide funding to primary and secondary schools to further sustainability objectives.



Case study



Tree loving LGs celebrate together

In April 2022, the City led the inaugural WA Tree Festival, a month-long celebration of trees and the natural environment. Working in partnership with 11 councils and with the support of the WA Local Government Association (WALGA), the festival was grounded by the idea that if we work together to help raise awareness of the value of trees and tree canopy loss, we can better connect with our community and create a greater collective impact.

Including tree trails and educational talks, Indigenous cultural learning, waterwise pop-up gardens, free trees and plants and art installations, 125 events were collectively delivered with more than 6,500 attendees during the festival period.

With almost 99 per cent of online workshop participants surveyed saying they would like the festival to continue in the future and high levels of participation, there were lots of festival highlights. Some of these included Indigenous cultural learning online sessions on the Six Seasons and Bush Tucker by Bindi Bindi Dreaming, with more than 980 participants. The family favourite Tree Trail at Breckler Park Dianella included stories about trees and wildlife, woven art installations and drop-in nature-based art activities, attracting more than 1,500 people during the April school holidays. A waterwise pop-up garden at Stirling Libraries – Karrinyup sponsored by the Water Corporation and delivered by the Forever Project provided hands-on waterwise gardening opportunities.

Apart from a ‘treerific’ program of events, the collaboration between partner councils was a powerful festival outcome, providing opportunities to share knowledge and resources and amplify important messages like the impacts of declining tree canopy and how trees help fight climate change. Through the festival we learnt that creating change through education is a shared mission and we can achieve more by working together.

With a focus on small experiential events and online events, inclusivity was an essential part of the festival’s roots. For the first time, residents from other parts of the state were encouraged to participate in City of Stirling tree-based education initiatives, while our residents were encouraged to attend partner events. This created opportunities for our wider community to access knowledge and experiences that would otherwise not have been available.

With the success of WA Tree Festival in 2022, the City is looking into new ways to grow the festival, build partnerships and share our message about the importance of trees in our urban spaces and beyond. To learn more, visit www.watreefestival.com.au



Key result area: Governance and leadership

Under the *Local Government Act 1995*, local governments have the general power to provide for the good governance of the people in their district. This means that local governments can make decisions for the good governance of their districts if the Act or any other written law does not prevent them from doing so. In exercising this general power, a local government can make local laws and provide services and facilities.

The City of Stirling has many complex responsibilities and is required to comply with a myriad of legislative and regulatory provisions. To help support good governance, the City has a Governance Framework that provides a foundation for the way in which the council leads the City, affirms good governance principles for Council and the City, and influences interactions with community members and other stakeholders.

Based on feedback from its community and the City's ongoing commitment to integrity and accountability, the leadership team has undertaken additional initiatives to provide good governance and build partnerships with government and non-government agencies to benefit the community. We will work to strengthen our customer service and ensure that the City continues to be a sustainable organisation by optimising the use of City's resources and building organisational capacity and capability.

To allow the City to focus specifically on its community's areas of interest, the overarching key result area of 'governance and leadership' has been separated into four outcome areas, as follows:

Outcome G1: Good governance

Outcome G2: Partner of choice

Outcome G3: Customer-focused organisation

Outcome G4: Capable and efficient organisation

The City has set objectives under each of these outcomes to ensure our activities are aligned to this vision. In the following section we will report by objective on the key activities that the City has undertaken throughout the year, together with a variety of measures and statistics that enable us to understand our progress and performance.

Service performance

The City of Stirling has adopted a 'balanced scorecard' approach to measure the performance of its services across the four key areas of customer service, financial, human resources and quality. The City services that most directly contribute to the 'governance and leadership' key result area are outlined below.

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Net cost	Customer service	Financial	People	Quality
Compliance, Risk & Information Management	$0	✓	✓	✓	✓
Council Governance	$297,649	✓	✓	✓	✓
Customer Experience	$462,509	✓	✓	✓	✸
Executive Services	$0	✓	✓	✓	✓
Financial Accounting	$0	✓	✓	✓	✓
Financial Planning	$0	✓	✓	✓	✓
Fleet Services	$487,875	✓	✓	✓	✸
Human Resources Operations	($10,170)	✓	✸	✓	✓
Human Resources Services	$0	✓	✓	✓	✓
Marketing & Communications	$304,076	✸	✸	✓	✓
Project Management Office & Business Systems	$0	✓	✓	✓	✓
Purchasing, Procurement & Contracts	$0	✓	✓	✓	✓
Rates & Receivables	($139,870,265)	✓	✓	✓	✸
Strategic & Business Planning	$0	✓	✓	✓	✓
Technology Services	$0	✓	✓	✓	✓
Workplace Health & Safety	$3,498	✓	✓	✓	✓

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

- ✸ Customer service – performance outside City targets in relation to response times to customer and/or Elected Member enquiries.
- ✸ Financial – performance outside City thresholds in relation to budget variances for operational expenditure.
- ✸ People – performance outside City targets for management of annual leave liability and/or employee turnover.
- ✸ Quality – performance outside targets for key performance indicators specific to service provision.



Strategic project performance

Progress summaries for the strategic projects associated with the 'governance and leadership' key result area are provided below.

Customer Contact Centre Call Software Upgrade	2021/22 expenditure $0	Delayed to future year
To implement a customer relationship management system to improve customer service and access		
Progress in 2021/22	Planned milestones were rescheduled due to vendor availability	
Plans for 2022/23	Continue with planned deliverables as outlined in the Corporate Business Plan 2022 – 2026	

Customer Relationship Management System (RMS) Implementation	2021/22 expenditure $3,143,257	Complete
Implementation of this software upgrade will increase call effectiveness and efficiency by enhancing the customer experience when calling the City		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Upgrade of City of Stirling Templates & E-newsletter Transition	2021/22 expenditure $19,871	Complete
This project will produce an updated version of Word and PowerPoint templates for the City		
Progress in 2021/22	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2022/23	Project complete	

Key result area: Governance and leadership

Outcome G1: Good governance
Objective G1.1: Provide accountable and ethical governance

The City of Stirling operates within a system of democracy where elected representatives make decisions on behalf of the community, placing a high degree of emphasis on ethical behaviour in this decision making. The challenge for the City and Council is to ensure that the different and sometimes competing interests of the community are recognised and considered.

As a local government, the City has an important role to play in contributing to the quality of life of its residents and in making decisions in the best interests of the community. The practice of good governance within Council and throughout the City of Stirling will be in line with a principled approach that emphasises clarity of goals, ownership of processes, opportunities to participate, goodwill, recognition of key roles and relationships, and accountability.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'provide accountable and ethical governance':

- Comply with legislation and standards to ensure consistent, transparent and ethical governance.

What has happened during 2021/22?

The City's general approach to corporate governance has been provided on pages 70-75. To support the approach, across 2021/22, the City has undertaken a number of activities. A summary of key actions is listed below.

