City of Stirling
City of Choice

Annual Report

2022/23







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Where to get a copy

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

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

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

Από πού να πάρετε αντίγραφο

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

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

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

Dove ottenerne una copia

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

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

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

何处可获取年度报告

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

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

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

何處可獲取年度報告

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

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

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

Каде да побарате копија

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

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

Có thể lấy một bản ở đâu

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

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

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

شرازگ یاون هب یسرتسد

تبساسب وبرط زا گرازش یرادرمشان یاهنامزاس ناگدننک هئارا یرادرمش (www.stirling.wa.gov.au/annualreport) ترابع دنناوتیم و تسا یرادرمش یوتیوی لانارت (www.youtube.com/user/cityofstirlingwa) یاج هب "The Year in Review" ناونع تحت دنشاب یم یسرتسد لباق.

،تسیزیم طخ زا یاهتمحز یرادرمش هوادم دعب ار یرادرمش سانشرازگ تسا. ایزان هب هدش هئارا یاهخسن یدودحم داعبا انثم هخسن یاهنامزاس زا یرادرمش یاهباتک شش نیچمه و یرادرمش زکرم رد اه یاج هب یرادرمش یوتیوی لانارت زا نیرط یاراب .دنشاب یم دوجوم موعم هدافتسا یارب یاهنامزاس یاهخسن یاراب طبار هب یرادرمش یومعم هب یزفلت تسا (08) 9205 8555 یاهرامش اب سامت یاهنامزاس شرازگ یاهخسن کی ار یرادرمش یاهنامزاس شرازگ رگید یاهنابز هب لیدبت ناوت یم ار یرادرمش یاهنامزاس شرازگ .دوش همجرت Translating and Interpreting Service (TIS) نلفت رامش اب 13 14 50 .دیریگب سامت

من أين الحصول على نسخة

يمكن تحميل التقرير السنوي لمدينة ستيرلينج (City of Stirling) من الإنترنت عن طريق الموقع الخاص بالمدينة (www.stirling.wa.gov.au/annualreport)، كما أن التقرير متاح على شكل سمعي بصري بعنوان "The Year in Review" في قناة المدينة على اليوتيوب (www.youtube.com/user/cityofstirlingwa). وتماشيًا مع التزام المدينة المستمر بالاستدامة، يتم طباعة عدد محدود من النسخ المطبوعة من التقرير السنوي. يمكن الاطلاع على هذه النسخ في مركز الإدارة والمكتبات الستة في ستيرلينج. كما يمكن أيضًا طلب نسخة من التقرير عن طريق الاتصال بمركز خدمة العملاء التابع للمدينة على الرقم 9205 8555 (08).

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



Acknowledgement of Country

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

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

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

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





Introduction

The City of Stirling Annual Report for the 2022/23 financial year presents the City's financial and operational performance for the year against the key objectives, strategies and priorities outlined in its Strategic Community Plan and Corporate Business Plan.

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

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

The City's Strategic Community Plan, Sustainable Stirling 2022-2032, and its supporting Corporate Business Plan 2022-2026 form the vision for the development of the City of Stirling. These two publications detail our community's aspirations and the approaches in place to achieve them. The Annual Report 2022/23 informs the reader of how the City is delivering on its vision to be a place where people choose to live, work, visit and invest.

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

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

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

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

The Annual Report 2022/23 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 ideally situated 8 km north of Perth's central business district and covers an area of around 100 km^2. Extending across 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 boasts a thriving multicultural community and economic hub.

The City sits on land known as Mooro Country, home to Wadjak Nyoongar people for more than 40,000 years. Mooro Country covers a large area, extending 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 to the boundary of Perth's metropolitan northern border more than 50 km away. A coastal wetlands trail follows a chain of lakes from the Swan River heading north. This is regarded by the Nyoongar community as 'all the same water' and shares the ideal 'one water, many lakes'. Aboriginal heritage sites are registered at each of the lakes in this chain, including sacred sites at Lake Gwelup, Star Swamp and Herdsman Lake.

The City of Stirling is the largest local government by population in Western Australia, with an estimated population of over 235,000. Migrants form an important part of the City's history, with early settlers from China and Europe having ignited growth in agriculture in the area. Thriving market gardens were established in the inner suburbs of Osborne Park, Balcatta and Gwelup in the early 1900s. Today, our multicultural makeup is rich and diverse, with almost one third of residents speaking a language other than English and around 37 per cent of our residents being born overseas.

Following the passing of the *Local Government Act 1960*, road boards transitioned to shires and uniform legislation was introduced to govern cities, towns and shires. In 1961, the Perth Road Board became the Shire of Perth, with a population of approximately 84,000 people. A decade later, the Shire of Perth was renamed the City of Stirling, with a population at this time of 160,000 people.

The City's built environment boasts a thriving industrial hub, beautiful history-laden suburbs and cool, eclectic café strips. A stunning 7 km stretch of coastal dunes and beaches are enjoyed by locals and tourists, with the top surf spots of Scarborough and Trigg among the City's major attractions.

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 23,500 businesses operate within the City, including key industries of construction, retail, health, education and training, manufacturing, resources and hospitality. The total value of goods and services generated by the City of Stirling economy in 2022/23 was $18.1 billion.



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.

Estimated population **235,845***

96% overall community satisfaction score

99%* satisfaction rate from event goers

57.7% born in Australia**

1,445 new citizens were naturalised at 18 citizenship ceremonies

6 leisure centres
3 with swimming pools

6 libraries

24 recreation facilities
with **40,381** bookings of hireable spaces in 2022/23

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**

1.1%
identify as Aboriginal or Torres Strait Islander**

23.3 million
containers processed at the Container Refund Centre

32%
of employees live in the City

30 suburbs

65.4%
educated to Year 12 or equivalent** and 40.7% have completed higher education

4.16m general waste (red top) bins collected

1.9m recycling (yellow top) bins collected

932,000 garden organics (green top) bins collected

21.8% aged under 20**

23,513* businesses
supporting 88,056 jobs with a gross regional product of $18.1 billion

1,095 km of roads

22.3%
aged over 60**

460
registered volunteers

1,124 km of pathways

38** median resident age

505 events held in 2022/23

103,782
total properties

56 artworks in the City's public art collection

214 artworks in the City's visual art collection

18,515
trees and plants given away to residents in 2022/23

16,776
ratepayers received their rates notice via email

Sources
* Australian Bureau of Statistics, Estimated resident population, Australia
** 2021 Census
*** Culture Counts survey



The City is dedicated to the community and strives to be a customer-focused, efficient and responsive local government.

Message from the Mayor and CEO

The City of Stirling's 2022/23 Annual Report showcases the strong financial position our City is in, with a local economy of $17.8 billion, up from $15.7 billion in 2019.

To maintain amenities this year, we progressed planning instruments including Local Planning Scheme No. 4. The Scarborough Beach Redevelopment Area Normalisation will see planning authority return to the City in 2023/24.

We upgraded community sporting facilities including Carine Baseball Club, North Beach Soccer Club, Scarborough Tennis Club and Robinson Reserve, and redevelopment works have continued at the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood. The redevelopment of Hamersley Public Golf Course progressed, with an architect engaged to prepare the designs.

The City attracted and supported major sporting and arts events, providing $560,000 in sponsorship value. They included Jazz by the Beach, the WA Music Awards, the Australian Surf Life Saving Championships, the Australian Junior Squash Championships and the Perth Glory A-league Series 2022-23. These events are important in supporting the local economy.

The City also continued to work to improve community safety, investing $150,000 in a new CCTV rebate program.

Local government elections are an opportunity to celebrate local democracy in action and looking ahead, the City with hold its next election on Saturday 18 October 2023.

The City's Trackless Tram project continued to gain pace in 2022/23. Next year the City of Stirling will host an Australian-first trial of this innovative technology. This ambitious project is part of the City's broader visions to revitalise the Stirling City Centre to become Perth's second CBD.

It is a major undertaking and one that will deliver for our community into the future, as we continue to build a sustainable City of Stirling.



Mark Irwin
Mayor

The City of Stirling continues to thrive, with almost 236,000 people calling the City home. Along with more than 23,500 local businesses, the local economy supported about 88,000 local jobs this year.

July 2022 saw Council endorse the City's new long-term plan, Sustainable Stirling 2022-2032, together with a strong vision to be a sustainable City with a local focus to lead us into the future.

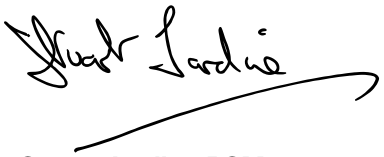
With an ongoing focus on sustainability, the City progressed numerous projects as part of our Sustainable Energy Action Plan. This included the installation of solar panels at Stirling Libraries – Inglewood and Mirrabooka, saving the City more than $50,000 in energy costs per year. We also procured eight electric vehicles and our first electric waste truck to support our ongoing transition to net zero emissions.

The City's services and initiatives continued to be recognised in 2022/23. This included winning the Platinum Waterwise Council of the Year at the Waterwise Recognition Awards. Our Public Open Space Strategy 2021-2031 received a high commendation at the 2023 Parks and Leisure Australia WA Awards of Excellence, and the Gnalla Nollamara Pop-up Plaza won the Community Wellbeing and Diversity award at the Planning Institute of Australia Awards.

Our Annual Report won Best in Sector for accountability and transparency in strategic performance reporting at the Australasian Reporting Awards (ARA) and was acknowledged as achieving excellence by receiving a gold award – the ninth in a row for the City.

The City is dedicated to the community and strives to be a customer focused, efficient and responsive local government. This dedication was reflected in the City's 2023 Community Satisfaction rating of 96 per cent, the best result the City of Stirling has achieved in the 22 years that the survey has been conducted. This is an amazing achievement and a credit to the dedication of our Mayor, Councillors, Executive Team and employees across the organisation.

I look forward to the City maintaining this performance in our service and program delivery in 2023/24, continuing to be a sector-leading, contemporary and innovative local government.



Stuart Jardine PSM
CEO



Our vision

A sustainable
City with a local focus.

Our mission

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

Our values

Approachable
Responsive
Transparent
Innovative

Our leadership approach

Our plans

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

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

Our commitment to sustainability

The City of Stirling is committed to 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 is 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 social, economic 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 'built environment' and 'natural environment' 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



Strategic Community Plan key result areas

United Nations Sustainable Development Goals

In 2015, Australia was one of 193 countries throughout the world to commit to enacting the United Nations Sustainable Development Goals by 2030. At its heart are 17 global goals to address the social, economic and environmental elements of sustainable development, which provide a roadmap towards a better world for current and future generations.

The City's commitment to reporting on sustainability-related matters has been evident for many years. Historically we have been guided in our sustainability reporting by adopting relevant measures outlined within the Global Reporting Initiative (GRI). The GRI has helped us to focus on reporting our operational and strategic performance in a transparent and consistent manner, through an internationally credible framework. To support our new strategic phase, however, and in line with Australia's commitment as a nation, the City has started a journey to align its reporting approaches with those outlined within the United Nations Sustainable Development Goals (SDGs). The SDGs will allow us to understand our contribution as a local government to global goals developed to address the social, economic and environmental elements of sustainable development. With this renewed approach in mind, the City has now ceased formally referencing GRI indicators in its annual report but can acknowledge that many of the key focus areas outlined within the GRI remain embedded in its reporting.

We understand that Australia is on a journey towards achieving the UN Sustainable Development Goals and the contribution we can make as a local government naturally varies across each of them. Within the 'Our performance' section of this report we have provided summary highlights of the part we are playing within each key result area.

The services we deliver, and the projects, programs and other activities we undertake as a local government all combine to make for a 'sustainable Stirling'.



Source: The United Nations Sustainable Development Goals

Our service commitment

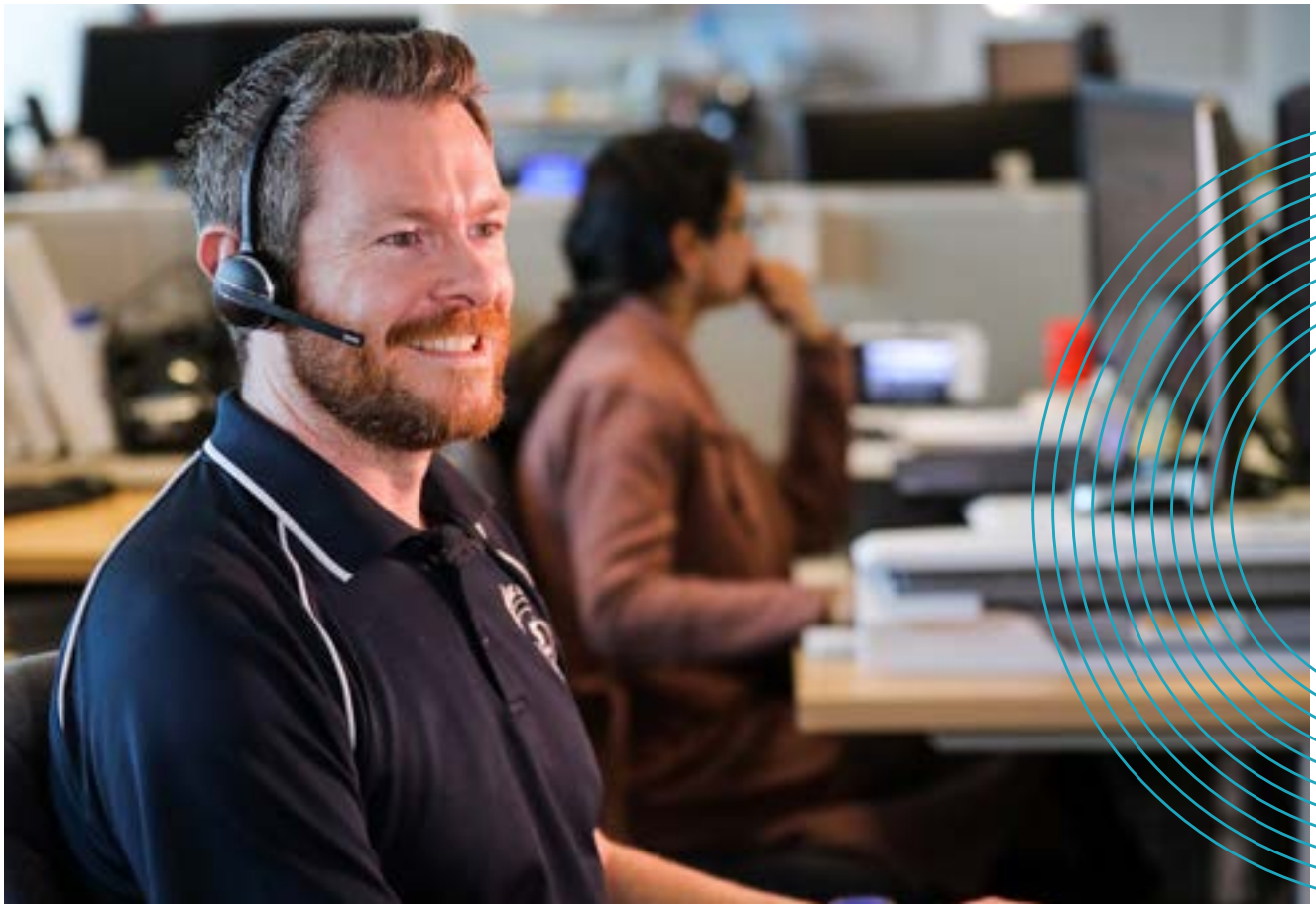
The City of Stirling is committed to being a dynamic organisation that delivers effective services and maintains a strong customer focus. Through this commitment, the City will achieve its vision of being the 'City of Choice'. The Customer Service Charter outlines the overarching standard of service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

During all interactions, we are committed to:

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

We are also committed to:

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



Sustainable Stirling 2022-2032 at a glance

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

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






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

Performance highlights and challenges

The City of Stirling's 2022/23 Annual Report details the progress towards the objectives and priorities outlined in our Strategic Community Plan, Sustainable Stirling 2022-2032 and Corporate Business Plan 2022-2026. Below is a summary of this year's highlights and challenges. More detailed information can be found in the 'Our performance' section, which begins on page 85.



Our Community

- A new Community Hub was established at Stirling Leisure Centres – Hamersley
- A new Library Strategy was endorsed and more than 500,000 people visited the City's libraries during the year
- More than $30,000 was distributed to groups in the Community Collaborations Fund
- A Community Infrastructure Plan was developed to guide the planning and delivery of facilities for our community
- A CCTV Rebate was launched with more than $150,000 distributed to keep homes safe in the City.



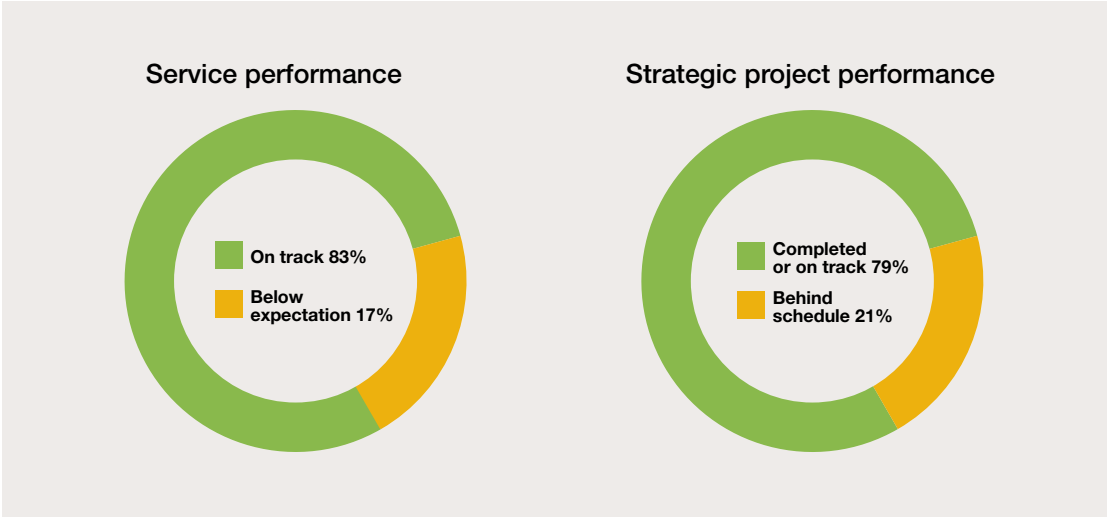
Our Built Environment

- Significant erosion rectification works were completed at Mettams Pool
- Neuron Mobility concluded a highly successful 12-month escooter trial with Council resolving to offer a tender to operators in 2024
- Sports floodlighting was installed at Grindleford Reserve, Balcatta to provide a safer and more usable facility
- The Carine Baseball Club received a new home with a 200 m^2 clubroom facility built during the year
- Enhancements to the North Beach Soccer Club were progressed with completion expected in July 2023.



Our Economy

- $53,987 in grants were awarded to local businesses for innovation projects
- Five town teams were supported with over $85,000 provided to activate local centres in Mirrabooka, Dianella, Inglewood, Scarborough and Yokine
- To encourage child-led play outdoors, four of the City's nature trails were promoted on a new mobile app
- Over $560,000 in event sponsorship was provided for events attracting local and interstate visitors
- The City hosted the 2023 Australian Surf Life Saving Championships at Scarborough Beach in April.



Our Natural Environment

- Solar panels were installed at Stirling Libraries – Mirrabooka and Stirling Libraries – Inglewood, saving over $50,000 in energy costs each year
- Eight electric vehicles were added to the City's fleet, including our first electric waste truck
- The City was awarded the Platinum Waterwise Council of the Year 2023 to recognise the City's efforts to reduce water consumption
- 65,624 new trees and shrubs were planted throughout the City
- 2,315 trees and 16,200 WA native plants were provided to residents for free to encourage waterwise gardens.