In August 2021, Council adopted a new Meeting Procedures Local Law. This document updates the procedures which guide council and committee meetings. The new local law creates greater public access to the City's decision-making process by allowing for digital democracy, including formalising the live streaming of council meetings and tabling of electronic petitions. The new local law also allows for greater participation by members of the public at meetings. A deputation can now be made for an additional minute, and Elected Members may ask questions of members of the public at a committee meeting. This results in better decision making and enables greater participation in the democratic process. The new local law also incorporates an Acknowledgement of Country at council meetings, which highlights Council's commitment to reconciliation.

In October 2021, local government elections were held throughout Western Australia. The City of Stirling had a large number of candidates and vote counting continued late into the night of Saturday 16 October. The 40th Council of the City of Stirling was subsequently sworn in at a Special Council Meeting held 19 October 2021. For the first time, the Council comprises more women than men – there are currently eight female elected members and seven male elected members.

Across the financial year, the City conducted 15 ordinary council meetings and 23 committee meetings, attended by 458 members of the public.

All council/committee minutes and agendas were uploaded before their deadlines. The City also had 100 per cent compliance to statutory requirements regarding minutes being signed.

The City ensured that 100 per cent of committee and council agendas were available to the public 72 hours prior to the meeting.

The City ensured that 100 per cent of committee and council minutes were available on the City's website within five working days.

Throughout 2021/22, council and committee meetings also had to adapt to the difficult circumstances created by COVID-19. Council and committee meetings transitioned to a hybrid format, with Elected Members and officers able to participate in person or from home if they were affected by COVID-19. During these meetings, live video and audio between Council Chambers and attendees from home enabled instant participation between all attendees. The City hosted 17 consecutive hybrid council and committee meetings between February and June 2022, with all hybrid council meetings being live streamed. This ensured that the democratic process remained unaffected during COVID-19, enabling consistent participation at council and committee meetings.



Compliance Audit Return

The Annual Compliance Audit Return is an annual audit of statutory compliance conducted in the form determined by the Department of Local Government, Sport and Cultural Industries in accordance with regulation 14 of the Local Government (Audit) Regulations 1996. The completed return must be reviewed by the Audit Committee and results submitted and adopted by Council prior to submission to the department by 31 March each year.

On 1 March 2022, Council adopted the Department of Local Government, Sport and Cultural Industries Compliance Audit Return for the period 1 January 2021 to 31 December 2021. There were nil areas of non-compliance identified in the 2021 Compliance Audit Return.

Table 14: Annual compliance return issues

	2017 /18	2018 /19	2019 /20	2020 /21	2021 /22
Number of issues in compliance audit return	0	1	1	2*	0

*The two areas of non-compliance in 2020/21 were due to changes in regulations arising from the Office of the Auditor General not completing the annual audit. The resultant delay was out of the City's control.

Council, committee and records management statutory compliance

From 1 July 2021 to 30 June 2022, the City has achieved 100 per cent compliance with all statutory requirements relating to Council and committee meetings and the State Records Commission Standard 2.

Compliance with laws and regulations

Table 15 provides the number of fines and monetary sanctions the City has received for non-compliance of laws and regulations. This is a Global Reporting Initiative measure that the City deems material to its operations. The City is pleased to report that it received no fines or monetary sanctions for 2021/22.

Table 15: Compliance with laws and regulations

	2017 /18	2018 /19	2019 /20	2020 /21	2021 /22
Number of significant fines and monetary sanctions for non-compliance with environmental laws and regulations	0	0	0	0	0
Number of significant fines and monetary sanctions for non-compliance with other laws and regulations	0	0	0	0	0

Compliance self-assessment

In addition to the Annual Compliance Audit Return, the City also conducts a non-compulsory compliance self-assessment every financial year, utilising a targeted and risk-based approach.

The five-year Compliance Self-Assessment Plan covers all business units across the City and is prioritised based on the level of compliance risk.

The approach involves:

- Engaging business units in an in-depth compliance assessment of their most significant compliance risks
- Reporting of outcomes, findings and recommendations through the Audit Committee to Council.

The completed self-assessments are reported to the Audit Committee.

In 2021/22 the compliance self-assessment was completed for the City Future, Development Services and Parks & Sustainability business units. The results of the completed assessments were reported to the May Audit Committee and Council.

Information management and freedom of information (FOI)

The State Records Commission (SRC) Standard 1 – Government Recordkeeping requires that government organisations must ensure that records are created, managed and maintained over time and disposed of in accordance with principles and standards issued by the commission.

The *Freedom of Information Act 1992* gives the public the right to apply for access to documents held by the City of Stirling (subject to some limitations). It also provides a means to ensure that personal information held by the City is accurate, complete and up to date. A summary of activities across 2021/22 follows.

- Over 280,000 documents were registered through automated processes during the year
- The City's customer relationship management system is now a line-of-business system and integrated with the City's recordkeeping system
- Digitisation projects have begun to support the City's Data Strategy
- The City's Recordkeeping Plan 2021-26 was approved by the State Records Office
- The City achieved 100 per cent adherence to the State Records Commission Standard 2
- The City responded to 67 freedom of information requests
- The City registered 63 primary and 201 annual returns to support accountability.

For more information on freedom of information, go www.stirling.wa.gov.au/foi

Citizenship ceremonies 2021/22

One of the most enjoyable functions undertaken by the City is its citizenship ceremonies. Becoming an Australian citizen means making an ongoing commitment to Australia and our shared values. It is also the beginning of an individual's formal membership of the Australian community. The City takes great pleasure in hosting such ceremonies. A summary of key facts for 2021/22 follows.

- The City naturalised 2,203 new Australians over a total of 24 citizenship ceremonies
- We naturalised 91 new Australians at the ceremony held on Friday 17 September 2021 – Citizenship Day
- On Australia Day 2022, the City naturalised 182 recipients at the early morning ceremony at Jackadder Lake Reserve Doubleview
- Our ceremony on Wednesday 27 April 2022 was attended by the former Minister for Immigration, Citizenship, Migrant Services and Multicultural Affairs, Alex Hawke
- During 2021/22, the City held five double ceremonies to alleviate a backlog of recipients, at the request of the Department of Home Affairs.

Looking forward

Looking forward to the year ahead, the City will continue to progress its risk management maturity through:

- The review of the City's Strategic Risk Register and risk appetite in line with the City's new Strategic Community Plan and Corporate Business Plan
- Configure and implement a new Risk Management System.





Key result area: Governance and leadership

Outcome G2: Partner of choice
Objective G2.1: Work with and influence others for mutual benefit

The City of Stirling is the largest local government area by population in Western Australia and is a thriving cosmopolitan, multicultural and economic hub, spanning 30 suburbs and boasting some of Perth's most popular destinations. The City's size and diversity create a number of challenges and opportunities that cannot be addressed by local government alone. Becoming a partner of choice and working with and influencing others is critical to achieving economic success and sustainable local communities.

Guided by the Strategic Community Plan 2018 – 2028, the City of Stirling has a proactive and strategic approach that strives to successfully lobby for the broader aspirations of its local community. The City does this by building key relationships with political, industry and community representatives to discuss important issues such as new infrastructure, funding for programs or changes to policy or legislation that will benefit our community.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategy to contribute to the objective 'work with and influence others for mutual benefit':

- Advocate, lobby and partner with stakeholders to benefit the community.

What has happened during 2021/22?

The City continued to advocate for the City's key priorities and objectives as set out in its Strategic Community Plan throughout 2021/22.

In 2021, our advocacy approach was recognised by the State Government, who commended the City for submitting projects that are well planned, programs that are well researched and initiatives that the City is willing to partner with them on. This approach has been incredibly successful in recent years (more than $11 million in election commitments was secured during the 2021 state election). The City continued to proactively lobby in the lead-up to the 2022 federal election through the identification of the City's key projects, priorities and opportunities for federal collaboration and funding, and through the preparation of pre-election commitment requests.

In December 2021, the Mayor and Chief Executive Officer distributed these pre-election commitment requests to the current members and candidates of each federal electorate within the City, together with an invitation to attend a briefing on these projects and initiatives, with the aim of securing funding. This was very positively received, with multiple briefings held with seven federal members/candidates in the lead-up to the federal election and over $700,000 in election commitments secured, including $500,000 for an upgrade to Joondanna Reserve and $200,000 for Beaufort Street lighting upgrades.

The City's strong relationship with the Federal Government was evident in the lead-up to the 2022 federal election, when we were provided with the opportunity to again host the Prime Minister, the Hon. Scott Morrison MP on two separate occasions. These included a community forum at Stirling Leisure Centres – Herb Graham Recreation Centre – Mirrabooka where the Prime Minister personally thanked members of the City of Stirling community for their hard work.

In addition to these commitments and as a result of the City's dedicated lobbying for our Trackless Tram project, on 15 March 2022, the Hon. Paul Fletcher, Minister for Communications; Urban Infrastructure; Cities and the Arts announced approval of $135,000 to conduct an Australia-first trial of a Trackless Tram. This funding will be used to support the delivery of a trackless vehicle to trial in Perth, which will provide critical information to inform the City's trackless tram Business Case project and will be conducted with partners from Curtin University, Development WA and other State Government agencies. This is another significant step forward for this exciting project, with the trial expected to be undertaken in 2022/23.

Advocating for Federal and State Government funding is a crucial part of ensuring the City can deliver maximum value to residents across issues and portfolios ordinarily controlled by those levels of government, but expected by the community nonetheless.

Looking forward

Targeted lobbying for the City's Trackless Tram project will continue in 2022/23. The City's business case and Trackless Tram Trial results will be used to inform discussions with key Federal and State Government stakeholders to progress this project and ensure funding is allocated to implement this innovative transport solution.

The City will also continue to actively lobby for many other key strategic projects, including the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood Redevelopment which remains a key focus as we move into 2022/23.



Key result area: Governance and leadership

Outcome G3: Customer-focused organisation
Objective G3.1: Strengthen customer service

The ability to effectively and efficiently engage with and respond to our stakeholders in a professional manner is of paramount importance to the City. We have worked hard to better understand the different needs of our wide variety of stakeholders and this is being realised through our growing stakeholder engagement channels. Additionally, a focus on the continuous improvement of our customer service capability remains a key priority, and this continues to evolve alongside our ongoing customer relationship management project.

Our community members are becoming increasingly technologically aware and this in turn is raising their expectations in relation to engagement and customer service. The City is investing heavily in its people, processes and systems to ensure it is well positioned to meet the demands of its community going into the future.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to 'strengthen customer service':

- Provide consistent, responsive and efficient customer service
- Involve, engage and include our community in the decision-making process
- Transform the City's digital environment to increase access to the City.

What has happened during 2021/22?

The City continues to adapt to the evolving expectations of our customers as we strive to deliver excellence in our customer interactions, with customer-centric design at the forefront of our thinking.

Customers have been welcomed with a new digital service offering through Web Chat, enabling customers to interact with a customer experience officer in real time through the City's website. We've completed 812 chats during 2021/22 and anticipate this will increase soon.

Our Customer Contact Centre continues to be a focal point for our community to get in touch with us via phone, with 150,768 calls answered during 2021/22, of which 92,253 were answered within two minutes. Communication via digital channels is increasing, with 42,219 online customer enquiries being received and 19,149 call-back requests created for officers to make direct contact with a customer. The customer service front counter team supported 17,694 face-to-face enquiries at the City's Administration Centre.

As we position ourselves as a customer-driven organisation that provides a consistent and inclusive customer experience, we have continued to implement and apply continuous improvement in our technology foundations, created simpler processes, and made service improvements aligned with our Customer Engagement Strategy, focused on three priorities:

- Customer insights and action
- Consistent and frictionless customer experiences
- Customer-centric organisation.

The Customer Engagement Strategy shapes how we engage with our customers, ratepayers, residents, businesses, the wider community and visitors to the City of Stirling.

Relationship Management System (RMS)

RMS has been a critical digital enabler of the City's vision to be a dynamic organisation that delivers effective services, maintaining a strong customer focus by underpinning the moments that matter for our customers. In achieving this, the City has:

- Designed and provided a single 360-degree view of the City's customer interactions where information is up to date
- Integrated seamlessly with the City's core business systems, eliminating the need for manual intervention by staff by developing web forms with full back-end integration
- Delivered time savings and efficiencies across the organisation by reducing manual tasks and the number of systems used, accountability for actions and visibility of the information
- Improved the ability for customers to self-serve and track requests, thereby reducing 'avoidable contact'
- Delivered a full knowledge management system ensuring City officers have automated access to information and documents appropriate to the customer inquiry
- Provided scalability for future growth through the Internet of Things (IoT) and artificial intelligence
- Provided mobility for field officers and customers to lodge requests and report issues on site.

The Relationship Management System (RMS) project has reached the major completion of its 2021/22 milestones, prioritising customer experience and continuous improvement across the City's broader strategy, aimed at transforming its people, processes and systems.

The project in 2021/22 delivered further advancement and positive customer experiences in waste management operations and waste on-demand services (skip bins, mattress disposal, white goods and e-waste), mobilising verge and pool inspection officers and extending our customer self-service options online. The Address and Application Assistant now offers residents, developers or small-business owners a simple and easy online form for activities relating to prospective development across the City of Stirling.

The City also leads the local government sector with the RMS Line of Business project. This established RMS as a line-of-business system by making it recordkeeping compliant. The project enhanced the City's auditing and security functionality, enabled the automatic destruction of select documents, ensured vital records remain in the City's secure electronic management system and introduced consistent naming conventions for RMS. The last release was to review and improve the system processing and architecture process flows to enable more efficient business improvement flows moving forward.

Without strong leadership and management, this project would never have been supported or have been so successful. The strong governance and change approach featuring a steering committee, project manager, product owners, change champions, superusers and regular reporting through to Council via the Audit Committee has ensured that this project has been delivered 100 per cent within budget and timeframes – verified through an internal audit into the project's management.

As the project completed its last phase, our objective remains focused on building a customer-centric organisation by strengthening, improving and consolidating the foundations laid to date with the new system. The scope for 2022/23 will expand on the current RMS digital offerings and see the City continue to make a significant investment in building consistent and frictionless customer experiences with a business improvement focus, and with the support of the City's RMS digital team.