Our Leadership

- The City launched its new long-term plan, Sustainable Stirling 2022-2032, with a strong vision to be a sustainable City with a local focus
- An online webchat service was introduced on the City's website to improve customer interactions online
- The City undertook a major Workforce Health and Safety initiative with Deloitte to capture and assess all WHS risks
- The City released its new Strategic Workforce Plan to attract, develop, engage and optimise its workforce
- Over 5,000 community members were engaged and provided feedback on important issues in the City.

Challenges

The City met its target of 80 per cent of services on track, achieving a result of 83 per cent. However, meeting the targets of customer service KPIs and service-specific KPIs continued to be challenging in 2022/23.

A review of these key performance indicators occurred during the year and the introduction of additional review meetings with teams should see these results improve in 2023/24.

Shortages in labour and supply-chain issues continued to impact the delivery of infrastructure projects during the year, with delays experienced across many projects and capital programs.

Rising inflation and a significant increase in building and construction costs resulted in the City making the difficult decision to defer a number of major projects this year.

This enabled the City to invest reserve funds into critically important projects without the need for debt funding.

These projects are planned to resume in 2023/24.



The City is focused on achieving the vision and priorities set out in our Strategic Community Plan and making major leaps forward for everyone living in, working in, and enjoying the City of Stirling – the City of Choice.

Our future: The year ahead

The City of Stirling will continue to deliver exceptional services and facilities for the public in 2023/24. Our strong financial position and careful planning have allowed for a modest increase in rates that takes into account the increasing cost of living and inflationary pressures.

Staged improvements at the Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood will continue and be delivered in time for summer, the Hamersley Public Golf Course pavilion and driving range will go out to tender, and works will begin on the renewal of the Recycling Centre Balcatta's waste drop-off and transfer station.

In line with our Solar Escalation Program, which targets 100 per cent renewable electricity by 2030, the City will invest in additional solar photovoltaic (PV) cells at the City's Operations Centre and Osborne Community Hub. To ensure public electric vehicle (EV) charging infrastructure is provided appropriately and adequately, the City will also investigate options and suitable locations in City-managed parking bays for the installation of electric vehicle charging infrastructure.

The City will also host an Australian-first Trackless Tram Trial at its Administration Centre in November 2023 to showcase the benefits of this innovative and sustainable transport to our community. A Net Zero Transit Symposium will be held to coincide with the trial, joining national and international experts to discuss the latest in mid-tier net zero transit options and provide the opportunity for attendees to see the trackless tram in action.

The City of Stirling will join Paddle Australia to host the International Canoe Ocean Racing World Championships in December 2023. The World Championships will be the centrepiece of the 2023/24 summer season of events delivered to the local community and will put the City of Stirling alongside previous host locations such as Tahiti (2015), Hong Kong (2017), France (2019), Spain (2021) and Portugal (2022).

The City will launch its new Community Grants Program with over $1.1 million to fund active and healthy, innovative and productive, sustainable and vibrant, creative and locally-led initiatives.

Other highlights from the budget include:

- $3.8 million for the renewal of existing park assets including playgrounds, barbecues, seating, drink fountains, fencing, concrete paths and park signs
- $986,314 to improve the standard of turf surface for the City's high-use sports fields and playing surfaces, allowing for additional top-dressing, fertilising and aeration
- $750,000 to implement coastal management works like water access ramps, a five-year coastal management works program, sand nourishment and other coastal maintenance
- $614,500 in Mirrabooka to fund a number of infrastructure projects to support further land releases, improve the public realm and activate the Town Centre
- $570,000 in sponsorship funding to support major events that will attract visitors and stimulate spending to support local business and tourism and generate overnight stays
- $350,000 to fund the next phase of the Stirling City Centre project, including a land development strategy.

A new Chief Executive Officer, Stevan Rodic, will take the helm of the City of Stirling in 2023/24. Following more than 16 years of outstanding stewardship, the current CEO, Stuart Jardine, will hand over the reins with Mr Rodic commencing in January 2024.

The City is focused on achieving the vision and priorities set out in our Strategic Community Plan and making major leaps forward for everyone living in, working in, and enjoying the City of Stirling – the City of Choice. Further information on 'looking forward' activities and projects is outlined by key result area in the 'Our performance' section from page 85.


AGENDA



Our Council

Local government is one of Australia's three tiers of government (federal, state and local). Western Australia 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 for the district, and two Councillors for each of its seven wards.





Elected Members consider the views of the community when making important decisions relating to the whole of the City.

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 is an important piece of legislation which outlines the role and 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 it is a vital 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. In 2023, the City of Stirling's election (for both Councillors and the Mayor) is scheduled to take place on Saturday 21 October. 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 as a Councillor or as Mayor, 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 subsequently electing the Deputy Mayor at a special council meeting held shortly after the election. The Mayor of the City of Stirling is popularly elected and is appointed for a four-year term. 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:

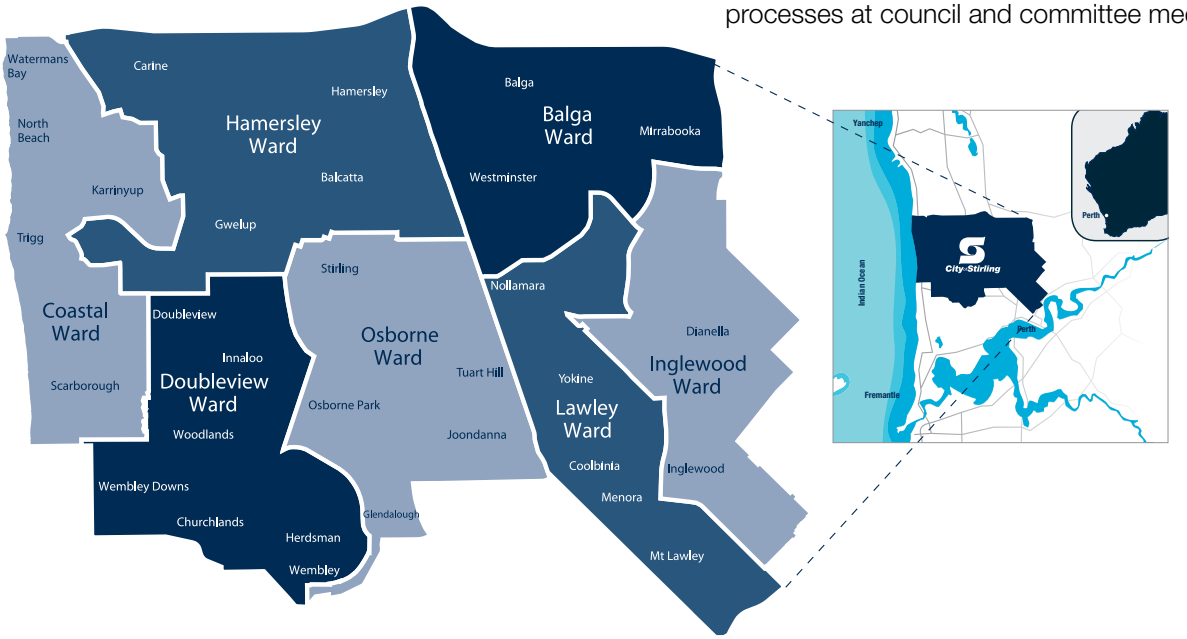
- Preside at council meetings in accordance with the *Local Government Act 1995*
- Provide leadership and guidance to the community
- Carry out civic and ceremonial duties
- Speak on behalf of the local government
- Liaise with the Chief Executive Officer and the administration on the performance of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



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 Deputy Mayor Stephanie Proud JP has operated a small business since 1989 and has enjoyed a diverse administrative career in small, medium and corporate enterprises. She has lived 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, has served as a RACWA councillor and is an active Justice of the Peace. Cr Proud strongly advocates for passive and active community recreation, including development of skate and BMX parks. She drove delivery of the outdoor exercise equipment at Jackadder Lake and Luketina Reserve. She has a strong interest in the preservation of public open space, the protection of the natural environment, increased tree-canopy coverage, sustainable and moderate residential development 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
Life Member Australian Local Government Women's Association WA



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

Councillor Elizabeth Re was born in and has lived in the City of Stirling most of her life. She has worked in and is passionate about sustainability and environmental and public health. Cr Re has championed the creation of footpaths, park activities, improved public transport, bus stops and upgrades for community facilities.

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 in Local Government. Cr Re is the founder of several community organisations and believes consultation and education are paramount to good service delivery.

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

Andrea was born in India and moved to the City of Stirling in 2001. She is the CEO of a multicultural women's health organization and a community leader. She responds to local needs with services in health, family support and family violence. Andrew was awarded the Zonta Woman of Achievement Award 2012 and the Social Impact Leadership Australia Scholarship 2023.

Andrea has experience in leadership and strategic programs and shares her experience of working with multicultural communities on boards, committees and reference groups.

Andrea believes in good governance, putting the community first and access to services and amenities for residents. Her priorities include vulnerable groups, community safety, parks and environmental practices. Andrea brings her values of integrity, respect and collaboration to Council, along with her skills of fiscal management and strategic thinking.



Councillor Michael Dudek

City of Stirling Councillor since: 2022

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

Michael is a finance professional in a family business, who has lived in Stirling for over 20 years. He is a recipient of both the UWA Excellence Award and the UWA Blues Award and has volunteered for many years tutoring first-generation Australians in Mathematics.

Michael is very active within the community and plays soccer with the Mirrabooka Jaguars and futsal with Balga FC – a club which he co-founded. He is passionate about helping local clubs grow, as he believes this is the most effective tool to help disengaged youth integrate into the community.

As Councillor Michael works to make the community a safer and cleaner place to raise a family, and strives to ensure continued and increased support for our seniors.

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.

Cr Krsticevic worked for the Australian Taxation Office before election as the State Member for Carine from 2008 to 2021. He understands the complex relationships between all levels of government and how to get the best outcomes for the community. He believes understanding and supporting local organisations is vital in building vibrant and more connected communities. He advocates for stronger community input in decision making, encouraging people to be more active in their neighbourhood. He is approachable and always available to assist people as the need arises.

Cr Krsticevic believes in 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 retaining connections with our 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 has asked for greater preparedness for climate change on the beaches, in her role on the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) project. Cr Farrelly understands the need to be available and listen to community for the benefit of all. Cr Farrelly is proud to be the local representative for 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, Cr Perkov 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 Cr Perkov 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 holds a bachelor's degree in teaching and physical education and has contributed to Western Australian schools and communities, including time with the Australian Sports Commission and as the vice patron for many local sporting clubs.

David grew up in a family involved in the local wine industry, which underpins his strong belief in encouraging and growing small business. David is committed to creating a progressive and stronger Stirling and is always available to support community members. As Councillor, he has championed issues of future technology and sustainability at the City of Stirling.

Cr Lagan has twice served as the Deputy Mayor of the city and is the chair of the city Audit Committee.

In 2023 Cr Lagan was appointed Chairperson for WALGA North Metropolitan Zone Committee providing advice and input into policy. He also represents the City as one of 24 Members on the WALGA State Council responsible for sector-wide policy making and strategic planning for Local Government.

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 is 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. She attended local schools including Carmel School, Mount Lawley High School and ECU and is continuing studies towards an MBA.

She is passionate about identifying and eliminating wasteful expenditure and excited about shaping the City's future to improve efficiencies and benefit for all residents. Community work is Cr Migdale's passion, and she is dedicated to improving the City in a spirit of inclusion for all residents. She recognises safety concerns and strongly advocates for improvements to street lighting and safer roads, opposes any increase to heights for high-rise developments in the Heritage Protection Area, supports upgrades to local parks - ensuring public open spaces are secure and well maintained and strongly advocates for improvements to services the City offers to seniors, growing the city's tree canopy and promoting local business.

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

Teresa is an active member of the Stirling community, living locally with her family and running a business. Teresa believes understanding and supporting local organisations and individuals is vital in building stronger, vibrant and more connected communities.

She continues to advocate for stronger community input in decision making, encouraging people to take an interest in what's going on in their neighbourhood. She prides herself on being an advocate for her community to ensure the right decisions are made.

Teresa is committed to supporting residents, businesses, community clubs and sporting associations by reducing costs and traffic congestion and obtaining green spaces. Teresa is committed to supporting her community. And believes the importance of maintaining accountability, transparency, and efficiency by lobbying for the reduction of financial burden on residents, clubs, and businesses.



Councillor Lisa Thornton

City of Stirling Councillor since: 2019

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

Lisa is a dedicated and passionate member of the Stirling community, committed to creating a brighter future for all. Born in Mount Lawley, Lisa has diverse experience across education, WHS, genetics, small business and the mineral and resources sector.

She is an advocate for positive community initiatives, including supporting local people and business, sporting and cultural groups, differently abled and seniors, and protecting the environment. Lisa works tirelessly to create a safe, sustainable, and vibrant place to live. She is committed to protecting public open spaces, innovation and jobs, regulating infill, prioritising sustainability, working towards zero waste and urban forest development for cooler cities and wildlife protection.

Lisa's core values include integrity, innovation, community-driven decision-making, responsibility, and equity. She believes in a collaborative approach to achieving positive outcomes for everyone.



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. 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, each able to present up to three questions during public question time.

Minutes of council meetings are available to the public by close of business on the Friday following the Council meeting via the City of Stirling's website.

All Ordinary Council meetings, Special Council meetings and Electors' Meetings are live streamed to the City's YouTube channel.



Elected Member meeting attendance

The table below shows the Elected Members' attendance at meetings held between 1 July 2022 and 30 June 2023.

Table 1: Elected Members' meeting attendance

Mayor and Elected Members	Audit Committee (4)	CEO Performance Review Committee (2)	Community and Resources Committee (9)	Electors' General Meeting (1)	Ordinary Council (17)	Planning and Development Committee (10)	Special Council (1)
M Irwin (Mayor)	4	2	8	1	17	9	1
S Proud JP (Deputy Mayor)	4	2	9	1	17	10	1
A Creado	3	2	8	1	17	6	1
M Dudek (elected 25 November 2022)	2 (2)	1 (1)	5 (5)	0 (1)	8 (9)	6 (6)	1 (1)
F Farrelly	2	1	6	1	13	4	0
J Ferrante	4	2	7	0	16	8	1
C Hatton	3	1	9	1	17	10	1
T Krsticevic	4	2	9	1	17	10	1
D Lagan	4	2	8	0	17	10	1
S Migdale	4	1	9	1	17	8	1
T Olow	3	2	8	0	17	8	1
K Perkov	4	2	9	1	17	8	1
E Re	1	1	8	1	15	0	0
B Sandri	4	2	7	1	16	7	1
K Sargent (until 2 September 2022)	1	1	1	1	4	2	0
L Thornton	1	0	4	1	15	9	1

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 2022 to June 2023	Planning and Development Committee July 2022 to June 2023	Audit Committee July 2022 to June 2023
M Irwin (Mayor)	Yes	Yes	Yes
S Proud JP (Deputy Mayor)		Yes	Yes
A Creado	Yes		
M Dudek (elected 25 November 2022)		Yes	
F Farrelly	Yes		
J Ferrante	Yes		Yes
C Hatton	Yes		Yes
T Krsticevic		Yes	Yes
D Lagan		Yes	Yes
S Migdale		Yes	
T Olow	Yes		
K Perkov		Yes	Yes
E Re	Yes		
B Sandri	Yes		Yes
K Sargent (until 2 September 2022)	Yes		
L Thornton		Yes	

Presiding member Deputy presiding member

In the 2022/23 financial year:

- 93 members of the public attended Committee meetings (the Planning and Development Committee and the Community and Resources Committee)
- At these committee meetings, 19 deputations were made
- 446 members of the public attended council meetings
- 200 individuals asked a combined total of 529 questions during public question time at council meetings
- There were 19 valid petitions and e-petitions tabled at council meetings
- There were 5,433 views of council meetings via YouTube.

Meeting governance

During 2022/23, a number of significant projects were aimed at delivering a stronger governance environment for the City.

- In September 2022, an Elected Member resignation created the necessity for an extraordinary election to be held in the Balga Ward for the position of Councillor. Seven candidates nominated and contested the election, which was held on 25 November 2022. Councillor Michael Dudek was elected to represent the Balga Ward until 21 October 2023.
- A review of the format in which City reports are presented resulted in the introduction of new, more streamlined, and more accessible report templates. Reports for committee and council meetings are now produced in a landscape orientation, which optimises their compatibility with the electronic devices used by the overwhelming majority of stakeholders.
- A trial has commenced where Committee and Council agendas are published online by close of business on Thursdays, a full day earlier than previously. This will be monitored, and the outcome of the trial will be reported to a future council meeting.
- Work is underway to prepare the City for the imminent reforms to the *Local Government Act 1995*, as announced by the minister. Legislation passed the State Parliament in March 2023 and the City is well placed to implement these changes.

Council committees

The City of Stirling Council has two major committees:

- Community and Resources Committee
- Planning and Development Committee.

The City has two additional committees:

- Audit Committee
- Chief Executive Officer's Performance Review Committee.

For each of these committees, committee members consider information provided in reports submitted by City officers. They use this information, along with deputations from community members, to make recommendations which are then considered at the following council meeting.

Community and Resources Committee

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

The Community and Resources Committee considers reports and makes recommendations to Council on matters that relate to a wide range of services. These include engineering services, recreation and leisure, parks and sustainability, leisure and community facilities, arts and events, community services, community safety, transport, facility management, project management, asset management, human resources, waste and fleet matters, governance issues, finance, and corporate projects.

Planning and Development Committee

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

The Planning and Development Committee considers reports and makes recommendations to Council on all matters that are relevant to the City of Stirling's Planning and Development directorate. This includes issues related to development approvals, local planning schemes and policy matters, environmental health and compliance, and economic development and property matters. The recommendations are then considered at the following council meeting.

Audit Committee

The Audit Committee meets quarterly and is comprised of eight Elected Members (including the Mayor) and one external member. The appointment of an external auditor to perform the financial statement audit is made by the Auditor General.

The Audit Committee is responsible for considering reports and 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.

Audit Committee recommendations are considered by Council at its subsequent meeting.

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 Chief Executive Officer's performance on a regular basis and for approving any changes to the CEO's contract.

Elected Member professional development

Elected Members are encouraged to attend professional development opportunities that will improve their skills and knowledge, which is essential to fulfil their duties and responsibilities on Council.

In accordance with the *Local Government Act 1995*, following their election, Elected Members are required to undertake compulsory training within 12 months of being elected.

The City maintains a professional development register that details the professional development opportunities, training courses and conferences Elected Members attend. This 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

Allowances and entitlements for Elected Members 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 1975* 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.