City website and digital engagement

The City continues to focus on improving its digital communications and engagement. According to the City's quarterly market research, most residents prefer to receive their communications from the City via digital channels, with email (32 per cent), social media (11 per cent), e-newsletter (11 per cent), and the City's website (nine per cent) being four of the five most popular channels to receive information. The remaining channel is letters (27 per cent).

As shown by the table below, the City experienced growth across all our digital platforms.

Table 16: Growth across digital platforms

City digital channel	Unit	Number	Growth in 21/22
LinkedIn	Followers	7,288	21.46%
YouTube	Subscribers	1,230	20.11%
Instagram	Followers	9,637	12.58%
Facebook	Followers	48,790	4.17%
Websites	Page views	4,280,007	1.58%
Twitter	Followers	4,824	1.47%

The City's social media accounts experienced the largest growth, with the numbers of followers on LinkedIn and YouTube both increasing by over 20 per cent.

On the website, the City's online engagement hub, Your Say, was relaunched as 'Shaping our City', and now offers whole-of-project visibility rather than just focusing on engagement activities. Through Shaping our City, the community can now track a project from start to finish and subscribe to regular updates.

In 2021/22, an E-newsletter Strategy was launched to improve the readership and subscription rates of the City's electronic newsletters. The strategy included transitioning to a 'smarter' email marketing platform that 'learns' how our customers like to receive and read their e-newsletters, reducing the number of e-newsletter titles available and customising the content for each subscriber.

In the six months (1 January to 30 June 2022) since the E-newsletter Strategy was launched, total opens increased by 10.13 per cent (from 360,000 total opens to nearly 400,000 total opens); the open rate increased by 133.7 per cent; and the click-through rate increased by 153.69 per cent. These statistics indicate that thousands more people are reading and engaging with the City's information. This has also been demonstrated by the City's market research, which has seen awareness levels of the City's primary e-newsletter, Stirling Scene, increasing 13 per cent over the past year, from 52 per cent awareness to 65 per cent. The City's residents indicated an overall satisfaction level of 62.67 per cent with the City's communications in the latest 2021/22 market research, which increased from 55 per cent in the same period the year before.

The City is now investigating the development of an online customer portal. Initial research conducted with the community showed that, of the 1,136 people who responded to the survey, 83.77 per cent would be likely (34.96 per cent) or very likely (48.81 per cent) to use an online portal. Further steps will be taken in 2022/23 to progress this project.

Community engagement and consultations

In 2021/22, the City designed and facilitated over 20 consultations with the community regarding important projects that would affect them.

These engagements were based on the well-established community and stakeholder engagement practices endorsed by Council in 2020. These ensure our community gets timely, well-constructed and accurate information with multiple methods (both digital and traditional) to provide feedback.

The City's engagement planner, eTool, used internally, continues to build capacity within the organisation. It trains employees to identify the impact their project will have on stakeholders and designs an engagement program from a list of activities that will meet the needs and expectations of the community in relation to that particular project. In 2021/22, 23 engagement plans were generated by the eTool. The eTool also underwent a major review to ensure its efficiency and accuracy remains up to date, with updates scheduled in the first half of 2023.

A further five bespoke engagement and communication plans were created for more complex projects, including:

- Water Corporation's Pipes for Perth project (Beaufort Street)
- The City's new Age-Friendly Strategy
- The major review of the City's Strategic Community Plan
- The Hector Street Safe Active Street feasibility study.

The City has also focused on providing a more tailored approach to large development applications (DAs) that will be assessed by the Joint Development Assessment Panel (JDAP) and are likely to be controversial in the community. Examples of this include the YELO Café site redevelopment in Trigg, and the Karrinyup West Residential project at Karrinyup Shopping Centre.

The City's focus on end-to-end engagement has built trust within the community and ensures information is provided at each stage of the project. The average satisfaction rating for how the City engaged with the community in 2021/22 was 67 per cent.

The City promotes its engagements through various digital and traditional methods. The City now has permission to post directly to most major community Facebook groups on important issues and projects. Project teams are also encouraged to use more traditional methods of marketing, including signage, posters, pop-up displays at libraries and recreation centres, letterbox drops and mailouts.

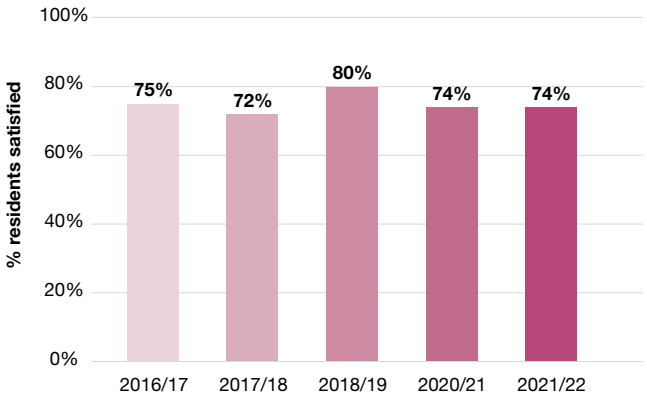
2021/22 saw the City's online engagement hub Your Say redesigned as 'Shaping our City', taking on a whole-of-project approach rather than just focusing on engagement activities. With a focus on user experience, this allows the community to track a project from start to finish and provides a simpler, more streamlined way to keep the community updated.

Some key statistics on 2021/22 engagements include:

- Number of engagements: 23
- Total number of surveys completed: 5,360
- Paid social media campaigns to promote engagements: 10 campaigns reaching 137,467 people
- Average engagement email opens: 20,136
- Total visits to the Shaping our City page: 85,713
- Average time spent on project pages: two minutes and nine seconds
- Highest-viewed Shaping our City page: 6,729 for the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood Redevelopment.

Within our annual residents' survey, we ask respondents to state their overall satisfaction with 'the way in which the City keeps residents informed'. Figure 53 provides the five-year trend with the result for 2021/22 at 74 per cent. The City will continue to focus on understanding the changing engagement needs within our community.

Figure 53: Satisfaction with the way in which the City keeps residents informed



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



Customer experience

The City continues to strive to deliver positive customer experiences and remain adaptable to the changing needs and expectations of our customers.

Customer-centric design is a key component in improving our service delivery. We aim to make it easier for people to interact with the City while maximising value for our customers.

An internal restructure and rebrand of the City's Customer Service team to Customer Experience has reinforced our focus on delivering positive customer experiences. Efficiencies gained have enabled the creation of a dedicated digital team allowing efficient management of increasing digital enquiries and the Web Chat feature introduced for financial year 2021/22. This has in turn increased the City's flexible resourcing within the Customer Contact Centre and front counter teams to meet shifting needs at priority times. 2021/22 has brought us numerous challenges, primarily around resourcing, that meant our contact centre did not consistently meet its performance targets relating to answer rates and wait times. At peak times we were able to redirect customers to other channels but this area will receive additional focus in the coming year.