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 2022/23 is displayed in the table below:

Table 3: Conference attendance

Elected Member	Conference	Location	Dates	Registration	Airfares	Accommodation
Deputy Mayor Stephanie Proud JP	Australasian Reporting Awards	Sydney, NSW	18-20 July 2022	$265.00	$1,375.81	$689.95
Cr Felicity Farrelly	Australian Wind Energy 2022 Conference	Melbourne, Vic	25-26 July 2022	$2,285.89	$272.69	$675.77
Cr Elizabeth Re	Australian Wind Energy 2022 Conference	Melbourne, Vic	25-26 July 2022	$2,285.89	$1,417.29	$1,265.65
Cr Elizabeth Re	WALGA Convention 2022	Perth, WA	2-4 October 2022	$1,208.00	NA	NA
Cr Elizabeth Re	WA Waste and Recycling Conference 2022	Perth, WA	14-15 September 2022	$0.00	NA	NA
Cr Elizabeth Re	45th EHA National Conference	Launceston, TAS	26-30 September 2022	$1,020.00	$2,327.73	$1,072.10
Cr Lisa Thornton	WALGA Convention 2022	Perth, WA	2-4 October 2022	$80.00	NA	NA
Deputy Mayor Stephanie Proud JP	WALGA Convention 2022	Perth, WA	2-4 October 2022	$0.00	NA	NA
Cr Tony Krsticevic	WALGA Convention 2022	Perth, WA	2-4 October 2022	$1,450.00	NA	NA
Cr Andrea Creado	WA Mental Health Conference 2022	Perth, WA	7-8 November 2022	$670.00	NA	NA
Deputy Mayor Stephanie Proud JP	2022 National Local Roads and Transport Conference	Wrest Point, TAS	2-4 November 2022	$930.00	$1,548.59	$1,100.52
Cr Lisa Thornton	WALGA Urban Forest Conference 2023	Cockburn, WA	1-3 February 2023	$220.00	NA	NA
Cr Michael Dudek	Australian Cyber Conference	Canberra, ACT	20-22 March 2023	$799.00	NA	NA
Cr Joe Ferrante	2023 4th Asia Conference on Renewable Energy and Environmental Engineering	Singapore	24-26 March 2023	$421.37	$1,060.85	$4,746.93
Cr David Lagan	2023 4th Asia Conference on Renewable Energy and Environmental Engineering	Singapore	24-26 March 2023	$421.37	$1,060.85	$4,738.20
Cr Elizabeth Re	76th EHA State Conference 2023	Perth, WA	26-8 April 2023	$390.00	NA	NA

Elected Member	Conference	Location	Dates	Registration	Airfares	Accommodation
Cr Bianca Sandri	Urbanism NZ 2023 Conference	Auckland, New Zealand	27-28 April 2023	$1436.25	$2,107.80	$1,251.55
Cr Andrea Creado	2023 Smart Urban Futures Conference	Melbourne, VIC	3-5 May 2023	$935.00	$775.94	$351.00
Cr Michael Dudek	2023 Smart Urban Futures Conference	Melbourne, VIC	3-5 May 2023	$935.00	$1,313.46	$662.82
Cr Tony Krsticevic	2023 Smart Urban Futures Conference	Melbourne, VIC	3-5 May 2023	$935.00	$1,518.82	$887.46
Cr Teresa Olow	ALG Women's Association National Conference 2023	Mornington Peninsula, VIC	17-20 May 2023	$1,260.00	$1,873.77	$1,590.57
Cr Lisa Thornton	ALG Women's Association National Conference 2023	Mornington Peninsula, VIC	17-20 May 2023	$1,356.00	$1,873.77	$1,620.07
Cr Felicity Farrelly	ALG Women's Association National Conference 2023	Mornington Peninsula, VIC	17-20 May 2023	$1,260.00	$1,359.79	$942.00
Cr Elizabeth Re	ALG Women's Association National Conference 2023	Mornington Peninsula, VIC	17-20 May 2023	$1,260.00	$595.44	$798.00
Cr Andrea Creado	ALG Women's Association National Conference 2023	Mornington Peninsula, VIC	17-20 May 2023	$1,260.00	$744.82	$798.00
Cr Lisa Thornton	PIA Planning Congress 2023	Adelaide, SA	24-26 May 2023	$1,640.00	See ALGWA, back-to-back conference	$1,314.14
Cr Teresa Olow	PIA Planning Congress 2023	Adelaide, SA	24-26 May 2023	$1,640.00	See ALGWA, back-to-back conference	$1,314.14
Cr Andrea Creado	Communities in Control	Online	29-30 May 2023	$295.00	NA	NA
Cr Tony Krsticevic	National General Assembly 2023	Canberra, ACT	13-16 June 2023	$895.00	$1,724.50	$1.503.27
Cr Michael Dudek	National General Assembly 2023	Canberra, ACT	13-16 June 2023	$895.00	$1,768.41	$2,294.02

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 2022/23:

- Community Grants Program Policy
- Elected Members Entitlements Policy
- Financial Hardship Policy
- Playground Policy
- Parking Policy
- Workplace Health and Safety Policy.

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 meeting community members and attend a number of local events and initiatives throughout the year. These activities provide an opportunity for community members to engage with their local Councillors and get to know those who represent them in a local government capacity.



Mayor Mark Irwin at the launch of the Wildcats Academy at Herb Graham, Mirrabooka.



Cr Creado at NAIDOC celebrations.



Cr Dudek and his team mates from Jaguar Football Club, Mirrabooka.



Cr Farrelly at the King's Coronation.



Cr Ferrante attending the ANZAC Day service at the Mount Lawley War Memorial.



Cr Hatton attending the Carine Cats Baseball season opener.



Cr Perkov with City of Stirling Upper Secondary Scholarship recipient Brae (centre).



Cr Lagan with Discover Dianella Town Team members attending a Christmas function.



Cr Migdale with WAM Executive Director Livia Carre at the 2022 WAMAwards.



Cr Proud enjoying the Enchanted Woodlands community event.



Cr Re with a competitor at the State Bocci Championships at the Tuscany Club, Balcatta.



Cr Sandri attending Paw-some Day Out.



Cr Olow with Cr Thornton, David Michael MLA and Peter Carlino.



Cr Thornton with fellow Councillors and community members at Robinson Reserve.

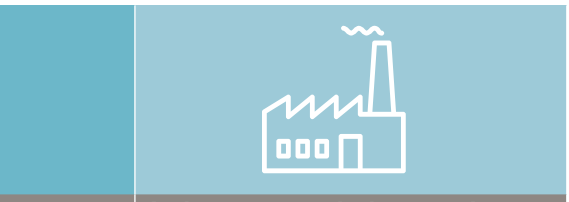


Cr Krsticevic with a medal-winning competitor at the Groundswell Festival, Scarborough.

Stakeholders

The City has a rich diversity of community stakeholders who participate in decision making that helps shape the future of the City. Strengthening relationships with these stakeholders ensures our projects, plans and initiatives reflect the needs and aspirations of our community. We adopt tailored approaches to share information, facilitate involvement, and ensure we listen and respond to the priorities of stakeholders. For further information on community engagement, refer to page 44.

		
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

Under the new vision articulated by our community to become 'a sustainable City with a local focus', the City of Stirling is committed to enabling transparent and engaging conversations with our customers, residents, stakeholders and employees.

Communications, marketing and engagement activities are delivered through a variety of traditional and digital platforms to ensure important information reaches our community about City activities, services, events, programs and Council decisions to encourage awareness and participation.

As an advisory and support service to the many service areas at the City, the Marketing and Communications team is driven by the purpose of upholding the City's brand and positive reputation to inform, engage and collaborate with our community. With four teams in this service area (Marketing, Media and Corporate Affairs, Community Engagement and Digital), a cross-collaborative approach is used to maximise the effectiveness of City communications, engagement and marketing initiatives.

By upholding the City's brand identity across a wide range of signage, communications and engagement campaigns, collateral and other marketing, the Marketing and Communications team ensures City-produced material is of a high standard and provides value to our community.

Corporate (internal) communications

During the year, the team kept City employees informed of organisational updates through a range of channels and activities including:

- 12 digital editions of the City's employee newsletter Team Brief, with 11 designed and printed editions for the City's Operations Centre and out-centres
- 229 corporate news articles added to the homepage of CoSi, the City's intranet
- 2,330 views for the top five performing corporate news articles on CoSi
- A program of content on digital screens at the Administration Centre and Operations Centre updated monthly to keep employees informed.

Among the successes of internal communications in 2022/23 was delivering messaging about integrity and recognising International Anti-Corruption Day 2023, which reinforced a strong focus on governance and integrity among City employees. The team also supported delivery of Stirling Stars and Years of Service celebrations, which acknowledge and celebrate excellence in the City's workforce and exceptional service for our ratepayers and community.

Media and external communications

Building and maintaining effective relationships with news media continues to be an important focus for the City of Stirling to assist in promoting services and updates, offering an avenue to disseminate information to the community at low or no cost. The team collaborates with service areas across the City to identify and deliver proactive media opportunities as well as respond to media enquiries through statements and interviews.

With the overarching aim of protecting and enhancing the City's reputation, the team issued 83 media releases and responded to 72 enquiries from local, state and national media outlets. Of the 83 media releases sent, 41 were reflected in media coverage about the City, indicating a 49 per cent success rate for the City's proactive media. In addition to media releases being added to the City's website for transparency, an additional 39 news articles were added to the news page of the City's website, which attracted 44,228 interactions in 2022/23.

As the conduit between the City and the media, the team coordinated several press conferences and media interviews for TV, radio, online and print. Proactive media coverage included TV and print coverage highlighting the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood redevelopment at an advertising value equivalency of $7,745 in August. Mayoral comment coverage on local government reform in August was valued at $32,721, alongside $14,809 in media coverage about the Hamersley Public Golf Course redevelopment in April 2023.

The City continued to record significant positive and neutral news media coverage through 2022/23, with stories across print, online, TV and radio news totalling $5,531,116 in advertising value equivalency across 756 media stories and mentions. This was nearly four times higher than the City's key performance indicator for earned media value.

The team prepared 78 sets of speeches or talking points to ensure spokespeople were equipped with relevant information to represent the City with professionalism and accuracy in their official duties. During 2022/23, the team delivered 138 photoshoots in-house and produced seven videos. This engaging content was designed to highlight the role of the Mayor and Councillors to keep the community up to date

with important news. This content was shared across the City's owned channels such as Stirling Scene, Facebook and the City's website, and also on internal communications channels such as Team Brief, CoSi and internal screens at the Administration Centre and Operations Centre.

E-newsletters continued to inform ratepayers on a variety of topics throughout the year. The flagship Stirling Scene e-newsletter is distributed to over 37,000 subscribers, with 13 editions sent in 2022/23. In addition to Stirling Scene, the City engages with content-specific audiences across a further 11 e-newsletters. While these distribution lists vary in size, the readers are highly engaged and include gym members, the arts and events community, library members, local businesses and volunteers. Open rates are healthy, with an average of 62 per cent of recipients opening City e-newsletters each month. The number of people who opened and clicked on articles exceeded key performance indicators for these digital publications.

Digital communications

With increasing use of online services, the City of Stirling continues to utilise digital platforms to communicate and engage with customers, many of which can be found by visiting the City's website. The City saw strong net growth of 10.89 per cent across the digital communications channels (social media and websites) in 2022/23 as detailed in Table 4 below, indicating increasing community appetite for information to be delivered digitally. The City's website enables customers to access a range of online services in one place and ensures the variety of content and information aligns with accessibility standards, City branding and style guides. In 2022/23, visitation to the website stabilised, with more than 4.1 million views of the homepage over the year.

Social media

Building on the results from previous years, Facebook, LinkedIn, Instagram, Twitter and YouTube remain the City's primary social media channels. During 2022/23, the delivery of engaging content across social media saw Facebook reach 50,000 followers and Instagram reach 12,000 followers.

To ensure communications reached their target audience, the City joined the conversations within online communities by contributing 493 posts across 20 local community Facebook groups with relevant information for these groups. This strategy aims to increase the relevance of and engagement with the City's social media content. The topic of posts ranged from encouraging participation in consultations to events, project updates, services and other news.

Table 4: Digital channel growth

Channel	2022/23 audience	Growth
Facebook	50,731	3.98%
Instagram	12,887	33.72%
LinkedIn	8,878	21.82%
Twitter	4,759	-3.18%
Websites*	4,144,002	-03.18%
YouTube	1,380	12.20%
Net average growth		**10.89%**

* Websites refers to www.stirling.wa.gov.au, www.kaleidoscope.com.au, www.naaladjookanhealingcentre.com.au and www.watreefestival.com.au

Marketing

The Marketing team continues to work with City business units to raise awareness of services, facilities, programs and events while ensuring the City's strong brand and reputation are upheld to a high standard. The team delivered 565 design projects and facilitated 39 professional photoshoots to support a broad range of campaigns and service requirements. The team also coordinated the presence of the City's marquee at key community events throughout the events season, providing face-to-face engagement opportunities for members of the public and City representatives.

In collaborating with employees across the City's four directorates, the Marketing team supported the production and delivery of professional videos in 2022/23, including the Year in Review 2021/22. This video was presented at the Electors General Meeting alongside the Annual Report, as a visual showcase of shared achievements, services, projects and events that reflect our vibrant community. Other videos produced included an employee series that showcased the City's workforce to attract and retain talent, as well as the Community Citizen of the Year profiles to share stories about local heroes and charitable organisations.

The City partners with market research company Metrix Consulting to analyse and measure the success of our campaigns and communication with our residents. As a continuous improvement measure, insights are used to inform future campaign execution as feedback demonstrates which channels and messaging have the highest cut-through.

Campaigns

Below are highlights from 2022/23, based on achieving individual campaign goals.

Local Hero campaign (Community Citizen of the Year Awards 2023)

As part of the campaign, the City invited nominations for the awards through a range of digital and out-of-home media. Complementary to this, earned media coverage of the 2023 Australia Day Citizenship and Community Citizen of the Year Awards Ceremony attracted $38,380 advertising value equivalent in January. This campaign was measured through the City's quarterly market research surveys, with residents asked about recall and perception:

- 34 per cent of respondents were aware of these awards and recalled seeing advertising online (social media, digital screens in community centres, City website), out of home (posters, billboards, bus shelter ads, flyers) and from friends and family
- 83 per cent found the campaign easy to understand
- 45 per cent said the ads were relatable
- 33 per cent said the ads inspired them to think about volunteering in their community.

WA Tree Festival 2023

Founded by the City of Stirling in 2022 as the largest local government in WA, the purpose of the WA Tree Festival was to educate the community about the value of trees in urban spaces through 150 activities and events across 18 local government areas. Events ran from Monday 10 April to Sunday 10 May 2023, with input required from the Marketing, Media, Corporate Affairs and Digital teams.

Having designed and delivered the brand, collateral and event website, the City led a digital marketing campaign from 3 March to 10 May. This included three key goals: awareness leading up to the festival, driving event registration via the website, and building on the momentum from the 2022 event. The campaign focused on audience clusters across the state by geotargeting Joondalup in the north, Kalamunda to the east, Stirling in the west and Albany in the south.

The digital strategy targeted special interests and behaviours to promote events to parents during the school holidays, and targeted sustainability and wellness affinities for workshop-based events or outdoor trails and wellness-focused activities. The campaign was successful in delivering on the objectives, with an increase in event registration and participation across the state:

- Website views doubled to 16,000, compared with 7,725 in 2021/22
- Campaign investment of $1,715.31 saw 414,613 ads served to Facebook and Instagram users, reaching 128,613 profiles and generating 10,290 clicks through to the website
- More than 150 events delivered with partner local governments
- 16 per cent increase in minimum attendees (7,000 compared with 6,000 in 2021/22).

Dumped

With 1.5-2 tonnes of waste dumped in the City of Stirling daily, the issue has significant implications for liveability, culture, and the environment. To combat this, the Waste team worked with the Marketing team on a creative design and strategy in 2022/23. This encouraged residents to shift their behaviour and promote services that simplified the message and access of reporting illegal dumping and on-demand waste requests. The Digital and Marketing teams targeted geographical hotspots based on the volume of dumped waste, supported by a City-wide campaign to encourage reporting of illegally dumped waste. The Dumped campaign was so successful it not only drove significant behavioural change around illegal dumping, but it also won the 2023 Campaign Brief WA's Creative Awards for best online film.

The multichannel campaign targeted users across Facebook, Instagram, YouTube and Google with creative elements that included short, humorous videos and images featuring caricatured dumped waste. The digital campaign ran from 23 March 2023 to 20 June 2023 and achieved the following:

- 1,988,879 ads impressions delivered
- 46,477 clicks through to the City's on-demand waste services webpage
- 1,359 cases reporting litter and 4,021 on-demand waste services requests from April to June 2023
- The number of on-demand waste bookings increased by 7.78 per cent between 2021/22 and 2022/23, indicating increased awareness of the service.

Community engagement

Every day, the City engages with our residents and local community to create unique and liveable neighbourhoods that reflect the character of their local area. This year, we heard from more than 5,456 people through community engagement activities across 22 engagement projects.

Our community got involved in projects, plans and initiatives that will shape the future of our City. The City's eScooter Trial engagement was an important local project, with the community's input helping to determine the future of the hire program. Community engagement also helped inform key City strategies, including the Age-Friendly Plan 2023-2027 and the Homelessness Strategy, and policies such Local Planning Policy 6.4 Child Care Premises.

2022/23 Marketing and Communications snapshot

Number of engagements **22**

Average net growth of digital channels **10.89%**

Website homepage interactions **4,144,002**

Media coverage value **$5,531,116**

Number of local engagement subscribers **1,871**

72 Media responses

83 Media releases

177 Photoshoots

Shaping our City interactions **285,106**

An important long-term plan, the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) was open for consultation and community involvement helped identify valued coast assets and proposed mitigation strategies.

The City is committed to best-practice community and stakeholder engagement. In 2022/23, a review of our community engagement framework identified the strengths, limitations and opportunities for further improvement. The outcome has been the development of a suite of procedures and resources to support each stage of engagement and embed best-practice community engagement principles into projects across the organisation.

The Community Engagement team continues to encourage greater community participation and provide equal access and inclusion opportunities to engage with the City of Stirling. The City's Shaping our City platform – www.stirling.wa.gov.au/shapingourcity – continues to be a valued engagement hub for the community to participate in decision making, share stories and ideas, or simply stay informed.

Our community helped shaped the following projects, plans and initiatives:

- Hector Street Safe Active Street
- Central Avenue and Clifton Crescent Intersection
- Carine Community Parkland Upgrade
- Coastal Hazard Risk Management and Adaption Plan (CHRMAP)
- City of Stirling Mountain Bike Plan
- East Roselea Parkside Precinct Draft Local Development Plan
- Brighton Beach Access Path
- Urban Road Safety Program – Westminster and Glendalough
- Local Planning Policy 6.4 Child Care Premises Review
- Side streets to Hutton Street on-ramp
- Scarborough Esplanade Closure Trial
- eScooter Trial
- Main Street Carpark Upgrade Project
- Jackadder Lake Reserve Landscape Plan
- Scheme Amendment 124 – Scarborough Normalisation and Development Contribution Plan
- Dog Swamp Bridge
- Yokine Regional Open Space Public Toilet
- Homelessness Strategy
- Age-Friendly Plan 2023-2027
- Voluntary Protected Tree Register
- Stirling Libraries Strategy
- Local Planning Policy 2.12 - Affordable Housing.

This year, new tools and techniques were implemented, such as online mapping and holistic survey methodologies to support a greater understanding of what is happening locally across the City's 30 suburbs. Community members have expressed a desire to be kept informed about other projects in their local area, so growing the number of local engagement subscribers will be an engagement metric for 2023/24.

With an increasing focus on responding to local needs within local areas, the City of Stirling continues to adopt tailored approaches to ensure we listen and respond to community need. A key priority for 2023/24 will be implementing the 'Locally Led Stirling' approach to drive deeper connection at a suburb level to listen and respond with a local focus.

Calendar of events

The City of Stirling recognises the pivotal role Arts and Events plays 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 is focused on enabling and supporting community groups and organisations, with $116,172.50 in funding provided through the Community Creativity Fund and $544,219 provided through the Community Arts and Events Fund in 2022/23. The City also sponsored a variety of events, providing a total of $560,000 in funding, including sponsorship of the Australian Surf Lifesaving Championships (the Aussies) in April 2023. For more information on the Aussies please refer to the case study on page 135.