The City of Stirling is a growing city – customer service requests and the ways our community wishes to engage with us are increasing and diversifying at the same time as budgets are tightening and we adapt to challenges presented by COVID-19. The City's completion of the major milestones for the RMS project has seen innovation used to drive positive customer experiences. The major completion of phase 1 of our Customer Engagement Strategy has seen a digital and cultural transformation journey. It has successfully provided the City's customers with simple and easy self-serve options, 24 hours a day, seven days a week from any device. It has also given customers the confidence to know their enquiry is being actioned and they can view its status, resulting in less time waiting for answers over the phone. Through RMS we are now able to collect compliments, suggestions, complaints and a satisfaction rating at the completion of every service delivered. This is the first time our customers have had a formal channel to provide feedback on the 200+ services the City offers. This data is used in our business improvement planning and to ensure the City focuses on customer-defined areas for improvement.

Looking forward

The City is committed to providing efficient and effective customer service and improving customer accessibility to its various services. Towards this objective, the City will look to modernise and improve customer experience when phoning the Customer Contact Centre. The software upgrade will bring a suite of new contemporary features, including the option for customers to receive a call back when waiting in queue, and being provided with an average wait time and position in the queue. The upgrade will also integrate with the City's relationship management system, allowing for self-service functionality to customers and greater visibility of historical interactions. This builds on the Customer Engagement Strategy's goal of creating a 360-degree view of our customers. The new telephony system and software for the new technology deployment will enable greater flexibility and resourcing of customer experience staff and an on-demand service from anywhere, while also generating greater service delivery efficiencies that connect to the Customer Contact Centre experience.

Key result area: Governance and leadership

Outcome G4: Capable and efficient organisation
Objective G4.1: Optimise use of the City's resources and build organisational capability

The City of Stirling is the largest local government area by population in Western Australia and is a consistently strong performer within the sector.

The City continually focuses on opportunities for improvement, striving for operational excellence across all of its services. To support this, the City plans, prioritises, develops its people and manages its organisational performance to ensure that it meets future challenges while making the most of opportunities that arise. We understand that we must take direction from our community and work together to improve our performance. We have worked with our community to refresh our Strategic Community Plan and are working on a number of projects to look at improvements in our service. We will also focus on more meaningful collaboration and teamwork at all levels of the organisation and seek to further improve the organisation's planning, decision making and delivery.

We also take seriously our commitment to our employees, providing more opportunities to develop and grow. The City's Workforce Plan recognises this and aims to develop the knowledge, skills and abilities of our people to ensure they are effective in their positions within the organisation.

Our long-term financial planning is well established. The City is in a strong financial position and is debt free. Our budget process is robust and aligns to the aspirations and priorities set in the City's Strategic Community Plan. This enables the City to continue delivering its high level of services, programs and infrastructure and to keep rate increases low to minimise financial pressure on our community.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective 'optimise use of the City's resources and build organisational capacity and capability':

- Plan for the future, manage resources and measure progress based on the community's vision (Integrated Planning and Reporting Framework)
- Provide responsible financial and asset management to ensure the City's long-term sustainability
- Drive improvement and innovation to build capacity and increase efficiency and effectiveness
- Maintain a highly skilled and effective workforce.

What has happened during 2021/22?

Major review of the Strategic Community Plan

In accordance with the Integrated Planning and Reporting Advisory Guidelines (2016), the City of Stirling undertook a major review of its Strategic Community Plan in 2021/22. Extensive community consultation was undertaken as part of this exercise.

The City advertised the consultation process through:

- City of Stirling website with a dedicated Future City/Your Say page
- Social media platforms such as Facebook and Twitter
- The City's e-newsletter, Stirling Scene
- Media release to promote community consultation
- Emails to residents, Elected Members and City employees
- Posters and flyers distributed to all City libraries and leisure centres.

The City engaged with a diverse range of stakeholders during October and November 2021, with over 2,000 people actively consulted.

Community members provided their feedback using various channels such as:

- Online surveys
- Direct interactions with City's representatives at:
  - » Pop-up kiosks at shopping centres at Balcatta, Innaloo, Mirrabooka, Stirling and Yokine
  - » Nine community events, including Inglewood Night Markets, Scarborough Sunset Markets and Stirling Farmers' Markets
- Feedback postcards
- Interactive display boards at City libraries and leisure centres
- Workshops with Elected Members and City employees.

During the review, the City listened to what the community and other key stakeholders had to say. Based on the feedback, two key emerging priorities were identified that will shape the direction of the City over the next 10 years.

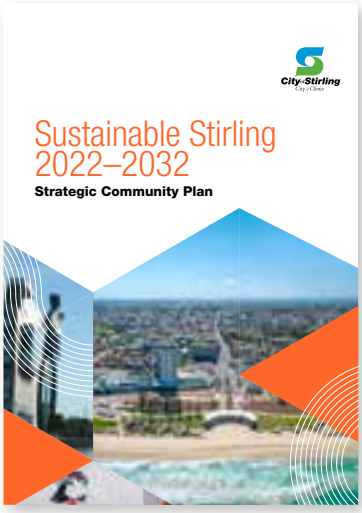
Environmental sustainability

There is an expectation within the community that the City should increase its efforts to create a more sustainable future. Strong feedback across all areas of the City of Stirling shows that people want to be more involved and would like the City to provide leadership and direction. Following the challenges over the past two years, appreciation for the natural environment and public open space in local communities has increased. It is very important to our community that this is protected and enhanced in years to come.

Connection to local areas

The impacts of COVID-19 have changed the way people live, work and recreate in the City of Stirling. More people are working from home and spending more time in their local areas. People want to be able to have access to their daily needs within walking distance of their homes. These include local services, small shopping and entertainment precincts and well-maintained, safe local open spaces. They want these places to reflect the unique character of their local area and to have better social connections to their neighbours.

As these priorities were so clear and important to our community, the City has made a change to its overall vision for the first time since 2013. The City's vision for 2022-32 is 'A sustainable City with a local focus'. New strategic objectives and strategies have also been developed to address these priorities and are included in the plan, which has been named Sustainable Stirling 2022-2032.



Long-Term Financial Plan

The City's Long-Term Financial Plan has been reviewed in conjunction with the annual Corporate Business Plan review during the 2021/22 financial year. The plan is an integral component of the Integrated Planning and Reporting Framework, as it provides the financial link between the Annual Report, the Strategic Community Plan, the Corporate Business Plan, the Workforce Plan and the Asset Management Plans to ensure the City can deliver its strategic objectives over the next 10 years. The cumulative vision of these plans is that the City of Stirling will be a place where people choose to live, work, visit and invest as a 'City of Choice'.

To date, the City has maintained sustainable financial performance, targeting a balanced budget as a minimum standard to fund operational and project requirements. The Long-Term Financial Plan ensures this performance can be maintained over the next 10 years, with a balanced budget and modest rate increases underpinning the forecast estimates.

A key assumption in the development of this plan is the continuation of current service offerings over the forecast period. It is expected there will be minimal changes to the City's service offering and that demand for services will grow in line with the assumed inflation factors underpinning the forecast.

The goal of the Long-Term Financial Plan is to optimise and balance the City's service delivery, service amenity and financial stability to provide the best outcomes for the community.

Historically, in line with the requirements of the Department of Local Government, Sport and Cultural Industries, the City has produced a series of financial ratios to assist with performance analysis. In June 2022 the department issued amendments to this requirement, removing the need for a local government's annual financial report to include:

- Financial ratios
- An auditor's opinion on financial ratios, significant adverse trends and indications of non-compliance.