A total of 505 events took place within the City in 2022/23, with over 519,300 attendees. An overview of events presented and sponsored by the City, significant community events and arts projects is included below.

July 2022

2: Community Conservation Day, Churchlands*

30: Community Tree Planting, Yokine*

August 2022

10: RSPCA WA Community Action Day, Balga

20: Community Tree Planting, Dianella*

21: ECU Open Day, Mount Lawley

27-28: Jazz by the Beach, Scarborough*

September 2022

1: Mirrabooka Community Day

18: The Yokine Community Car Boot Sale

27: Whirling in Stirling*

30-2 October: Groundswell Festival, Scarborough*

October 2022

6: Mirrabooka NAIDOC Event*

8: Little People Festival, Inglewood*

22: Enchanted Woodlands*

23: WA Multicultural Association Youth Talent Show, Churchlands*

29: Wembley Downs District Fair*

30: Paw-some Day Out, Dianella*

November 2022

1: WAM Awards, Mount Lawley*

5: Men's Life Fest, Scarborough*

5-6: Colours of Italy Festival, Stirling*

11: Deanmore Primary School Art Market

11: Remembrance Day events, various locations

18-19: Osborne Park Show*

19: WAZouk Sandpit Live Music Event, Scarborough*

20: MSWA Ocean Ride, Scarborough

20: Herdsman Lake Discover Centre 2022 Wildlife Show and Exhibition*

20: WAM Scarbs Beach Party, Scarborough*

26: Mount Lawley Christmas Fete*

27: Ninth Ave Block Party, Inglewood

27: Jazz in the Park Picnic Trail, Woodlands*

December 2022

3: Transition Town Stirling Sustainable Summer Fair, Doubleview*

4: Hamersley Carols Under the Gum Trees*

11: Carols at Scarborough*

18: Christmas in Gwelup*

18: North Beach Community Carols*

22: Karen Welfare Association WA Cultural New Year Event, Mirrabooka*

Saturdays: WAZouk Sandpit Live Music Events, Scarborough*

January 2023

12-25 February: Rock Scholars Scholarpalooza Battle of the Bands, Osborne Park*

13: Balga Skate Festival*

14, 21 & 28: WAZouk Sandpit Live Music Events, Scarborough*

26: Australia Day Citizenship Ceremony, Scarborough*

26: Lions Club Stirling Australia Day Breakfast, Nollamara*

29: Jazz in the Park Picnic Trail, Scarborough*

February 2023

11 & 25: WAZouk Sandpit Live Music Events, Scarborough*

18: Brazilian Beach Carnaval, Scarborough*

26: Jazz in the Park Picnic Trail, Trigg*

March 2023

2-9: FIFA Women's World Cup Unity Pitch, Scarborough*

4: Inglewood Upmarket*

4 & 5: Tee-Ball State Championships, Yokine*

17-2 April: Great Moscow Circus, Stirling

25: Harmony Festival, Mirrabooka*

25-2 April: National Surf Life Saving Championships (The Aussies), Scarborough*

26: Jazz in the Park Picnic Trail, Inglewood*

April 2023

1: Inglewood Upmarket*

2: Absolutely Livid Fest, Scarborough

15: Biodiversity Open Day, North Beach*

15: Adam Hall and the Velvet Playboys at Doubleview Bowling Club*

21-22: Ocean Heroes 24-Hour Swim, Scarborough*

22 & 29: WAZouk Sandpit Live Music Events, Scarborough*

22-23: Auscycle BMX Racing National Championships, Balcatta*

25: ANZAC Services (North Beach, Nollamara, Mount Lawley, Inglewood, Osborne Park)

29: Carine Skate Festival*

30: ECU Open Day, Mount Lawley

May 2023

6: Inglewood Upmarket*

13: Free Trees and Waterwise Plant Giveaway, Mount Lawley*

13: Community Conservation Planting, Brighton Beach*

21: Community Conservation Planting, Cottonwood Bushland*

28: Mucky Duck Bush Band at Doubleview Bowling Club*

June 2023

3: Community Conservation Planting, Careniup Wetland*

10: Community Conservation Planting, Scarborough*

17: Community Conservation Planting, Lake Gwelup*

10-11: Corsaire Aviation King of the Point, Trigg*

24: Refugee Cup of Nations, Mirrabooka*

Markets

Year round:

Mirrabooka Friday Markets*

Stirling Farmers Markets*

Scarborough Sunset Markets*

Summer:

Stirling Street Food*

Inglewood Night Markets*

Summer X Salt Markets *

Tuart Hill Street Food*

Markets in the Laneway Scarborough

Year round

Arts and creative projects

July 2022

26 Apr-11 July: Inglewood Yarn Bombing*

August 2022

18 & 25: Reclaim the Void Rug Hub, Menora*

September 2022

Weekly Thursdays: Reclaim the Void Rug Hub, Menora*

13: Creatives + Connections at ECU Galleries, Mount Lawley*

17-1 October: Stirling Players Present *Anne of Green Gables*, Innaloo*

18: Metropolitan Symphony Orchestra Young Artist Concert Series, Churchlands*

24-2 October: Groundswell Grind Art Exhibition, Scarborough

October 2022

Weekly Thursdays, Sunday 9 and 30: Reclaim the Void Rug Hub, Menora*

15: Centre for Stories Backstories Festival, Nollamara*

19: Creatives + Connections at The Hen House Rehearsal Studios, Osborne Park*

Plume public art installation, Yokine

Scarborough Beach is OK! mural completion

November 2022

24: Creatives + Connections at Local and Aesthetic, Mount Lawley*

26-10 December: Stirling Players Present Rose & Walsh, Innaloo*

December 2022

4: Metropolitan Symphony Orchestra Young Artist Concert Series, Churchlands*

10: A Celebration of Song from A Cappella Go, Scarborough*

Aara and Ember public art installation, Mount Lawley*

Many Hands mural completion, Carine*

January 2023

Nil

February 2023

21: Creatives + Connection at the Fishbowl Gallery, Scarborough*

26: Metropolitan Symphony Orchestra Young Artist Gala, Churchlands*

March 2023

7-10: Artist in Situ – Bloom Factory at Henderson Environmental Centre*

11-2 April: Artist in Situ – Glimmers at Scarborough Community Hub*

12, 19: Stirling Open Art Studios, various locations*

19: Metropolitan Symphony Orchestra Young Artist Concert Series, Churchlands*

18-26: Artist in Situ – Smiley at Glendalough Reserve*

21: Creatives + Connections at The Art Space Collective, Scarborough*

25-8 April: Artist in Situ – What makes you smile? at Stirling Leisure Centres – Hamersley*

April 2023

23: Creatives + Connections at Settlers Cottage, Churchlands*

21-6 May: Stirling Players Present Absurd Person Singular, Innaloo*

May 2023

7: Scarborough Scout Hall *Suburban Jungle* mural community painting day*

9: Yokine Pottery Club Sculptor and Paper Clay Workshop*

13 & 27: People + Print Intergenerational Art Workshops, Scarborough*

25: Creatives + Connections at Alexander Park Craft House, Menora*

June 2023

10: People + Print Intergenerational Art Workshops, Scarborough*

15: Artist in Situ Artist Talk, Stirling*

22-24: International Scarf Exchange 2023, Tuart Hill*

25: Metropolitan Symphony Orchestra Young Artist Concert Series, Churchlands*

Daydream Club mural completion, Dianella*

*City of Stirling delivered or supported



2022-2023 Financial Summary

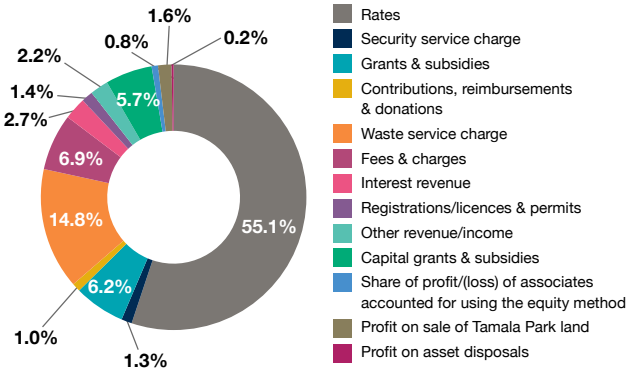
Long term financial sustainability is the key objective of the City's financial plan. The City continued to perform well against its strategic objectives and emerging priorities in line with its vision of a Sustainable Stirling. With careful planning and resource allocation the community can be assured that City has the necessary resources to achieve its objectives set out in the Strategic Community plan.

At a glance:

- $42m of capital works completed;
- $0.7 million net operating result before other comprehensive income;
- $2.6 billion net assets;
- $278 million in revenue with 55% from rates;
- $161 million in cash/ term deposits;
- Nil in borrowing.

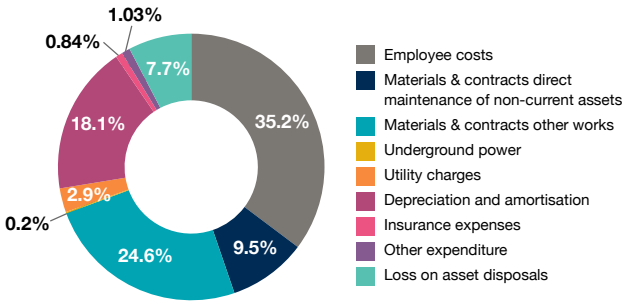
Revenue – Where does it come from?

The City's revenue amounted to $280 million. The largest contribution was from rates and service charges which totalled $200 million.



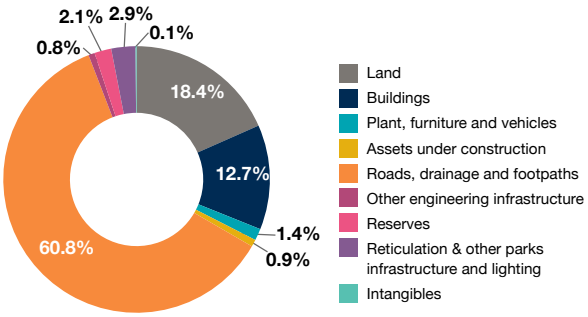
Expenses – what did we spend it on?

Expenditure amounted to $279 million between various operations and programs. Funds were applied to:



Assets – This is what we own

As at 30 June 2023 the City's assets were valued at $2.4 billion. This includes the following classes of assets:



Liabilities – This is what we owe

At 30 June 2023, Council's liabilities totalled $67.1 million.

This was principally made up of:

- amounts owed to suppliers
- Bonds and deposits held
- lease liabilities
- contract liabilities
- employee leave entitlements
- other liabilities

What $100 gets you

$25.85 Parks, recreation and leisure

$14.24 Waste and fleet management

$13.02 Administration, governance and council support

$13.14 Engineering, footpaths, drains, road maintenance

$9.12 Building maintenance, projects and assets

$4.92 Planning and development

$8.38 Business systems and support

$2.93 Public safety

$8.40 Libraries and community services



Major land transactions

Council endorsed the City's Land Asset Action Plan (LAAP) which has been developed to improve the City's long-term strategic management of its freehold land assets and Crown Land under City management. The LAAP provides strategic oversight and guidance to deliver accountable decision making and provides an opportunity to generate ongoing wealth for rate payers with the aim to reduce reliance on rates.

Any future land transactions as a result of the LAAP, which meet the consideration requirements, will be individually assessed for a Major Land Transaction Business Plan under Section 3.59 of the *Local Government Act 1995*, with a Business Plan prepared if required.

Tamala Park Regional Council

The Tamala Park Regional Council was established for the specific purpose of creating an urban development on 165 hectares of land immediately south of Neerabup Road and the Mindarie Regional Council. The City along with 6 other Councils is a member of the Tamala Park Regional Council.

The City contributes one third of any funding required for capital or operating costs and is also entitled to one third revenue from the sale of lots of land.

As at 30 June 2023 the value of the City's equity share of its investment in the Tamala Park Regional Council was $15,613,307. Further details can be found in note 19.c. of the financial statements.





Our organisation

The City of Stirling is one of the largest and most diverse local governments in Western Australia, spanning over 100 km^2 and including 30 suburbs. The organisation provides a variety of services to over 235,000 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.



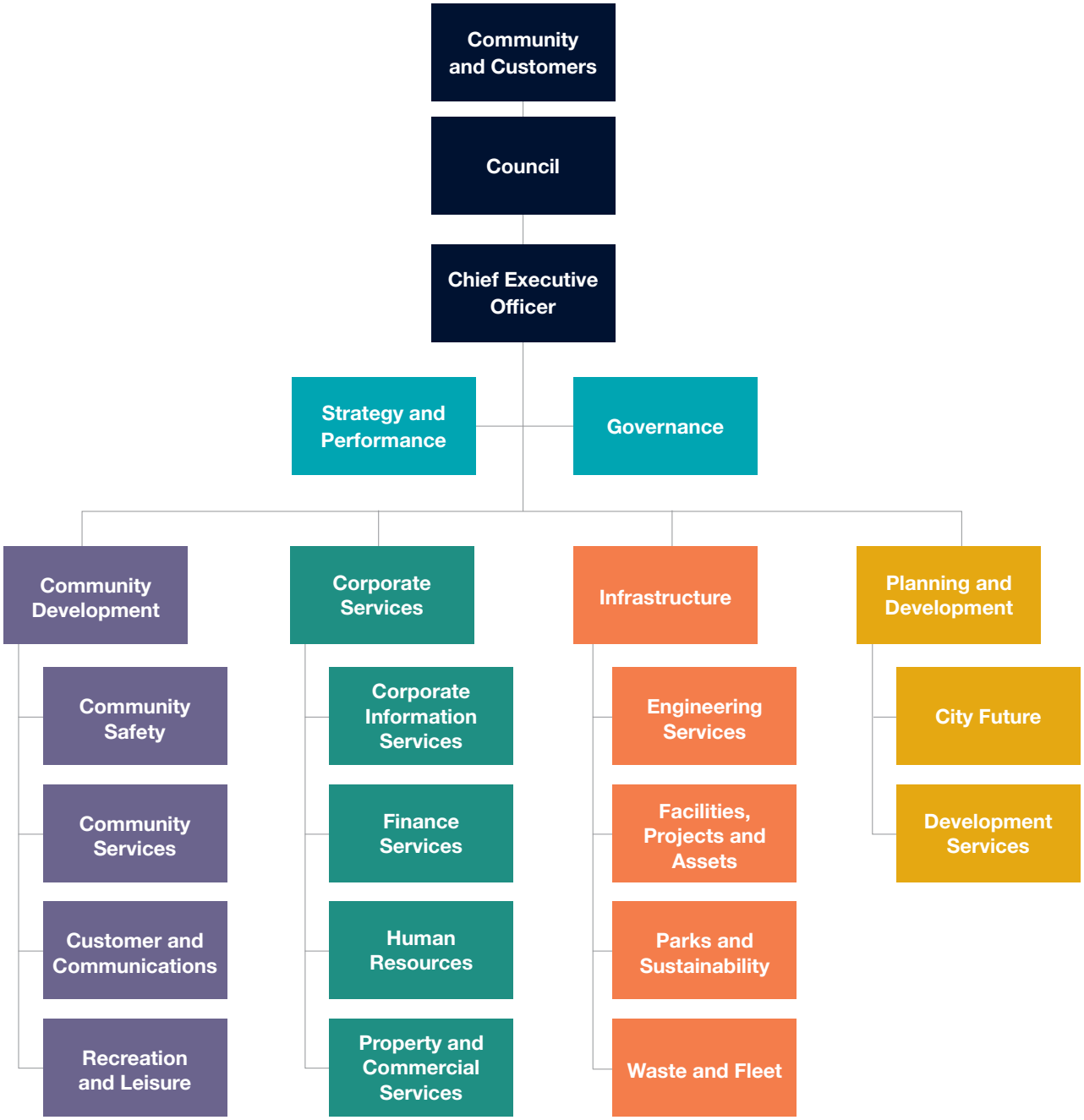


Organisational structure

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 two business units under their leadership. The CEO is appointed by and directly accountable to members of Council, who are elected by the City's residents.

Diagram 2: Organisational chart as at 30 June 2023





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 15 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.

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 over 20 years' experience in senior financial management roles across the public sector, 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, Corporate Information Services Property and Commercial Services, and Finance Services functions of the organisation. Ingrid leads a dedicated and exceptional team who provide support services to the other directorates in what is a large, diverse and complex organisation.



Andrew Murphy

Director Infrastructure

BSc (Hons) Biological Science

Master of Science Environmental Health

With over 30 years' experience in local government, in the UK and Australia, Andrew has a particular focus and passion for infrastructure and environmental services. He has returned to the City as Director Infrastructure, previously holding the position of Manager Waste & Fleet, bringing his positive and enthusiastic attitude, paired with his outstanding experience and knowledge.

Andrew is responsible for Engineering Services, Parks and Sustainability, Waste and Fleet, and Facilities, Projects and Assets.



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 nearly 20 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 and Communications, and Recreation and Leisure.



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 25 years' experience in local government and is a highly experienced urban planner and director. Stevan has a strong understanding of the legal and regulatory operating framework, leading strategic planning for future city development, managing high-profile public matters, assessing highly complex development proposals, establishing effective stakeholder management arrangements and liaising extensively with the community in many forums. Stevan is passionate about the City of Stirling and strives to achieve the best outcomes for the organisation and the community.

He is responsible for City Future and Development Services.



Our people

The City of Stirling's workforce currently has 1,090.82 full-time equivalent (FTE) positions – the City's most valuable resource. Our employees are highly talented and experienced in their fields and possess the skills and abilities to deliver the exceptional services our residents and businesses have come to expect.

Our profile

The City prides itself on being the City of Choice. The City aims to attract, recruit, empower and retain the best people to form part of 'Team Stirling', working within a great team of great people. The City has a performance-driven culture and offers a wide range of benefits, supporting employees personally, professionally and financially.

The City is recognised for supporting work-life balance through a range of initiatives, including various flexible working arrangements. The City continues to recognise its people's desire to have access to a range of flexible working 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. This ensures the City can be agile in meeting the needs and expectations of our community.

Figure 1 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. Figures 2 through 4 further illustrate the City's workforce gender profile across different segments of the organisation.

Figure 1: Established workforce – age profile as at 30 June 2023

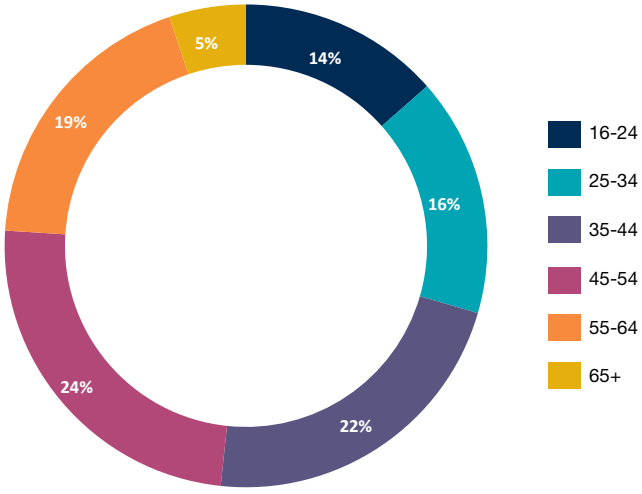


Figure 2: Male and female apportionment (to first-tier supervisor level) as at 30 June 2023

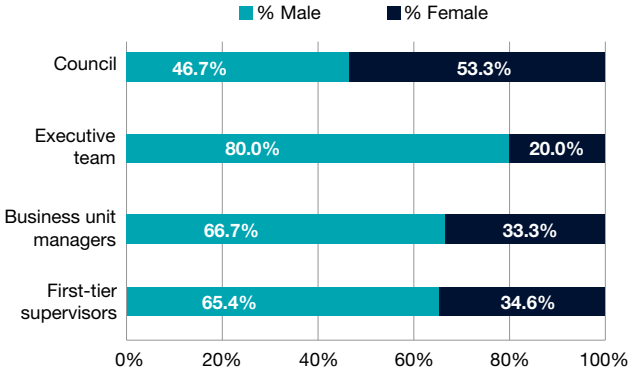


Figure 3: Established workforce – age and gender profile as at 30 June 2023

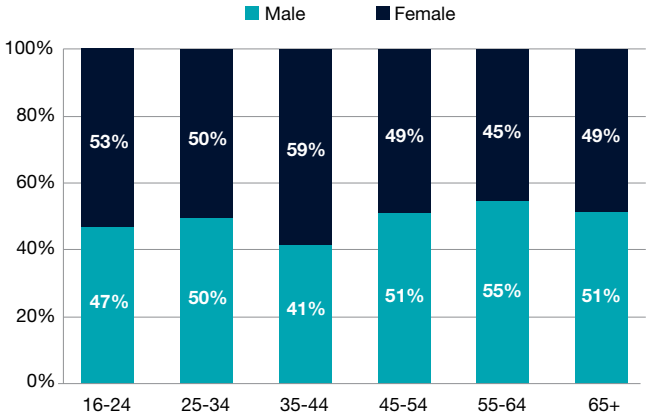
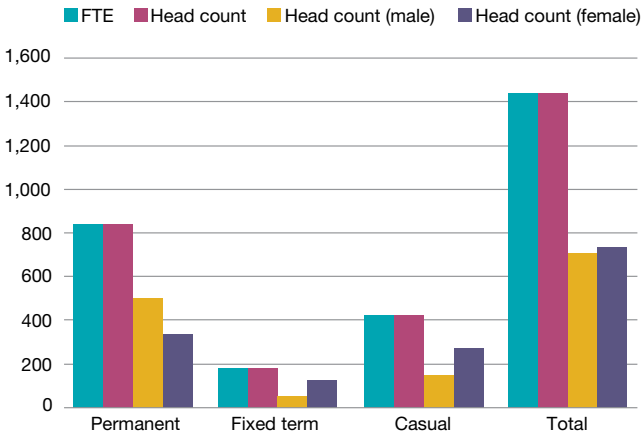


Figure 4: FTE and headcount by contract type as at 30 June 2023



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 5 below.

Table 5: Officers' remuneration

Salary band	Number of officers	
	Female	Male
$130,000 - $139,000	2	1
$140,000 - $149,000	4	7
$150,000 - $159,000	7	4
$160,000 - $169,000	1	2
$170,000 - $179,000	1	2
$180,000 - $189,000	1	1
$190,000 - $199,000	2	2
$200,000 - $209,000	2	6
$210,000 - $219,000	0	1
$250,000 - $259,000	0	2
$260,000 - $269,000	1	1
$380,000 - $389,000	0	1
Total	**21**	**30**
Gender split	41.18%	58.82%

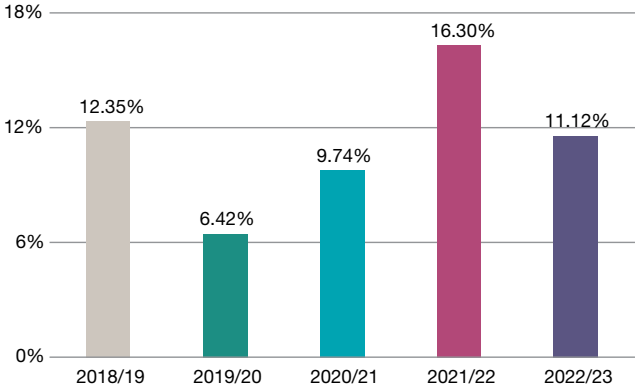
The total remuneration paid to the Chief Executive Officer under the *Salaries and Allowances Act 1975* including salary, superannuation, private use of a motor vehicle and allowances was $423,563.24.

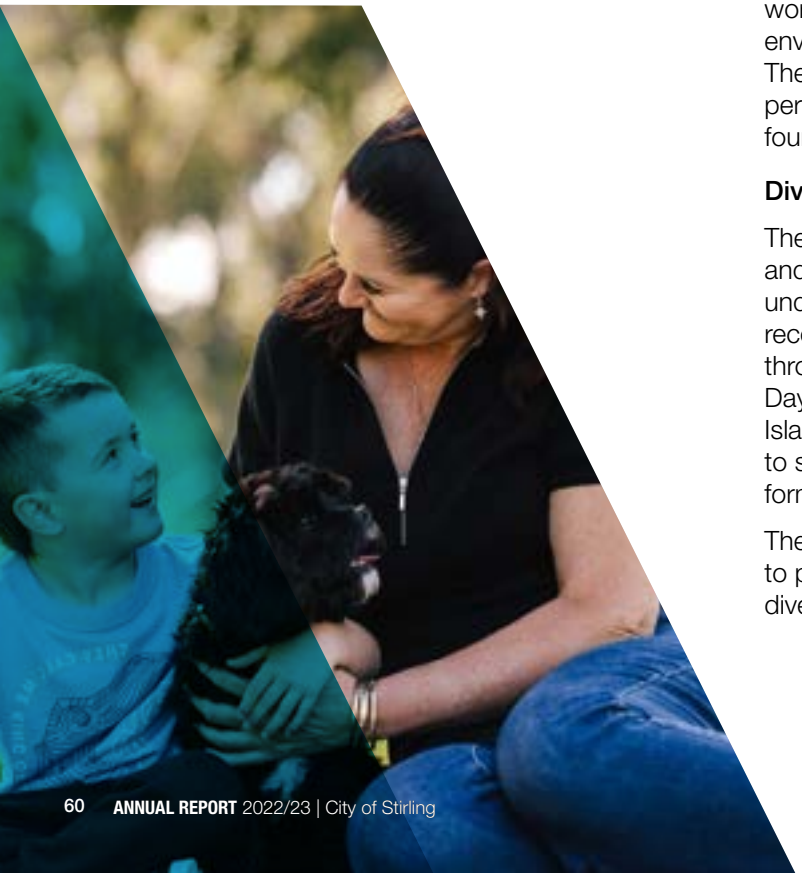
Employee turnover

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 have reduced from the previous year and remain at a satisfactory level, with the City's annual target for turnover being 15 per cent. Employee turnover during the 2022/23 financial year was 11.99 per cent as illustrated in Figure 5.

Figure 5: Employee turnover rate





Creating a diverse and inclusive workforce

In November 2022, the City of Stirling participated in Diversity Council Australia's (DCA) Inclusive Employer Index to better understand and celebrate diversity and inclusion at the City. As part of this exercise, the City encouraged all staff to complete the Inclusion@Work Index employee survey.

We are delighted to report that the City of Stirling has met the assessment criteria to be nationally recognised and listed in DCA's 30 Inclusive Employers 2022/23. This recognition as an Inclusive Employer is the only one of its kind in Australia.

The City's results exceeded the national index benchmark, derived from a nationally representative survey of 3,000 Australian workers, on at least five out of the six following measures:

- Awareness
- Engagement
- Inclusive organisation
- Inclusive leadership
- Inclusive team
- Exclusion.

The City continues to have diversity and inclusion as a priority, featured in the Workforce Plan 2023-2026, and aims to continue to identify gaps and consider new initiatives to meet targets.

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 International Women's Day, Harmony Day and National Aborigines and Islanders Day Observance Committee (NAIDOC) Week to support, acknowledge and celebrate diversity in all its forms.

The City is proud of its diverse workforce and continues to prioritise diversity, equity and inclusion to foster a diverse and inclusive culture.

Figure 6: Workforce by 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	9	17	40	58	315	42	61	34	104	116
Part time	0	17	2	11	5	26	1	12	18	128
Total full and part time	9	34	42	69	320	68	62	46	122	244
Casual	2	17	2	6	18	10	1	1	124	241
Total employees	11	51	44	75	338	78	63	47	246	485

The City's Innovate Reconciliation Action Plan (RAP) 2021-2023 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, the City will engage employees through a series of surveys to gather and update diversity information on our employees to improve employee data quality and to continue the City's diversity and inclusion ambition and key actions.

All employees are given the opportunity to participate in cultural learning to increase their understanding and appreciation of equity and diversity.

Employee Code of Conduct

The City's Employee Code of Conduct assists and guides employees with our values, determining the appropriate and acceptable ethical standards of behaviour that 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 complete Code of Conduct training and undertake refresher training.





Future workforce planning

The City's Strategic Workforce Plan

The Strategic Workforce Plan provides the City with clarity on how to build a future-ready workforce that can deliver the Community Plan and Business Plan through a roadmap of prioritised initiatives and strategies.

The development of the City's Strategic Workforce Plan required consultation with different stakeholders and analysis of data and insights across three key phases, starting with understanding the City's context, strategy and critical capabilities. It also included analysing the workforce based on different criteria and concluded with developing workforce strategies.

The City's Strategic Workforce Plan is built on four pillars: workforce attraction, workforce development, workforce engagement and workforce optimisation. In addition, leadership and culture are critical to enable effective delivery of the workforce strategies under each of the four pillars.

The City of Stirling is also investing in the implementation of a new human resources information management system (HRIS), with scoping completed in 2022/23. A contemporary HRIS will collate all the workforce data across the City into one easy, accessible place for data storage, referencing and updating. This will provide the Human Resources team with access to powerful analytics to help make informed decisions and implement successful strategies, as well as ensure more efficient accessibility to information and insights for business leaders and the workforce.



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 was decided in 2021/22. These values were workshopped across the City to help clearly define what they mean and the expected behaviours needed to support them. The embedding of these values will commence in the 2023/24 period.

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.

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 2022/23, the City's talent acquisition approach continued to be reviewed to ensure an efficient and effective procedure responding to a competitive labour market in Western Australia. Employee testimonial videos were created to showcase life at the City and support its efforts to attract talent.

The City completed 445 external recruitment processes, attracting 6,634 applications throughout the reporting period. This represents an increase in applications received for advertised vacancies compared to last year (439 external recruitment processes, 5,305 applications for the 2021/22 reporting period).

Conditions of employment

The City, along with all local governments across Western Australia, transitioned from the federal to the state industrial relations system from 1 January 2023. Management practices, procedures and key changes were communicated to the workforce swiftly. The current agreements transitioned from enterprise bargaining agreements (EBAs) under the federal system and were registered as industrial agreements under the state system.

Employees at the City are covered by either the Outside Workforce Agreement 2020 or the Inside Workforce Agreement 2019. The City commenced negotiations for the new Inside Workforce Agreement in March 2023, with the Outside Workforce Agreement negotiations commenced in May 2023. Both the Inside and Outside Workforce Agreements expired in June 2022; however, administrative increases were applied from July 2022.

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 36.9 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 2022/23, the Social Club hosted several events, some of which include:

- Footy tipping and wind up
- Swan Valley wine tour
- Quiz night
- Lawn bowls
- Flight Club darts event
- Various sundowners at local venues.

Recognising employee achievements

Stirling Stars

The City celebrates the achievements of employees through various initiatives. To recognise and celebrate the incredible efforts of our valued employees, the City delivers an annual 'Stirling Stars' Employee Recognition Program. The award categories and award winners announced in September 2022 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: Chanel Cronjie
- Highly commended: George Shomali
- Rising Star of the Year: Patrick Biddolph.

Safety Star of the Year

An individual award for making an outstanding contribution to safety at the City.

- Highly commended: Martin Hughes
- Safety Star of the Year: Duncan Hutton.

Leader of the Year

An individual award to recognise an outstanding leader who demonstrates the ability to guide and inspire others.

- Highly commended: Nick Stewart
- Leader of the Year: Ben Rose.

Team of the Year

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

- Highly commended: Fleet Workshop team
- Team of the Year: Stirling Fast-Track Project team.

Stirling Star of the Year

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

- Stirling Star of the Year: Chloe Fletcher.

Due to some outstanding nominations, the 2022 Stirling Stars event also recognised employees who have made an impact within the community.

Community Service Commendation

- Jamie Robertson
- Jarrad Duggan
- Michael Robertson
- Stephen Whareau.

Workforce years of service

The City recognises long-serving employees with a monetary award and badge after every five years of service. In 2022/23, over 193 employees were acknowledged for service milestones.

Employees achieving the milestones of 25, 30, 35, 40 and 45 years are celebrated at an event held in September each year. In the 2022/23 year, we also have an employee being recognised for 55 years of service at the City.



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 96 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 2022/23, the City supported 13 employees with formal study leave requests or financial reimbursement of study fees to achieve relevant qualifications, further supporting our workforce and enabling efficient service delivery to our community.

Traineeship program

The City continued to support opportunities for traineeships, with four apprenticeships in place for 2022/23. 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 when 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 2022/23 period:

Table 6: Casual for a Cause donations – 2022/23

Cause	Total Donation	Other
The Smith Family	$356.00	
Wear it Purple	$304.30	
WA Seabird Rescue Perth	$349.05	
Children's Medical Research Institute	$213.20	
Women's Centre	$0.00	Gift drive
Kimberley Floods Appeal	$304.20	
Beyond Blue	$289.75	
Breast Cancer Foundation	$269.25	
Women's Centre Food drive	$0.00	Food drive
Native Animal Rescue	$359.40	
Support Act	$384.30	

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 continued to be offered in 2022/23:

- Employee assistance program (EAP) for all employees and their immediate family
- Health and Wellness Expo with numerous stalls and information sessions held for City employees covering a wide range of wellness providers, designed to increase health awareness and literacy, with topics including financial wellbeing, nutrition, physical and psychological wellbeing
- Free access to the 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 and ongoing employee wellbeing (app-based)
- Access to an online sleep education program for employees, launched as a tool to improve sleep quality and reduce the effects of fatigue (app-based)
- City-wide influenza vaccinations program – 341 participants
- City-wide skin screening program – 412 participants.

Employee assistance program (EAP)

The City has a partnership with a new EAP provider, which commenced in January 2022. This vital program continues to provide free-of-charge sessions with psychologists to employees and their immediate family (as per definition) to encourage proactive mental health and 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 were accessed by 119 employees in the first six months of 2022/23. In addition to the conventional psychological services, the EAP providers digital platform was released for use by employees. Continuing to provide 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 that they serve.

WHS risk identification and control

WHS harmonised legislation

The City is committed to complying with the *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 had commenced a program of work in the 2021/22 financial year that covered four phases: educate, evaluate, engage and evolve. Several initiatives have been undertaken and will continue into the 2022/23 financial year. These include an education program with sessions held across the City updating stakeholder groups on the WHS changes, compliance mapping, legal compliance and understanding, strategy development and establishing WHS 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 and Safety team in partnership with the Human Resources Manager and appropriate areas and levels of the business.

Continuing with the customer-centric WHS business partnership (WHSBP) model that was introduced in July 2021, the WHSBPs are 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 assessed 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 the Myosh software solution (known as 'SAFER'), the City has continued to log, action and track hazards. SAFER ensures a hazard is allocated to an officer to action, holding information on the action to be taken and a 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 metrics that is 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 significant increase from the previous financial year, with a total of 218 total (previous year was 109) hazards being logged in the system. This increase in hazard reporting indicates a more positive response to safety by the workforce and greater confidence in using the reporting system. It also reflects better education around seeing hazards, acting and eliminating them to ensure the workplace is safe.
The top five most significant and frequently occurring hazards for the City in 2022/23 were associated with:

1. General hazards - 93
2. Ergonomics - 34
3. Collision with objects - 27
4. Environmental - 20
5. Workplace welfare – 16.

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', a 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. This training is to be held again in the 2023/24 financial year.

Safety management system – SAFER

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

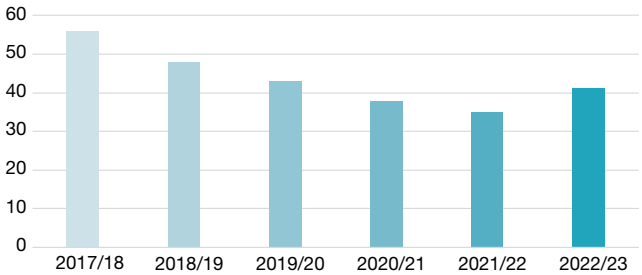
The City has developed and implemented a contractor WHS management process to provide guidance to employees in ensuring risk to the City is reduced as far as reasonably practicable. There are four main focus areas in the process: pre-qualification, on-boarding, monitoring and performance review.

The on-boarding process includes a contractor induction which will be delivered online to all prospective contractors wishing to work for the City.

Injury management

The number of workers' compensation claims reported and lodged in 2022/23 with LGIS was 41, with one claim declined. Injury management training was delivered to 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 7: Workers' compensation claims lodged with Local Government Insurance Services (LGIS)



Safety performance

In line with the SafeWork Australia National Standard, the City is continuing to utilise 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.

For 2022/23 financial year the below formula has been 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 2022/23 the result is as follows:

$$\frac{\text{(16 lost-time injuries in accounting period)} \times 1{,}000{,}000}{\text{(1,990,738.884 hours worked in accounting period)}}$$

Therefore, the lost-time injury frequency rate is (LTIFR) is 8.04, which has improved from the previous financial year 2021/22 which was 9.04.

The City did not have any adverse findings or breaches of legislation during 2022/23.

WHS programs and learning

A range of WHS-specific programs and learning opportunities continue to be utilised across the City, including:

- Continued drug and alcohol testing of employees
- Hepatitis A and B vaccinations provided to at-risk employees
- WHS legislation obligations sessions for managers and service leads
- 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 continues to benefit from the support of over 460 volunteers who dedicate their time to more than 50 roles across the City. Our volunteers are the heart of our community and assist in delivering a variety of programs and services to residents.

Our dedicated volunteers contributed more than 54,000 hours this year helping the City of Stirling community. These hours converted into a cost benefit – using the Volunteering WA benefit calculator, the volunteers have saved the City $2,619,714 in 2022/23.

The volunteer team follows the nationally recognised volunteering standards, as outlined by Volunteering Australia. This year has provided its own set of challenges, including a new online police clearance process and the transition to a new volunteering management system. However, the dedicated Volunteer Services team continues to develop management processes and programs to ensure best practice is adhered to.

Volunteers are a vital link in providing essential services to residents in the City of Stirling, especially to people who are disadvantaged. There are a large range of volunteer programs at the City, some of which are outlined below.

Aged Care Community Visitors Scheme (ACCVS)

With the increase in the pool of dedicated volunteers, the ACCVS improves the quality of life for residents in aged care facilities who have limited family and social contact. There has been a drive to increase diverse volunteers in these roles as the need for volunteers to support residents who speak a language other than English has increased. The program has also seen an increase in the number of facilities which have partnered with the City.

Volunteers link to residents by engaging in conversation, writing letters and cards, and sending emails. This program ensures social interaction for residents who are at risk of social isolation from the general community. The program successfully received additional funding for the next three years due to the dedication and commitment of current volunteers.

A challenge with volunteers in this program has been the continuation of COVID protocols and the requirement to wear PPE. However, the team understands the critical role these factors play in maintaining the health of residents in aged care facilities.