For this reason the City has not produced ratio results for the 2021/22 financial year. However, it was considered pertinent to report the historical position within this annual report for reference purposes, and these results follow.

Operating surplus ratio

$$\frac{\text{operating revenue minus operating expense}}{\text{own-source operating revenue}}$$

Purpose

This ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

The basic standard is between one per cent and 15 per cent (0.01 and 0.15). The advanced standard is greater than 15 per cent (>0.15).

Results

2017/18	2018/19	2019/20	2020/21	2021/22
0.0339	0.0021	(0.0475)	(0.0620)	N/A

In 2019/20 Council determined to maintain a low rate increase by using reserve funding to continue to deliver services and projects. This resulted in the ratio being below the standard used by the Department of Local Government, Sport and Cultural Industries, as reserve funding is not considered in the calculation.

Current ratio

current assets minus restricted current assets

current liabilities minus liabilities associated with restricted assets

Purpose:

This is a modified commercial ratio designed to focus on the liquidity position of a local government that has arisen from past years' transactions.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

The standard is not met if the ratio is lower than 1:1 (less than 100 per cent). The standard is met if the ratio is greater than 1:1 (100 per cent or greater). A ratio less than 1:1 means that a local government does not have sufficient assets that can be quickly converted into cash to meet its immediate cash commitments.

Results:

2017/18	2018/19	2019/20	2020/21	2021/22
2.7364	1.7853	1.4503	1.2455	N/A

The City of Stirling met the standard for local governments for all years measured. Note that the result for 2019/20 has been restated due to a reclassification of right-of-use assets.

Own-source revenue coverage ratio

own-source operating revenue

operating expense

Purpose:

This ratio is a measurement of a local government's ability to cover its costs through its own revenue efforts.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

A basic standard is achieved if the ratio is between 40 per cent and 60 per cent (or 0.4 and 0.6). An intermediate standard is achieved if the ratio is between 60 per cent and 90 per cent (or 0.6 and 0.9). An advanced standard is achieved if the ratio is greater than 90 per cent (or >0.9).

Results:

2017/18	2018/19	2019/20	2020/21	2021/22
1.0419	0.9846	0.8944	0.8875	N/A

The City of Stirling met the standard for local governments for all years measured. Note that the result for 2019/20 has been restated due inclusion of underground power expenses in the operating expenses category of the ratio.

Debt service cover ratio

annual operating surplus before interest and depreciation

principal and interest

Purpose:

This ratio is a measure of a local government's ability to repay its debt, including lease payments. The higher the ratio is, the easier it should be for a local government to obtain a loan.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

A basic standard is achieved if the ratio is greater than or equal to two. An advanced standard is achieved if the ratio is greater than five.

Results:

2017/18	2018/19	2019/20	2020/21	2021/22
0	0	0	0	N/A

The City of Stirling has no debt and therefore nil ratio score.

Workforce Plan

The City's Workforce Plan 2018-22 outlines how the City of Stirling will further develop its workforce capability to deliver the Corporate Business Plan 2021-25 and the Strategic Community Plan 2018-28. The City has assessed the challenges and has developed strategies to build the capability of the workforce to continue to deliver high-quality services and meet the community's needs, now and into the future.

Examples of activities driven by the Workforce Plan include:

- Examine resource allocation and realign/increase to meet demand if necessary
- Ensure the City's workforce changes over time to represent the diverse community it serves
- Establish a lobbying contact to identify and influence decisions at council, state and federal levels
- Identify potential areas for traineeships/secondments/cadetships
- Work with tertiary institutions to align courses with the specific needs of local governments
- Educate and up-skill managers on the process and requirements for flexible work arrangements
- Align with initiatives as they are developed by State and Federal Government bodies in relation to recruitment and retention
- Implement a culture and leadership program.

During the year, the City achieved some key milestones outlined by the plan, including an ageing workforce study, a review of recruitment systems and processes, improvements to workforce analytics, and COVID-19 flexible work arrangements. The City's new Workforce Plan will be developed in the first half of 2022/23.

Asset Management Framework

Many of the services that the City delivers to its community are reliant on its infrastructure assets and it is imperative that the City manages the full lifecycle of these assets in the most cost-effective manner. As a result, the provision and maintenance of infrastructure assets and associated services is at the heart of the City's long-term commitment to its community.

Infrastructure assets such as roads, pathways, stormwater drainage, buildings and parks present particular challenges as they have long lives and high values. Long-term financial forecasts are significant and require planning for peaks and troughs in expenditure to ensure the City has the available funds to renew and replace such assets. The demand for new and improved services from these existing assets adds to the complexity of planning and financial forecasting.

The creation of new assets also presents challenges in terms of the additional funding required for the ongoing operating and replacement costs necessary to provide the required level of service over the assets' full lifecycle.

The goal of the City's Asset Management Framework is to address these challenges and demonstrate how the City's assets will meet the service delivery needs of present and future communities through the development of skills, governance, processes, systems and data. It also addresses the management of its assets, risk and levels of service in the most sustainable and cost-effective manner.

The City's Asset Management Framework has been prepared under the guidance of the AS/ISO 55000 Standard for Asset Management, the Integrated Planning and Reporting Framework and guidelines developed by the Department of Local Government, Sport and Cultural Industries, the City's Strategic Community Plan and the Corporate Business Plan. As a result, the framework is well aligned to deliver the City's vision, objectives and strategies in providing cost-effective, transparent, high-quality and affordable service levels in accordance with community expectations.

The City's Asset Management Policy outlines its approach to asset management and commits to aligning asset management with the AS/ISO 55000 standard. The City's Asset Management Strategy is a 'higher-level' enabling document (with a detailed four-year implementation plan) that underpins the Asset Management Policy.

The City has developed Roads, Pathways, Drainage, Buildings, and Parks and Open Space Asset Management Plans to sustainably deliver these services.

The City's Asset Management Framework is reviewed in conjunction with the Strategic Community Plan and Corporate Business Plan. In summary, the City's Integrated Planning and Reporting Framework links all its service delivery options to the vision and objectives in the Strategic Community Plan and the Corporate Business Plan.

Corporate information services technology projects and upgrades

In line with the City's strategic objective to 'optimise use of the City's resources and build organisational capability', it undergoes a continual program of information-technology-related implementation, upgrade, renewal and replacement. While not all of the planned program was achieved in 2021/22, the City did complete many significant major and minor works, including the introduction of a new visitor management system, a community safety body camera system and modernisation of the City's phone system. These were implemented together with upgrades in relation to Microsoft Office Exchange Online and enhancements to the existing customer maintenance requests solution and leisure facilities management system. The City's information technology program is ongoing and part of a continually changing technological landscape. The City will strive to ensure that its systems and applications meet the needs of its workforce and customers.

Looking forward

The key focus for 2022/23 will be implementing the City's brand new Strategic Community Plan, Sustainable Stirling 2022-2032. A new vision and new focus areas will be communicated to employees and the community to improve understanding and engagement with the plan. As part of the major review of this plan, the City has aligned a new set of indicators to the United Nations Sustainable Development Goals. These will be used to help focus the City's efforts on the areas where we can have the most impact and we will use these measures to track our performance. An in-depth review of this process will be undertaken in 2022/23 to assist the City to make a positive contribution towards this global commitment.