City of Stirling Animal Care Facility

Volunteering opportunities in 2022/23 continue with the Animal Care Facility (ACF). Passionate volunteers continue to support the ACF for lost or wandering dogs. Dogs can be collected by their owners or offered for re-homing. Volunteers assist by cleaning kennels and other areas along with feeding, walking and grooming dogs. The total hours supported by volunteers is over 2,000 per year.

Community food services

The City operates the largest community food services program in Western Australia, delivering an average of 1,850 two-course, nutritious meals to approximately 380 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. This program continues to be the largest user of volunteers in the City, with a pool of 55 people filling an average of three shifts each per week.

Community Sheds

The Stirling Community Men's Shed is primarily aimed at men over 55 years of age. The program offers its members woodwork and gardening activities along with men's health workshops and social outings, which are supported by volunteers.

The Stirling Women's Shed volunteers run weekly craft groups, connecting women and providing social interaction while members undertake their own craft activities.

Community transport services

Transport services enhance social connection for seniors in our community and provide vital support to help eligible older people stay well, connected and independent. Transport options include medical and social transport and a very popular shopping bus.

Community Tree Planting program

The City offers several street tree planting programs during the winter months in an effort to increase canopy cover. The community tree planting program aims to encourage the participation of local residents in planting events which helps foster a sense of community ownership of streetscapes, while spreading the word about the importance of street trees.

Environmental and conservation volunteers

The City supports opportunities for community members to participate in activities to protect wildlife and natural habitats in the City of Stirling. With an increased number of environmentally focused volunteers in 2022/23, the environmental team were supported to undertake a new turtle tracking program. The Saving our Snake-Necked Turtle (SOSNT) project saw volunteers participate in important research on turtle populations and their predators while creating strong connections to community and Country.

Interest and participation in community gardens in the City of Stirling reached an all-time high. The City features eight community-led and community- managed food gardens including the Coastal Community Garden in North Beach, which is currently under construction.

With continued commitment to the City's green spaces, voluntary clean-ups across our parks and reserves are regularly undertaken. The City is home to a number of Bushcare and Coastcare groups including:

- Friends of Star Swamp
- Friends of Trigg Bushland
- Friends of Lake Gwelup
- Friends of Dianella Bushland
- Friends of Inglewood Triangle
- Stirling Natural Environment Coastcare
- Friends of Princess Wallington Bushland
- Friends of Williton Kestrel.

The groups contribute with site surveys, pre-plant site preparations, planting, post-planting care (weeding and watering), rubbish removal and flora/fauna surveys.

Focus on youth

Although the majority of City volunteers are retired community members, the team has a focus to encourage youth participation through innovative pathways for volunteering.

The Volunteer Impact Program (VIP) is a six-month volunteering opportunity within a City of Stirling service area. Placements run from March to September each year, where successful applicants are matched to an area of their interest. Placements have included roles in the City's catering team, learning service skills, food safety and presentation; and also at the City's mechanical workshop, learning basic car maintenance, safety and workshop knowledge.

Volunteer Services, in partnership with Dianella Secondary College and Balga Senior High School, have arranged work experience for eight students this year in areas including Community Safety, Recreation and Leisure, Community Services and Civic Hospitality.

Job Shop

Operating from the Osborne and Mirrabooka Community Hubs, the Job Shop service offers free assistance with resume design, job applications and interview preparation. This service offers eligible job seekers with access to free information, links to employment services and assistance with gaining meaningful employment.

Justice of the Peace

The City provides a Justice of the Peace service (JP) at several locations across the City. JPs volunteer their time to witness affidavits and statutory declarations and to certify copies of original documents. Services are available at the Administration Centre on weekdays, Stirling Libraries – Dianella on Tuesdays, Stirling Libraries – Inglewood on Fridays, and Stirling Libraries – Mirrabooka on Saturdays.

Library services

Volunteers lead and support various library programs including conversational English, Chinese language stories and songs, digital mentors and library craft moderators.

The Books on Wheels program caters to residents unable to visit their local library. Volunteers help provide this service by selecting, delivering and returning books on behalf of residents via a mobile lending service.

Local committees and groups

The City acknowledges the countless hours external volunteers contribute to local committees and community groups. These hours are not captured by the City; however, it is recognised that these groups support our residents through all stages of life. Playgroups, cultural groups, sporting groups, surf lifesaving clubs, advisory groups, and many incorporated groups are consistent, transparent and professional in their dealings in supporting City of Stirling residents.

History and heritage

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

Special events

Seasonal or themed events offer our existing volunteers the opportunity to assist with something different to their usual duties. Key events that enlisted the support of volunteers in 2022/23 included Paw-some Day Out, the Rotary Carine Community Fair, the Australian Surf Life Saving Championships (The Aussies), Refugee Week and NAIDOC Week. Volunteers greeted residents, managed parking logistics, staffed tea and coffee stalls and assisted with registrations. This assistance proves to be beneficial to the teams running City events as it eases the workload on staff and ensures events run smoothly.

Surf lifesaving

The City's Beach Services team has developed a strong relationship with the two volunteer surf lifesaving clubs located within the City's boundaries. Trigg Island Surf Life Saving Club and Scarboro Surf Life Saving Club had a combined membership base of over 2,700 people in the 2022/23 season and provide volunteer surf patrols on weekends and public holidays from October to March each year. 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 provide guidance, advice and assistance to volunteer surf lifesaving club members on patrol. During 2022/23, the volunteer surf lifesavers of Scarboro and Trigg Island SLSC performed 70 rescues and 9,507 preventative actions and treated 126 beach goers requiring first aid.

Scarborough and Trigg Beaches were host to the Australian Surf Life Saving Championships (the Aussies) in April 2023. This nine-day event attracted over 5,000 competitors from 300 clubs across the country and included youth, masters and open championships and an open water swim event which the general public could compete in. Both Scarboro and Trigg Island SLSC volunteers provided invaluable support during the event, undertaking a variety of roles including the provision and distribution of food and drink to officials and ensuring the competitor and official areas were clean and well maintained. To learn more about this hugely successful event, please refer to the case study on page 135.

Volunteer of the Year – Andrew Soukos and Mitch Polain

In 2023, this was awarded to two outstanding volunteers.

Andrew Soukos plays a critical role in community transport, collecting residents from their homes and dropping them to their local shopping centre. This assists many elderly residents to continue to live independently. Andrew is friendly, helpful and reliable, ensuring all of his passengers have a great day.

Mitch is a committed and active member of several volunteer groups, including Friends of Lake Gwelup and Friends of Star Swamp, and he is the convenor of Friends of Trigg Bushland. Mitch works tirelessly in the background to improve, manage and conserve natural environments in the City. His values of respect and inclusivity create a great foundation for the community to engage and be involved safely in conservation.

City awards and recognition

The City has been recognised for its achievements during 2022/23, highlighting the outstanding services and initiatives it has delivered to the community. The following are some key awards won by the City this financial year.

Australasian Reporting Awards

The City of Stirling won Best in Sector for accountability and transparency in strategic performance reporting at the Australasian Reporting Awards (ARA).

The City's 2021/22 Annual Report also won a gold award from the ARA for the ninth consecutive year, more than any other WA local government. Among the 17 other local governments that were awarded gold, the City was named best of those distinguished performers.

The ARAs provide organisations the opportunity to benchmark their reporting 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.

Waterwise Recognition Award

The City received the highest possible accolade from Water Corporation and the Department of Water and Environmental Regulation, taking out the Platinum Waterwise Council of the Year award as part of the Waterwise Council Program.

The award recognised the City's efforts to reduce water consumption and improve efficiency while encouraging ratepayers to choose native plants during a series of pop-up garden workshops.

Among the initiatives recognised in the platinum standard was the City's Sustainable Verge Awards program. The awards recognise residents who contribute to the City's efforts to create sustainable verge gardens. Special mention was also made of the City's efforts to reduce groundwater consumption at Grindleford Reserve in Balcatta through hydro-zoning technology.

Local Government Professionals Australia, National Federation Awards 2022

The Local Government Professionals Australia National Federation Awards is an annual celebration of outstanding achievements in local government. The awards honour local governments for their efforts in making a difference in their communities and showcase the innovative solutions that demonstrate leading practices, deliver quality services and better outcomes for communities, and have the potential to be replicated across the country.

The City of Stirling was highly commended in the Local Government Professionals Australia National Federation Awards 2022. This followed the City of Stirling winning the LG Professionals WA Awards in the Innovative Management Initiative and Excellence in Service Delivery categories in 2021. The City was recognised for its continued efforts 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. The City's RMS project has now been locally and nationally recognised for its innovation in management and excellence in customer experience.

2023 Customer Experience Champion, Auscontact WA Excellence Awards

Congratulations to James McManus, Business Improvement Design Specialist at the City, winning the inaugural Customer Experience Champion Award category at the Auscontact Association in the 2023 State Excellence Awards.

The awards celebrated the innovation, success and achievements across WA's local customer contact centres and customer experience organisations. James's dedication and commitment across innovative projects, including RMS integrations and the new telephony system implementations, have combined with his leadership skills to help develop enhanced customer experiences through the Customer Contact Centre and the broader City's engagement.

As a WA winner, James goes through to the Auscontact National Excellence Awards in November 2023, the most prestigious industry event in Australia recognising and celebrating excellence in customer service experience. This is where the industry comes together to showcase talent and celebrate outstanding achievements by individuals and organisations in various categories. The calibre on display through the awards program demonstrates the depth and strength of talent within the City's customer experience service delivery among the many contact centre and customer experience organisations.

Parks and Leisure Australia (PLA) WA Awards of Excellence 2023

These annual awards recognise and celebrate the outstanding initiatives and innovative efforts of the people behind the places, who promote good use of leisure time for a number of social, environmental and economic benefits to the community. The City was recognised as a finalist and was highly commended for two projects.

The City's Public Open Space (POS) Strategy 2021-2031 received a PLA WA high commendation in the Strategic and Master Planning Award category. The Strategic and Master Planning Award recognises the development of strategies for parks, open space, sport, recreation and leisure opportunities by rewarding outstanding examples of strategic planning that have enriched and revitalised a community.

The Andrew Guilfoyle Community Parkland was shortlisted as a finalist in the Playspace Award category for projects over the value of $500,000, and it continues to be highly valued and utilised by the local community.

2022 Planning Institute of Australia (PIA) Awards

The award for Community Wellbeing and Diversity was presented to the City and representatives from RAC at the 2022 Planning Institute of Australia (PIA) Awards for Planning Excellence for the delivery of the Gnalla Nollamara Pop-up Plaza.

'Gnalla' is the Nyoongar word for 'our' and is the name of the pop-up plaza that was created under the trees at Nollamara Shopping Centre in 2021. The project was delivered in partnership with the RAC through a matched $50,000 grant from their 'Reconnect WA' initiative, which aims to create vibrant streets and public spaces for Western Australians to interact and connect with each other.

The Gnalla Nollamara Pop-up Plaza project contributed to the City obtaining a State Government commitment of $300,000 for the upgrades of the Nollamara Shopping Centre.

Leisure Industry of Western Australia (LIWA) Awards

The City received a high commendation in the Aquatic Facility Safety Award category following the installation of a variety of safety systems and processes, an extensive training and professional development program delivered by Royal Life Saving WA, and the embedding of a successful safety culture in the team.

Australian Street Art Awards

The City received two awards in the Australian Street Art Awards in February 2023, for the inaugural No More Blank Walls Street Art Festival held April 2022 in Mount Lawley.

The partnership initiative between the City and Blank Walls saw eight new murals, two temporary murals, a pop-up art gallery, a 'find the monster' art trail, workshops, light projections, walking tours and other events.

The eight-day festival was awarded Bronze in the Best Street Art Festival category and Silver in the Best Street Art Tour category for the street art walking tours led by local tour company Oh Hey WA. The festival involved 45 artists from Western Australia, plus one international artist and a number of interstate artists. It supported local business and provided a lasting cultural asset in the Mount Lawley town centre.

MobileMuster

For the sixth 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.

The Australian Government-accredited product stewardship program of the mobile industry, MobileMuster recognises the top collectors in each state or territory at the Australian Local Government Association (ALGA) National General Assembly.

Community Citizen of the Year Awards

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

Held on Australia Day at Scarborough Beach Amphitheatre in conjunction with the City's largest citizenship ceremony for the year, the 2022 Community Citizen of the Year Awards recipients were announced as detailed below.

Community Citizen of Year: Kate Miller

At the age of 20, Kate founded The Rent Network, a not-for-profit group aimed at improving housing outcomes and reducing the risk of homelessness for community members across the nation. The network – which in 2022 had over 65,000 members across Perth, Melbourne and Sydney – utilises the power of Facebook Groups to connect, support and advocate for renters.

This includes 30,000 members in Perth who access a platform where they can find peer support, shared accommodation and private tenancies to meet their housing needs.

In her day-to-day work, Kate is Chief Operating Officer at the disability services organisation Integration and Empowerment Services.

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

Motivated by the tragic death of her son, Jean began volunteering in 1999 providing telephone support to lonely, suicidal and despairing callers. At that time, the Samaritans for the Suicidal and Despairing was the only telephone support service of its kind in Perth. In 2003, Jean was appointed director of the organisation and in this role, Jean also facilitated a suicide support group.

Jean went on to volunteer with the Red Cross in their Telecross service, reaching out to the elderly living alone and isolated ensuring they had taken medication and were taking care of themselves.

In 2012, Jean opened her own practice as a counsellor and therapist, work that she continued until her retirement in 2015. Jean continues to conduct visits with residents who are in care facilities within the City of Stirling as part of the Community Visitors Scheme.

Youth Community Citizen of the Year: Scott Guerini

Scott (17 years old) has dedicated his life to helping others and inspiring the community around him. In 2010, at the age of four, Scott was inspired by his kindy teacher after a lesson on helping those less fortunate, and decided he wanted to help sick children. He spent the next two weeks convincing his parents to let him walk 25 km from the family farm to the town of Southern Cross to raise money for a children's charity. He completed the 25 km in eight hours and 40 minutes, raising $3,000 in donations.

This was the beginning of an ongoing commitment that included completing marathons, an 82 km hike in the Canadian Rockies and treadmill challenges, all by the age of nine years.

In 2017, Scott published a book called *Did You Know, You Can Change the World?* He has facilitated workshops for kids, spoken at schools and business events, walked 1,000 km, raised $200,000 for Telethon and launched his own podcast.

Active Citizenship Award (community group or event) – Motion by the Ocean

Motion by the Ocean is an outstanding organisation that enables a socially inclusive community in the northern coastal suburbs of Perth. Their aim is to help seniors, people living with disabilities and those less mobile to become more active citizens, and to feel supported, valued and respected.

They do this by providing free trishaw rides along our beautiful coastline, which gets passengers outside, provides companionship and strengthens intergenerational relationships. Motion by the Ocean connects seniors and those most vulnerable with the world outside their homes and also supports our community by delivering food and aiding in the delivery of local events.

Grant funding

The City secured over $30 million in grants, subsidies and contributions from the State and Federal Governments in 2022/23 to deliver projects and programs to the community. Examples of these are featured below.

Federal Government

$2,863,000 was secured under phase 3 of the Federal Government's Local Roads and Community Infrastructure (LRCI) Program for projects across a number of business units.

$1,394,000 was secured as part of the Federal Government's Roads 2 Recovery (R2R) Program for four road resurfacing projects.

State Government

$877,000 was secured as part of the State Government's Metropolitan Regional Roads Grant (MRRG) Program for five road resurfacing projects.

$690,000 was secured as part of the State Black Spot Program for four traffic and road safety projects.

$800,000 was secured as part of Main Roads WA's Urban Road Safety Program for road safety improvements in Glendalough and Westminster.

$64,000 was secured from the Department of Transport for completion of the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) process.

The City was successful in receiving $32,000 from the Department of Transport for the design of a new disability access ramp at Mettams Pool, with construction to commence in late 2023.

The City strives to provide the best facilities for our community, including well-lit reserves. Throughout 2022/23 the City received a total of $970,914 in funding to upgrade lighting at two of our reserves – Grindleford Reserve and Richard Guelfi Reserve.

The City completed upgrades to North Beach Soccer Club, including unisex changing rooms for increased female participation in soccer, increased sporting equipment storage, roof replacement, and energy and water fitting and fixture upgrades for improved performance. The upgrade to this building was possible due to $939,325 of grant funding.

The City successfully secured a $600,000 Gnangara Waterwise Councils Grant, enabling the implementation of projects to reduce groundwater use by 2028 while maintaining green public open space across the City.

Following extensive public consultation, the City has developed landscape upgrade plans that will ensure Jackadder Lake Reserve meets the community's needs and expectations well into the future. Jointly funded via a Local Roads and Community Infrastructure federal grant of $196,709 and the City of Stirling, stage 1 was completed in 2022/23. This saw the upgrade of the existing playground, replacement of shade sails over the playground and improvements to the pedestrian path network. Stage 2 will be finalised in 2023/24, which will see further improvements to the playground with the installation of exciting new swing options, additional picnic facilities and an upgrade to the existing large shelter.

Each year, the City celebrates Youth Week through a variety of channels. This year, the City was successful in receiving a $5,000 grant from the Road Safety Commission. These funds assisted the City to create a 'Mini Wanderfest' event which showcased a range of young business owners and musicians.

Barista Brews is an initiative the City commenced last year with the aim to empower young individuals with valuable skills, knowledge and training in the hospitality industry, focusing on barista expertise. Following the success of last year's program, Tourism WA doubled the grant funding available and provided $24,800 to allow 75 young people to participate in 10 workshops throughout the year.

The City supports a total of eight community gardens throughout our area, which are managed by dedicated groups of volunteers. This year, the City was successful in receiving a $10,000 grant from the Department of Local Government, Sport and Cultural Industries towards the Westminster Community Garden. These funds assisted the volunteers to rebuild garden beds, upgrade waterwise irrigation and provide additional tools and equipment required for the volunteers to maintain the garden.

Wandjoo to Nyoongar Storytime is an early years program aiming to teach Nyoongar Aboriginal words to young children. The City was successful in securing a $10,000 grant through the Better Beginnings program run by the State Library of WA to commence the Wandjoo to Nyoongar Storytime. The program ran over several weeks, with the aim of children (and caregivers) building their vocabulary through song, play and rhyme. Cyndy Moor, a singer and storyteller who has localised connection to the Mirrabooka area and local language, facilitated this program. There was a fantastic turnout with a total of 264 attendees throughout these weeks, including 166 children and 98 adults.



The City provides and assists with a multitude of services for the community and is accountable to ensure value for money is achieved.

Corporate governance

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

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.

The City of Stirling received one Code of Conduct complaint in relation to an Elected Member in the 2022/23 financial year. The matter was referred to the Integrity Panel, who formed a reasonable suspicion of serious misconduct. The matter was then notified to the Corruption and Crime Commission and internal investigation conducted. There were no findings of serious misconduct identified following the investigation.

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.

In 2022/23 the City received 16 investigation notifications from the Ombudsman's Office of Western Australia for the following directorates:

Community Development	4
Planning & Development	4
Infrastructure	6
Corporate Services	2

The investigations related to tender submissions, animal impounding, verge trees, flooding, crossovers, recreation bookings, gym membership fees, rates dishonour fees, illegal dumping, noise pollution, planning approvals and unauthorised structures.

All 16 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 is published on the City's website and provides details of conferences attended by employees in their official capacity. During 2022/23, 35 conferences were attended, including the Transforming Local Government Conference, Planning Institute of Australia State Conference 2022, WA Mental Health Conference 2022 and the International Asset Management Conference.

Contributions to travel

The Contributions to Travel Register provides details of contributions to travel received by an Elected Member or a designated employee. In accordance with Section 5.83 of the *Local Government Act 1995*, any contributions to travel received by an Elected Member or designated employee (one who has delegated authority) valued over $200 must be disclosed within 10 working days of receipt of the gift and must be included in the Contributions to Travel Register.

Complaints

The Complaints Register provides details of minor breach complaints which the Local Government Standards Panel finds have occurred, and the actions taken. There were no breaches registered in 2022/23.

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 2022 to be published on the City's website.

Data governance

The Data Strategy 2021-2023 is an overarching document that guides the way the City creates, uses, shares and manages data. The strategy is a critical enabler of both the Corporate Business Plan and the Strategic Community Plan 2018-2028, as all of the City's services and functions depend on the right data being available to the right people at the right time.

The City's commitment to data governance will ensure that we can maximise the benefits of data for our community and guarantee informed decision making.

Our vision for data at the City of Stirling is to provide clean, accessible, secure and accurate data so that we can serve our customers efficiently and proactively. The Strategy continues to support and deliver initiatives to realise this view and is overseen by the Corporate Data Governance Group.

Underpinning the strategy is a forward-looking approach to information management. Central to this is the City's Digitisation Framework, endorsed this financial year. Implementation of the framework has already begun and will continue to guide the City's digital transformation.

The City will conduct a major review of the strategy in 2023, focusing on outcomes achieved to date. The revised strategy will consider emerging risks and trends in the legal and technological landscape such as artificial intelligence and new privacy legislation.

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 2022/23:

- Community Grants Program Policy
- Elected Members Entitlements Policy
- Financial Hardship Policy
- Playground Policy
- Parking Policy
- Workplace Health and Safety 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.

In 2022/23, the City completed the Public Sector Commission's (PSC) Integrity Framework Maturity Self-Assessment Tool. The Self-Assessment Tool is presented as a table comprising the elements, maturity levels and their respective indicators and characteristics. The four levels of maturity – emerging, developing, embedded, excelling – are used to make the assessment of each of the 13 elements.

The City was largely assessed between 'embedded' and 'excelling' for the majority of the 13 elements. For those elements where the City was assessed as 'developing', opportunities for improvement were identified and actions to progress these improvements incorporated into the City's new Accountable Stirling Action Plan 2023-2025 (ASAP).

The ASAP replaces the City's Integrity and Risk Management Action Plans and consolidates the actions and recommendations of the following into a single plan:

- The City's Integrity Framework Maturity Self-Assessment outcomes
- The Regulation 17 Review recommendations relating to compliance, integrity and risk as detailed in the Risk, Internal Control and Legislative Compliance Internal Audit Review
- The Compliance, Risk and Information Management (CRIM) service restructure and the 2023/2024 CRIM Service Plan projects, programs and deliverables.

Consolidating the actions into a single plan enables better focus on improving each of the three key corporate governance functions (risk management, compliance and integrity) and provides improved oversight of the completion of actions and targeted allocation of resources.

Additionally, in December 2022, the City recognised International Anti-Corruption Day with the theme 'Team Stirling, Team Integrity'. The theme was maintained from the previous year to further embed a Team Stirling culture that embodies integrity, with a strong community focus.

A campaign kick-off notification email was sent to all employees from the Chief Executive Officer outlining the upcoming events, activations and competitions to promote the 2022 International Anti-Corruption Day, outlined below.

- A short video was shown, featuring City employees and their insight into what integrity means to them. The video was played on screens at multiple facilities and locations in the four-week run-up to International Anti-Corruption Day.
- Multiple communications were sent to employees, with marketing and promotional materials displayed across numerous City locations over the four weeks, to raise awareness on upcoming International Anti-Corruption Day activations and activities.
- International Anti-Corruption Day-themed competitions including:
  - A movie integrity quote competition published on the City's intranet each week in the month leading up to International Anti-Corruption Day
  - An integrity quiz competition to gauge employee's knowledge on integrity-related matters (such as conflicts of interests and disclosure of gift requirements)
  - An integrity moment competition where employees were invited to share an integrity story or moment they have been part of or have witnessed at work.
- 600 lapel pins and chocolates with the City's integrity theme and International Anti-Corruption Day logo were distributed to staff.

An International Anti-Corruption Day-themed breakfast forum was also held for employees on International Anti-Corruption Day, featuring Australian Olympian Peter Bol as guest speaker. The forum was hosted by the Mayor and also attended by various Elected Members.

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.

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 2022/23 period.

Public interest disclosures

The *Public Interest Disclosures Act 2003* allows people to make disclosures about wrongdoing in public authorities, which includes local governments. Anyone who believes on reasonable grounds that there has been past, present or proposed future improper conduct by the City in the exercise of its public functions can make a disclosure. The City has authorised the Manager Governance as the City's Public Interest Disclosure Officer. Disclosures can be made to this officer or other relevant authorities under the Act. No public interest disclosures were reported to the City during the reporting period.

Integrity Panel

The City assesses suspected fraud or misconduct under the Integrity and Misconduct Management Practice.

Any matter where there may be a reasonable suspicion of serious misconduct is referred to the Integrity Panel for assessment. The Integrity Panel then makes an assessment of the matter to determine if there may be a reasonable suspicion of serious misconduct. If there is, the Chief Executive Officer reports the reasonable suspicion of serious misconduct to the Corruption and Crime Commission (CCC) and any other relevant authorities. Minor misconduct is reported to the appropriate authorities under the management practice.

The City's Integrity Panel met three times during 2022/23 to discuss a total of three suspected matters of misconduct. Two of these matters were not assessed as amounting to misconduct and were dealt with internally by the City. One matter was referred directly to the CCC with a suspicion of serious misconduct. The matter referred relates to improper use of information. One further matter was also referred directly to the CCC with a suspicion of serious misconduct. This related to a suspicion of the person corruptly taking advantage of their office or employment as a public officer to cause a detriment to another person.

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 is committed to embedding risk management practices across the organisation to support the delivery of the City's Strategic Community Plan and Corporate Business Plan.

The City has a comprehensive and mature Risk Management Framework and is constantly monitoring all areas within the organisation to improve its risk management maturity. The framework is aligned with the Australian/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 Accountable Stirling Management Group (ASMG), which reports to the Executive team, the Audit Committee and Council. The objective of the ASMG is to provide oversight on the City's corporate governance, including risk management, business continuity, compliance and integrity.

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 with 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.

In 2022/23, the City achieved the following key priorities:

- Reviewed the City's Strategic Risk Register, risk appetite, risk appetite statements and key risk indicators
- Finalised the City's service risks and alignment of service risks to strategic risks
- Finalised migration of all service risks into the new risk management system
- Enhanced the risk reporting process to the Audit Committee and Council to improve risk management oversight
- Completed the Regulation 17 Risk, Compliance and Internal Controls Review
- Developed and commenced the implementation of the Accountable Stirling Action Plan (ASAP) for 2023-2025 to drive the City's maturity in risk, compliance and integrity, which is overseen by ASMG and the Executive team
- Enhanced the integration of risk management with existing strategic and service planning processes through the alignment of risk reviews and service planning
- Completed the annual review of the City's service business continuity plans, ensuring response strategies are up to date and current.



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 the results submitted and adopted by Council prior to submission to the department by 31 March each year.

On 7 March 2023, Council adopted the Department of Local Government, Sport and Cultural Industries Compliance Audit Return for the period 1 January 2022 to 31 December 2022. There were nil areas of non-compliance identified in the 2022 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 2022/23 compliance self-assessments also included recommendations from the Regulation 17 Risk, Compliance and Internal Controls Review completed in 2022.

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 and Council.

In 2022/23, the compliance self-assessment was completed for the Community Services; Finance Services; Facilities, Projects and Assets; and Human Resources business units. The completed assessments, findings and recommendations were reported to the May Audit Committee and Council in June.

In 2023/24, compliance self-assessments will be conducted across three business units. The compliance self-assessments planned are Recreation and Leisure, Strategy and Performance and Waste and Fleet.

Internal audit

The purpose of the City's internal audit function is to provide an independent, objective assurance and consulting activity designed to add value and improve the City's operations.

The scope of the internal audit function is determined by the Audit Committee. The Audit Committee recommends a three-year rolling 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 City is bound by Local Government Regulations to review the City's systems and procedures in relation to risk management, internal control and legislative compliance (Regulation 17), and the City's financial management systems and procedures (Regulation 5) at least on a triennial basis. As a result, these are included in the strategic audit plan. A Regulation 17 review was performed during 2022/23 (see below) and a Regulation 5 review is scheduled to be performed during 2023/24.

The Audit Committee receives a comprehensive quarterly report from the internal auditor on the activities of the internal audit function for the quarter, and an update on the progress of the 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 2022/23 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. From 2023/24 the City will have two external independent members.

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

During 2022/23, the Audit Committee received internal audit reports on:

- Cybersecurity Activities and Performance - assessment against the Australian Signals Directorate's Information Security Manual Controls and the Australian Cyber Security Centre Essential 8 Strategies
- Risk, Legislative Compliance, and Internal Controls (Regulation 17 Review)
- Environmental Health
- Corporate Information Systems Project Management.

Major improvements triggered by the above internal audit reviews included:

- Expanded cybersecurity practices and controls
- Improvements to risk management and integrity training, awareness, accountability and reporting
- Identification of service area risks and their indicators
- Establishment of a fraud and corruption control plan, fraud control system and fraud risk assessments
- Improvements to compliance self-assessments and non-compliance reporting
- Improvements to environmental health statutory inspection programs and enforcement processes
- Improvements to environmental health aspects of public events and noise management
- Coordinated approach to public health planning
- Streamlining and strengthening the Corporate Information Systems project management framework
- Improvements to prioritisation of Corporate Information Systems projects and their technology and data element requirements.

In addition to the above, during the year an independent external quality assurance review of the City's internal audit function was undertaken. The City was assessed against the 42 underlying Standards for the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditors. The review included assessing the internal audit function's risk assessment and audit planning processes, audit tools and methodologies adopted in the conduct of internal audits and the quality of the internal audit reports, which are produced and issued to the Audit Committee.



Our performance

This section of the report 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, Sustainable Stirling 2022-2032. This is followed by the City's detailed financial statements commencing on page 205.




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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:

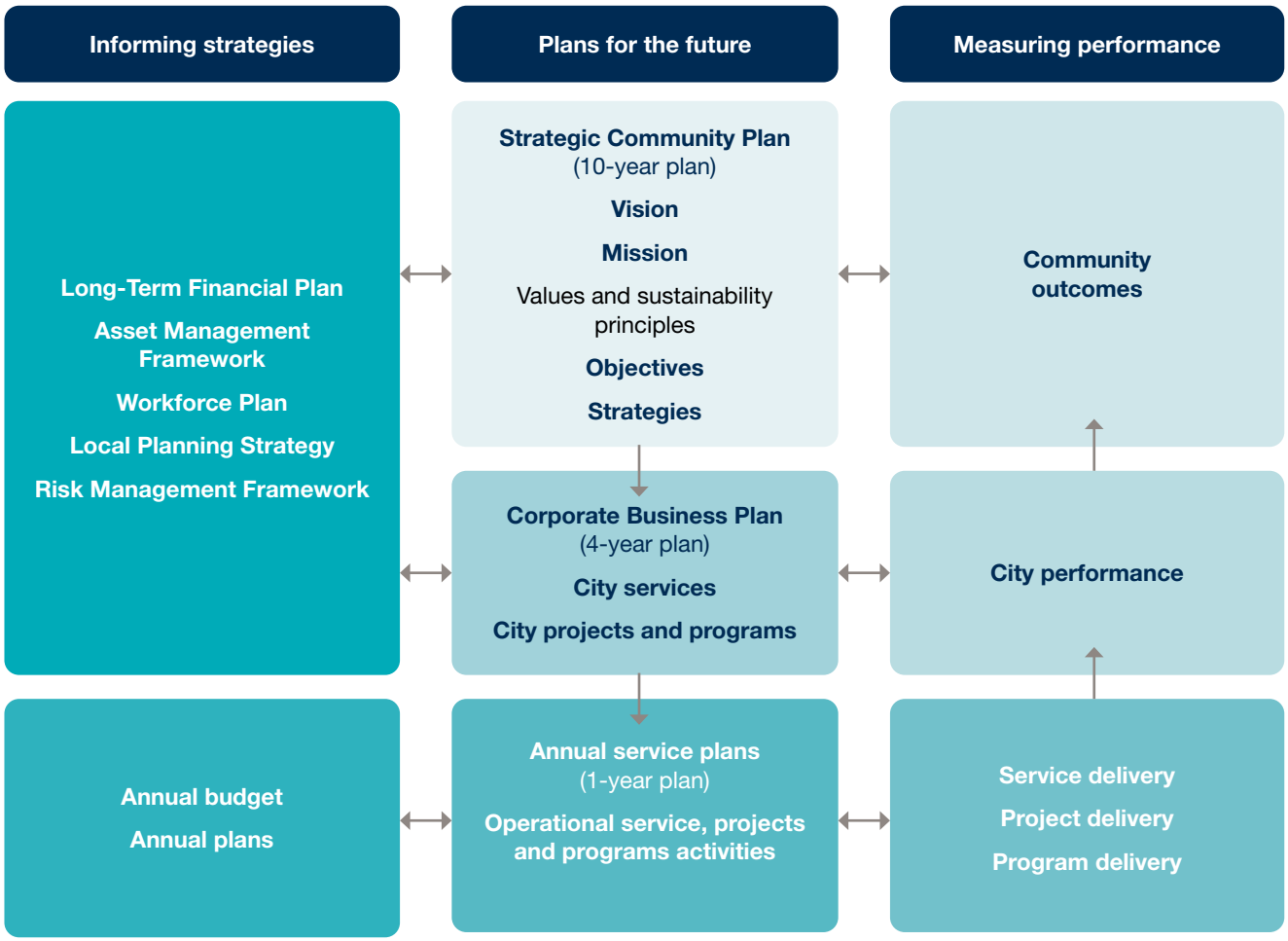
- Strategic Community Plan
- Corporate Business Plan.

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 – Sustainable Stirling 2022-2032

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. The plan's key result areas and outcomes are provided below.

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

The Strategic Community Plan 2022-2032:

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

The Strategic Community Plan meets all regulatory requirements and drives 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



Corporate Business Plan

The Corporate Business Plan outlines how the City plans to deliver the objectives and strategies set out in our long-term planning document, Sustainable Stirling 2022-2032. The Corporate Business Plan 2022-2026 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.

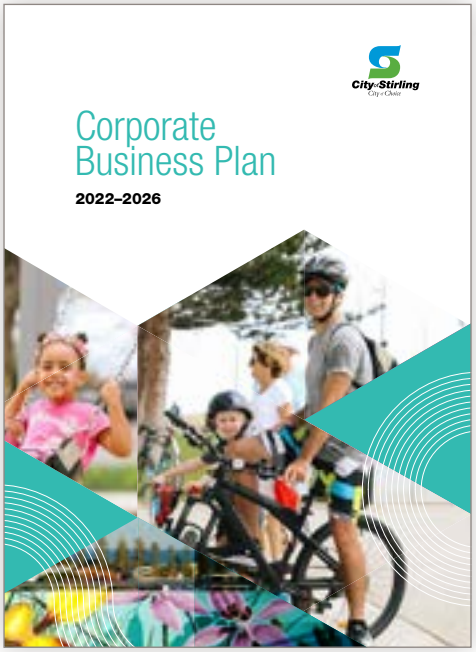
The Corporate Business Plan:

- States the City's long-term vision, mission and values
- Links the Strategic Community Plan 2022-2032 outcomes to the delivery of key projects and services
- Provides an overview of Council and organisational structure
- Lists the services, projects and programs that the City will deliver
- Outlines how the City will measure and report the 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 2022/23.

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





Corporate Business Plan 2022-2026 at a glance

The Corporate Business Plan outlines the services and projects that the City of Stirling will undertake from 2022 to 2026 and has been shaped by the aspirations and priorities in the City's Strategic Community Plan 2022-2032.

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.

Our Community

Services

- Active Communities (introduced 2022)
- Aged Care Services
- Community Development
- Emergency Management
- Environmental Health
- Family Services
- Leisure Services
- Libraries and Lifelong Learning
- Multicultural Engagement
- Parking Services
- Ranger Services
- Recreation Facilities
- Security Services
- Youth and Children Development.

Projects

- Aged Care Regulatory Changes
- Community Collaborations Fund
- Hamersley Community Hub
- Homelessness Strategy
- Inglewood Town Centre Children's Activation Project
- Jackadder Lake Reserve Playspace
- Kaleidoscope Initiative
- Macaulay Park, Inglewood – Recreational Upgrades
- Nyoongar Signage
- Public Art Projects
- Safer Communities CCTV Initiative
- Stirling City Centre – Community Infrastructure Plan
- Stirling Local History.

Our Economy

Services

- Arts and Events
- Economic Development.

Projects

- Business Innovation Grants
- City Entry Statements
- Event Sponsorship
- Place Activation Funding
- Promoting Natural Areas
- Sunset Coast Explorer
- Small-Business-Friendly Approvals.

Our Built Environment

Services

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

Projects

- Carine Baseball Club Renewal
- Grindleford Reserve Sports Floodlighting Upgrade
- Hamersley Public Golf Course Redevelopment
- Local Planning Scheme No. 4
- North Beach Soccer Club Renewal
- Parking Improvement Initiatives
- Redevelopment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood
- Robinson Reserve Masterplan
- Scarborough Beach Redevelopment Area Normalisation
- Subdivision Development Works
- Stirling City Centre Osborne Park Precinct Plan
- Stirling Emergency Services Premises.

Programs

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

Our Natural Environment

Services

- City Trees
- Conservation and Wildlife
- Container Deposit Scheme
- Open Space and Parks Development
- Parks and Streetscapes
- Resource Recovery
- Sustainability
- Waste Operations.

Projects

- Coastal Hazard Risk Management and Adaptation Planning
- Living Green Schools Fund
- Million Trees Initiative
- Recycling Centre Balcatta Redevelopment
- Sustainable Energy Action Plan
- Urban Forest Plan
- Waterwise Councils.

Programs

- Energy Improvement Program.

Our Leadership

Services

- Compliance, Risk and 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 and Business Systems
- Purchasing, Procurement and Contracts
- Rates and Receivables
- Strategic and Performance
- Technology Services
- Workplace Health and Safety.

Projects

- Biannual Printed Ward Newsletters
- Citywide Safety Risk Specialist Resourcing
- Customer Contact Centre Software Upgrade
- Enhancements to Webchat
- Industrial Relations System Transition
- In-vehicle Management System
- Learning Management System Development
- Residential Collection – Onboard Truck Management System
- Technology One Software as a Service
- Workforce Plan.

Programs

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

Reporting performance

Reporting progress towards the achievement of the objectives in the Strategic Community Plan and the Corporate Business Plan is a key component of the City's Integrated Planning and Reporting Framework. The City uses its Annual Report to inform the community of its position at the end of each financial year.

City Services

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

Customer service

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

Financial

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

People

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

Quality

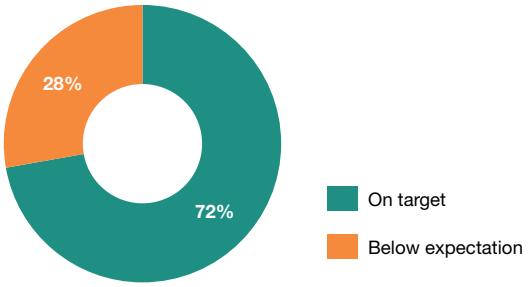
Using unique service-specific key performance indicators, services are measured to reflect the overall quality of each individual service.