Case study



Lending a hand at the Shire of Perenjori

Following the devastating damage inflicted by Cyclone Seroja in April 2021, a call-out was made via the West Australian Local Government Association (WALGA) to metropolitan local governments asking for assistance with a recovery response. The impacted regional area of Western Australia needed staff resources to rebuild a community in turmoil.

The City of Stirling offered the services of Community Development Officer, Laura Griffin. Laura travelled to the Shire of Perenjori, a local government area in the Mid West region of WA located 360 km north of Perth. The shire covers an area of 8,313 km^2, with a population of just over 600 people.

Laura worked alongside organisations including the Department of Fire and Emergency Services and the Red Cross to bring people together after many residents' homes and livelihoods had been destroyed. Laura was tasked with reconnecting the community through social events and initiatives, a task well placed with a positive and social individual such as her.

The initial secondment was 12 weeks; however, Laura stayed for 16 weeks and delivered some amazing results. Her community events were hugely popular, including a tree giveaway of 600 seedlings, which were donated by a local nursery. Utilising a Mount Gibson Trust grant of $30,000 and working alongside local police, the Freemasons Lodge was renovated and transformed into a youth centre providing a safe and inviting space for local kids to call their own. Laura organised community barbecues, female health workshops, fitness induction programs at the local community gym and a macrame workshop.

Laura embraced the country lifestyle, joining the volunteer fire brigade and the tourism bureau and attending the Mingenew Midwest Expo to represent the shire. On her return to the City of Stirling, Laura called on the Executive Team to offer further assistance by way of learning opportunities for her Perenjori colleague Hannah Roberts, who spent three days at the City of Stirling Administration Centre. Hannah shadowed a variety of teams including Governance, Human Resources, Infrastructure, Finance and the Offices of the Mayor and CEO to enable her to better serve her residents on her return home.


Princess





Indexes

GRI Content Index

GRI Standard	Disclosure	Page number(s)
GRI 101: Foundation 2021		
General Disclosures		
GRI2: General Disclosures 2021	**Organisational profile**	
	Disclosure 2-1 Organisational details (Name, Ownership legal form, location, country)	24
	Disclosure 2-2 Entities included in the organisation's sustainability reporting	City of Stirling
	Disclosure 2-3 Reporting period, frequency and contact point	7
	Disclosure 2-4 Restatements of information (errors from last year)	N/A
	Disclosure 2-5 External assurance	Financial Statements
	Activities and workers	
	Disclosure 2-6 Activities, value chain and other business relationships	36 – 37, 82 – 83
	Disclosure 2-7 Employees	52 – 63
	Disclosure 2-8 Workers who are not employees	64 – 65
	Governance	
	Disclosure 2-9 Governance structure and composition	23 – 33
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	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	30 – 33
	Disclosure 2-13 Delegation of responsibility for managing impacts	32
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	Council endorsement of Annual Report
	Disclosure 2-15 Conflicts of interest	33
	Disclosure 2-16 Communication of critical concerns	30 – 32
	Disclosure 2-17 Collective knowledge of the highest governance body	30 – 32
	Disclosure 2-18 Evaluation of the performance of the highest governance body	32
	Disclosure 2-19 Remuneration policies	58
	Disclosure 2-20 Process to determine remuneration	58
	Disclosure 2-21 Annual total compensation ratio	Not reported this year
	Strategies, policies and practices	
	Disclosure 2-22 Statement on sustainable development strategy	12
	Disclosure 2-23 Policy commitments	30 – 32
	Disclosure 2-24 Embedding policy commitments	78 – 80
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	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	30
	Disclosure 2-27 Compliance with laws and regulations	181 – 182
	Disclosure 2-28 Membership associations	36 – 37

GRI Standard	Disclosure	Page number(s)
GRI 101: Foundation 2021		
General Disclosures		
GRI2: General Disclosures 2021	**Stakeholder engagement**	
	Disclosure 2-29 Approach to stakeholder engagement	36 – 37
	Disclosure 2-30 Collective bargaining agreements	58

GRI Standard	Disclosure	Page number(s)
Material Topics		
200 series (Economic topics)		
GRI 201: Economic Performance 2016	**Economic Performance**	
	201-1 Direct economic value generated and distributed	Financial Statements
	201-2 Financial implications and other risks and opportunities due to climate change	44 – 45
	201-3 Defined benefit plan obligations and other retirement plans	58
	201-4 Financial assistance received from government	45
GRI 202: Market Presence 2016	**Market Presence**	
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable
	202-2 Proportion of senior management hired from the local community	Not applicable
GRI 203: Indirect Economic Impacts 2016	**Indirect Economic Impacts**	
	203-1 Infrastructure investments and services supported	128 -148
	203-2 Significant indirect economic impacts	44 – 45
GRI 204: Procurement Practices 2016	**Procurement Practices**	
	204-1 Proportion of spending on local suppliers	164
GRI 205: Anti-corruption 2016	**Anti-corruption**	
	205-1 Operations assessed for risks related to corruption	70 – 75
	205-2 Communication and training about anti-corruption policies and procedures	70 – 75
	205-3 Confirmed incidents of corruption and actions taken	None
GRI 206: Anti-competitive Behaviour 2016	**Anti-competitive Behaviour**	
	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None
GRI 207: Tax 2019	**Tax**	
	207-1 Approach to tax	Not applicable
	207-2 Tax governance, control, and risk management	Not applicable
	207-3 Stakeholder engagement and management of concerns related to tax	Not applicable
	207-4 Country-by-country reporting	Not applicable

GRI Standard	Disclosure	Page number(s)
Material Topics		
300 series (Environmental topics)		
GRI 301: Materials 2016	**Materials**	
	301-1 Materials used by weight or volume	164-165
	301-2 Recycled input materials used	164-165
	301-3 Reclaimed products and their packaging materials	164-165
GRI 302: Energy 2016	**Energy**	
	302-1 Energy consumption within the organization	160-162
	302-2 Energy consumption outside of the organization	163
	302-3 Energy intensity	Not reported this year
	302-4 Reduction of energy consumption	160
	302-5 Reductions in energy requirements of products and services	Not reported this year
GRI 303: Water and Effluents 2018	**Water**	
	303-1 Interactions with water as a shared resource	157
	303-2 Management of water discharge-related impacts	Not reported this year
	303-3 Water withdrawal	157-158
	303-4 Water discharge	Not reported this year
	303-5 Water consumption	157-158
GRI 304: Biodiversity 2016	**Biodiversity**	
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not reported this year
	304-2 Significant impacts of activities, products, and services on biodiversity	168-176
	304-3 Habitats protected or restored	170-172
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	170
GRI 305: Emissions 2016	**Emissions**	
	305-1 Direct (Scope 1) GHG emissions	162
	305-2 Energy indirect (Scope 2) GHG emissions	162
	305-3 Other indirect (Scope 3) GHG emissions	162-163
	305-4 GHG emissions intensity	Not reported this year
	305-5 Reduction of GHG emissions	162-163
	305-6 Emissions of ozone-depleting substances (ODS)	Not reported this year
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not reported this year
GRI 306: Waste 2020	**Waste**	
	306-1 Waste generation and significant waste-related impacts	154-156
	306-2 Management of significant waste-related impacts	Not reported this year
	306-3 Waste generated	154-156
	306-4 Waste diverted from disposal	154-156
	306-5 Waste directed to disposal	154-156
GRI 307: Environmental Compliance 2016	**Environmental Compliance**	
	307-1 Non-compliance with environmental laws and regulations	None noted
GRI 308: Supplier Environmental Assessment 2016	**Supplier Environmental Assessment**	
	308-1 New suppliers that were screened using environmental criteria	164 – All tenders
	308-2 Negative environmental impacts in the supply chain and actions taken	164-166

GRI Standard	Disclosure	Page number(s)
Material Topics		
400 series (Social topics)		
GRI 401: Employment 2016	**Employment**	
	401-1 New employee hires and employee turnover	56
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	58 – 60, covered in agreements
	401-3 Parental leave	58 – 60, covered in agreements
GRI 402: Labor/ Management Relations 2016	**Labor/Management Relations**	
	402-1 Minimum notice periods regarding operational changes	58 – 60, covered in agreements
GRI 403: Occupational Health and Safety 2018	**Occupational Health and Safety**	
	403-1 Occupational health and safety management system	61 – 63
	403-2 Hazard identification, risk assessment, and incident investigation	61 – 63
	403-3 Occupational health services	61 – 63
	403-4 Worker participation, consultation, and communication on occupational health and safety	61 – 63
	403-5 Worker training on occupational health and safety	61 – 63
	403-6 Promotion of worker health	60
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	61 – 63
	403-8 Workers covered by an occupational health and safety management system	58 – 60, covered in agreements
	403-9 Work-related injuries	63
	403-10 Work-related ill health	63
GRI 404: Training and Education 2016	**Training and Education**	
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	404-2 Programs for upgrading employee skills and transition assistance programs	59
	404-3 Percentage of employees receiving regular performance and career development reviews	59
GRI 405: Diversity and Equal Opportunity 2016	**Diversity and Equal Opportunity**	
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	405-2 Ratio of basic salary and remuneration of women to men	55
GRI 406: Non-discrimination 2016	**Non-discrimination**	
	406-1 Incidents of discrimination and corrective actions taken	58 – 60, covered in agreements
GRI 407: Freedom of Association and Collective Bargaining 2016	**Freedom of Association and Collective Bargaining**	
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	58 – 60, covered in agreements
GRI 408: Child Labour 2016	**Child Labour**	
	408-1 Operations and suppliers at significant risk for incidents of child labour	164 – Assessed in tenders
GRI 409: Forced or Compulsory Labour 2016	**Forced or Compulsory Labour**	
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	164 – Assessed in tenders
GRI 410: Security Practices 2016	**Security Practices**	
	410-1 Security personnel trained in human rights policies or procedures	Not reported this year

GRI Standard	Disclosure	Page number(s)
Material Topics		
GRI 411: Rights of Indigenous Peoples 2016	**Rights of Indigenous Peoples**	
	411-1 Incidents of violations involving rights of indigenous peoples	Not reported this year
GRI 412: Human Rights Assessment 2016	**Human Rights Assessment**	
	412-1 Operations that have been subject to human rights reviews or impact assessments	164 – Assessed in tenders
	412-2 Employee training on human rights policies or procedures	Not reported this year
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	164 – Assessed in tenders
GRI 413: Local Communities 2016	**Local Communities**	
	413-1 Operations with local community engagement, impact assessments, and development programs	40 – 41, 80, 188
	413-2 Operations with significant actual and potential negative impacts on local communities	Not applicable
GRI 414: Supplier Social Assessment 2016	**Supplier Social Assessment**	
	414-1 New suppliers that were screened using social criteria	164 – Assessed in tenders
	414-2 Negative social impacts in the supply chain and actions taken	163
GRI 415: Public Policy 2016	**Public Policy**	
	415-1 Political contributions	69, 184
GRI 416: Customer Health and Safety 2016	**Customer Health and Safety**	
	416-1 Assessment of the health and safety impacts of product and service categories	61 – 63
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	61 – 63
GRI 417: Marketing and Labelling 2016	**Marketing and Labelling**	
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	417-2 Incidents of non-compliance concerning product and service information and labelling	Not applicable
	417-3 Incidents of non-compliance concerning marketing communications	Not applicable
GRI 418: Customer Privacy 2016	**Customer Privacy**	
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City facilities

Administration Centre

25 Cedric Street, Stirling
(08) 9205 8555

Animal Care Facility

15 Natalie Way, Balcatta
(08) 9205 7120

Hamersley Public Golf Course

102 Marmion Avenue, Karrinyup
(08) 9205 7440

Henderson Environment Centre

16 Groat Street, North Beach
(08) 9205 8555

Multicultural Centre

38 Ashbury Crescent, Mirrabooka
(08) 9205 7320

Mount Flora Museum

Elvire Street, Watermans Bay
(08) 9205 8555

Operations Centre

16 Natalie Way, Balcatta WA
(08) 9205 8555

Recycling Centre Balcatta

238 Balcatta Road, Balcatta WA
(08) 9205 8555

Stirling Leisure Centres

Hamersley

Belvedere Road, Hamersley
(08) 9205 7600

Herb Graham – Mirrabooka

38 Ashbury Crescent, Mirrabooka
(08) 9205 7320

Karrinyup

2 Natalie Way, Karrinyup
(08) 9345 8555

Leisurepark – Balga

Princess Road, Balga
(08) 9205 7340

Scarborough

Scarborough Community Hub
173 Gildercliffe Street, Scarborough
(08) 9205 7490

Scarborough Beach Pool

171 The Esplanade, Scarborough
(08) 9205 7560

Terry Tzyack Aquatic Centre – Inglewood

62 Alexander Drive, Inglewood
(08) 9205 7720

Stirling Libraries

Dianella

Waverley Street, Dianella
(08) 9205 7740

Inglewood

Inglewood Town Square
895 Beaufort Street, Inglewood
(08) 9205 7700

Karrinyup

Davenport Street, Karrinyup
(08) 9205 7400

Mirrabooka

Mirrabooka Community Hub
21 Sudbury Road, Mirrabooka
(08) 9205 7300

Osborne

Osborne Community Hub
9 Royal Street, Tuart Hill
(08) 9205 7900

Scarborough

Scarborough Community Hub
173 Gildercliffe Street, Scarborough
(08) 9205 7420

Stirling Community Centres

There are 16 community centres in the City of Stirling, which provide residents with a range of hire facilities, as well as several ongoing community educational and recreational programs.

Most community centres are home to autumn clubs or seniors' clubs that use the centres as their bases. These clubs encourage active ageing by offering a supportive environment to socialise.

Visit www.stirling.wa.gov.au/venuehire for more information.







City of Stirling
City of Choice

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Telephone (08) 9205 8555
Enquiries www.stirling.wa.gov.au/enquiries
Web www.stirling.wa.gov.au | /citystirlingwa

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