Environmental

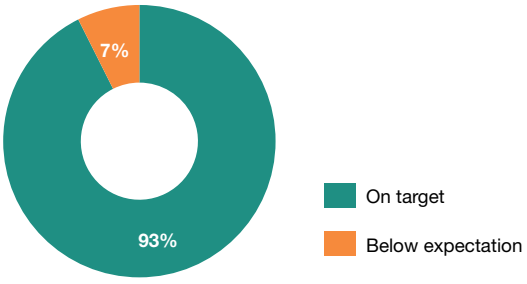
Performance measures relating to waste management, biodiversity and the City's energy and water usage are applied to relevant City services only.

For the 2022/23 financial year, the City measured the performance of its 54 services across the four balanced scorecard focus areas of customer, financial, people and quality. As environmental measures generally relate to specific City services, these results are presented within the 'Our natural environment' key result area. A summary of overall service performance follows.

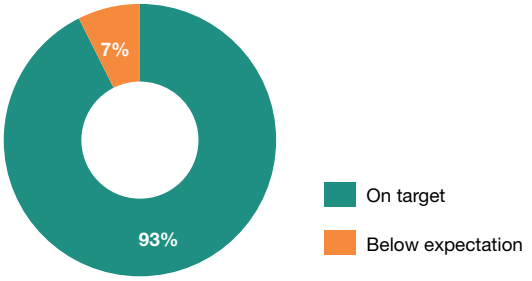
Customer service



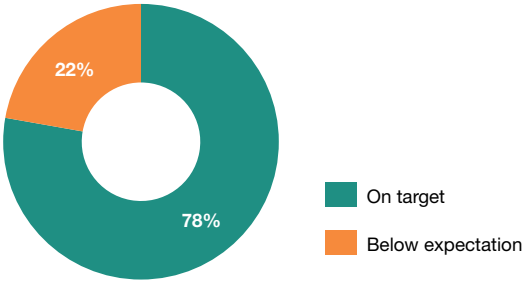
Financial management



People management



Service quality



Details of performance for each City service, together with projects undertaken during 2022/23, are provided within each respective key result area.



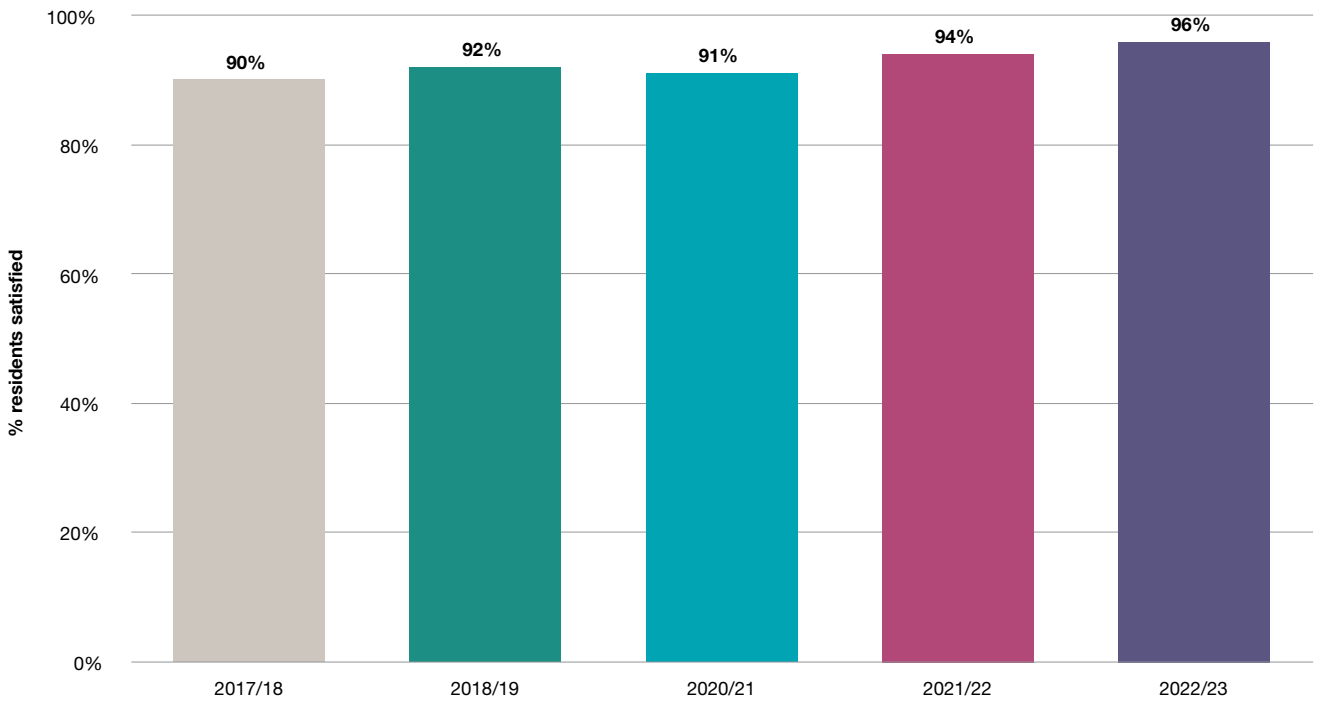
Community satisfaction with our services and activities

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 2022/23 financial year, the City has achieved its highest recorded level of community satisfaction with a score of 96 per cent.

Figure 8: 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.

Key result area

Our Community

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



Our Community

The City has a proud history of working closely with its community to build inclusiveness, connections and a sense of belonging and safety, but we acknowledge that there is always more to be done, particularly given the challenges we have all faced during the past few years.

The 2021 Census tells us that our community comes from diverse multiethnic and linguistic backgrounds, with around 37 per cent of our residents born outside Australia and 29 per cent speaking a non-English language at home. Our Aboriginal and Torres Strait Islander community currently form 1.1 per cent of our population, a 16 per cent increase when compared to the 2016 Census.

The median age of the City of Stirling resident is 38 years, with the 25-44 age cohort accounting for around 32 per cent of our population. Our under-20 years of age cohort and our elderly community, those aged 60 years and older, account for around 22 per cent of the population each.

In terms of education, 65.4 per cent of the applicable population have completed Year 12 or equivalent and around 50 per cent have achieved bachelor's degree level or above.

The demographic diversity varies significantly between the different wards across the City. Balga Ward, for instance, has the highest population density and residents are considerably younger (median age of 32 years) and come from diverse ethnic and linguistic backgrounds. Around 2.5 per cent of Balga Ward residents are Aboriginal and Torres Strait Islanders.

Conversely, Hamersley and Inglewood Ward residents are older, with a median age of 40 years. Hamersley Ward has the highest proportion of elderly people at 29 per cent.

The diversity of the City's community is significant, and it is important that we recognise this and adapt our services accordingly. More information on the profile of the City's community can be found at https://www.stirling.wa.gov.au/communityprofile

The services we deliver and the projects, programs and other activities we conduct within the 'Our community' key result area are outlined in the following sections against three outcome areas:

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

As a local government, we are also striving to ensure that the work we undertake as part of this key result area contributes towards the Sustainable Development Goals shown opposite.



Highlights – Our community

Community satisfaction with services for

99% Youth and children

95% The elderly

450+ registered volunteers

99% community satisfaction with libraries

Homelessness strategy in place

482 engagements with rough sleepers conducted in partnership with Uniting WA

130K+ meals delivered to seniors

1.9M visits to our recreation and leisure centres

25K participants in organised sports programs

1,700+ food premises inspections conducted

96% community satisfaction with recreation and leisure facilities

7 km of coastline

93% community satisfaction with beaches

500K+ library visitors across the year

Stirling Libraries Strategy 2022-2027 endorsed

21K Family literary support programs attracted 21K children

5 active social plans

Access and Inclusion Plan, Age-Friendly Plan, Multicultural Framework, Reconciliation Action Plan and Youth Framework

A safer City

85% satisfaction with ranger services

89% satisfaction with security services

89% satisfaction with graffiti management

432 residents signed up to 'Adopt-A-Park'



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, people and quality. The City services that most directly contribute to the 'Our community' key result area are outlined below.

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Net cost	Customer service	Financial	People	Quality
Active Communities (new)	$3,381,724	✓	✓	✓	✓
Aged Care Services	$2,766,030	✓	✓	✓	✓
Community Development	$2,048,398	✓	✓	✓	✓
Emergency Management	$197,852	✸	✓	✓	✓
Environmental Health	$2,647,703	✓	✓	✓	✸
Family Services	$441,172	✓	✓	✓	⊙
Leisure Services	$3,811,231	✓	✓	✓	✓
Libraries & Lifelong Learning	$9,549,000	✓	✓	✓	✓
Multicultural Engagement	$166,583	✸	✓	✓	✓
Parking Services	($16,857)	✓	✓	✓	✓
Ranger Services	$3,330,174	✓	✓	✓	✓
Recreation Facilities	$6,594,678	✓	✓	✓	✓
Security Services	$434,309	✓	✓	✓	✓
Youth & Children Development	$683,633	✸	✓	✓	✓

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 'Our community' key result area are provided below.

Aged Care Regulatory Changes	2022/23 expenditure $0	Deferred to future year
Updating the City's current business and IT systems to comply with the recommendations of the Aged Care Royal Commission		
Progress in 2022/23	Project delayed to 2024/25	

Community Collaboration Fund	2022/23 expenditure $33,108	Complete
Build the capacity of community members by providing grants for programs that meet the City's social planning objectives		
Progress in 2022/23	Project complete	

Hamersley Community Hub	2022/23 expenditure $16,815	On track
Provide improved amenities, signage and information on services at the Hamersley Community Hub		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Homelessness Strategy	2022/23 expenditure $0	On track
Connect people experiencing homelessness to various support services for their primary care		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Inglewood Town Centre Children's Activation	2022/23 expenditure $13,033	Complete
Engage with local schools to design artwork and to activate Inglewood Town Centre		
Progress in 2022/23	Project complete	

Jackadder Lake Reserve Playspace	2022/23 expenditure $33,479	Deferred to future year
Upgrade of exercise equipment and landscaping for Jackadder Lake Reserve Playspace		
Progress in 2022/23	Majority of milestones met Completion of onsite works delayed due to wet weather	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Kaleidoscope Initiative	2022/23 expenditure $36,089	Complete
Create partnerships between skilled migrants and local businesses to build a diverse workforce		
Progress in 2022/23	Project complete	

Macaulay Park, Inglewood – Recreational Upgrades	2022/23 expenditure $0	On track
Improve recreational amenities and increase surveillance in Macaulay Park by installing a CCTV system		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Nyoongar Signage	2022/23 expenditure $25,000	Complete
Implement dual naming or renaming of City places with Nyoongar names on signage		
Progress in 2022/23	Project complete	

Public Art Projects	2022/23 expenditure $35,870	Behind schedule
Install public artworks in Jackadder Lake Reserve in Woodlands and Lake Gwelup Reserve as part of implementation of the City's Public Art Masterplan		
Progress in 2022/23	Jackadder Lake Reserve artwork design development complete and engineering certification obtained with fabrication now in progress - Lake Gwelup Reserve community engagement commenced	
Plans for 2023/24	Jackadder Lake Reserve installation of artwork anticipated to be completed in November 2023 - Lake Gwelup Reserve artist procurement and design development commences	

Safer Communities CCTV Initiative	2022/23 expenditure $162,230	On track
Install and upgrade City's CCTV network and equipment		
Progress in 2022/23	This project comprised multiple components, with the majority progressing according to schedule and achieving anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Stirling City Centre – Community Infrastructure Plan	2022/23 expenditure $42,160	On track
Undertake a gap analysis of sports and recreational facilities for the future		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	The plan will now inform the review of the Stirling City Centre Structure Plan	

Stirling Local History	2022/23 expenditure $8,939	Complete
Record local history by conducting interviews with senior residents and installing street signage with local history information		
Progress in 2022/23	Project complete	





An inclusive and harmonious City

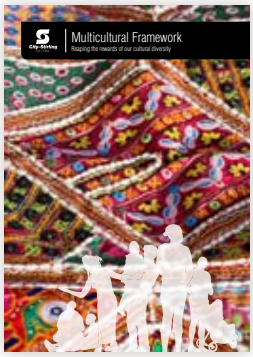
Objective:

Connect communities with their local areas

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

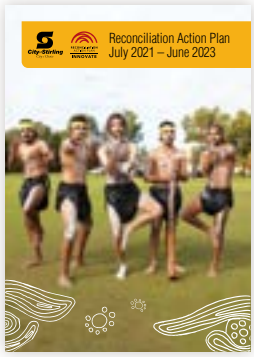
To achieve this objective, the City will:

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











What has happened during 2022/23?

Our social plans

Engagement with our diverse community is underpinned by a series of social plans, developed to guide us when working with specific target groups to achieve positive outcomes. There are currently five social plans in place, as follows: our Access and Inclusion Plan (AIP), Age-Friendly Plan, Multicultural Framework, Reconciliation Action Plan (RAP) and our Youth Framework.

Access and Inclusion Plan

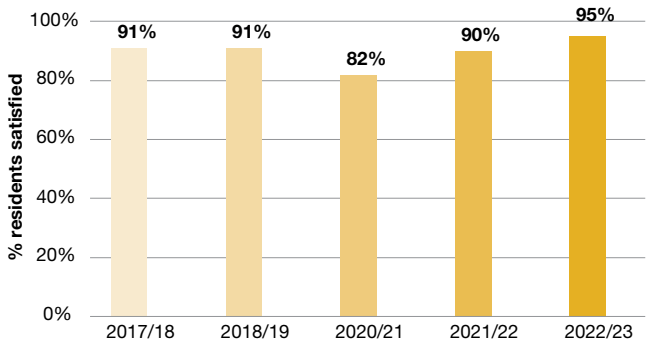
During the year, the City participated in Disability Access and Inclusion Plan development sessions hosted by the Department of Communities and we were invited to present on our Access and Inclusion Plan. The plan was recognised as a best-practice contemporary example, with particular reference to our approaches to consultation and our ability to link the strategies to real people in our community to ensure that anyone reading our plan understood the practical implications. Six development sessions facilitated by the Department of Communities were attended by approximately 140 people across over 90 authorities, representing both the State Government and local government. Additionally, within the City, a series of internal awareness building sessions were conducted with the City's Customer Contact Centre employees. Feedback from participants was very positive and highlighted the importance of knowledge and experience sharing.

Age-Friendly Plan

This year the City undertook extensive community consultation to review its strategic approaches and develop a new Age-Friendly Plan. 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.

The City received a wide range of feedback which resulted in the new Age Friendly Plan 2023-2027. The plan aligns with community aspirations and needs and highlights the City's role in aiming to create an environment that is inclusive and harmonious and ensures the contributions of older people are valued and celebrated. Figure 9 illustrates a positive trend in our community's satisfaction rating for services for the elderly, with a result of 95 per cent achieved for 2022/23.

Figure 9: Satisfaction with the City's services for the elderly



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

Multicultural Framework

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

Cultural learning for the City's workforce was a strong focus, with 169 employees participating in a series of cultural competency workshops to better equip them to support our diverse communities. Additionally, the City maintained shared operation of the Northern Suburbs Multicultural Network (NOMUC) with neighbouring local government authorities to strengthen information sharing and partnership opportunities between stakeholders working in the multicultural sector. Relationships continued with community leaders to ensure that culturally and linguistically diverse residents have access to appropriate services that support their community participation.

Other key activities delivered include:

- Harmony Week Celebrations – a large-scale community event and activities for employees at our Administration Centre and Operations Centre
- Interfaith tours – community tours to provide participants with insight into diverse local religious sites and information about diverse faiths and spiritual beliefs
- Women's Only Swimming Program – a program that provides a culturally safe space where women across the City can access important life skills in water safety.

Reconciliation Action Plan

The City's two-year Innovate Reconciliation Action Plan (RAP) expired in June 2023. Our most ambitious RAP to date, the City is incredibly proud of how much has been achieved throughout its lifespan. Some the key highlights across 2022/23 follow.

Nyoongar Signage - Dual Naming Project

A cultural consultancy, Nyungar Birdiyia, was engaged to undertake a research project in consultation with Elders that focused on a range of Nyoongar sites of significance across the City. This resulted in a comprehensive report with dual naming recommendations alongside detailed ecological, cultural, historical and linguistic information about each site. We are excited to utilise this information to inform a range of upcoming projects.

Nyoongar Laneways

Two laneways in Joondanna were renamed with Nyoongar names: Kop Lane (meaning charcoal) and Balyoongar Lane (meaning sand/soil). Residents were invited to a small barbecue event with a Welcome to Country and cultural presentation.

Birdiya to Birdiya (Boss to Boss)

A Birdiya to Birdiya meeting and dinner was held between Elders, Councillors, members of the Executive team and representatives on the RAP Working Group. Local Elder Uncle Ben Taylor shared his personal experiences and expressed his sentiments of working towards reconciliation. Mayor Mark Irwin delivered a progress update on the City's RAP commitments and shared his personal journey of learning and growing toward reconciliation.

Listening Posts

Two listening posts were installed in Lake Gwelup and Scarborough. Each post holds a series of eight audio stories and a Welcome to Country recorded by local Nyoongar Elders and Community Leaders. They were developed to share Aboriginal stories and culture with the broader community.

Wandjoo to Nyoongar Storytime

Families and children (up to five years) went on a six-week cultural learning journey with Nyoongar singer/songwriter Cyndy Moody at Stirling Libraries – Mirrabooka, enjoying the fun of songs, rhymes, lullabies and stories, while learning about ancient Aboriginal language and culture.

Youth Framework

Our Youth Development team has a proactive commitment to fostering youth development by working in partnerships with internal and external stakeholders and implementing programs and activities in alignment with the Youth Framework. Results from our annual survey of residents indicate a very high satisfaction rate for 2022/23, as can be seen by Figure 10. Programs and activities completed throughout the year are outlined below.

Stirling Youth Advocates (SYA)

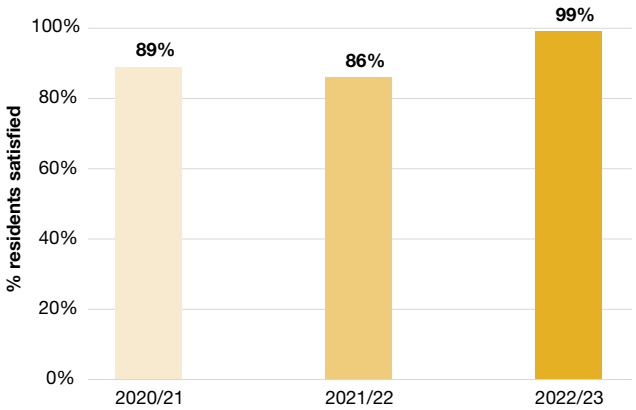
SYA are a collective of young people who live, work or play within the City of Stirling. With the support of the Youth Development team, SYA took part in a number of youth-focused initiatives throughout the year.

Two successful 'Chills with SYA' events were delivered. The first event focused on empowering young entrepreneurs through the theme 'Small Business – Youth Can'. The second event served as a social gathering for young individuals to candidly share their experiences.

SYA participated in 'Groundswell', a skate and surf youth event where they coordinated an 'Amazing Race' activity to connect with young people and their families.

SYA collaborated with the Cyril Jackson Campus to support 'Harmony' with an information stall featuring diversity-themed trivia questions.

Figure 10: Satisfaction with services for youth and children



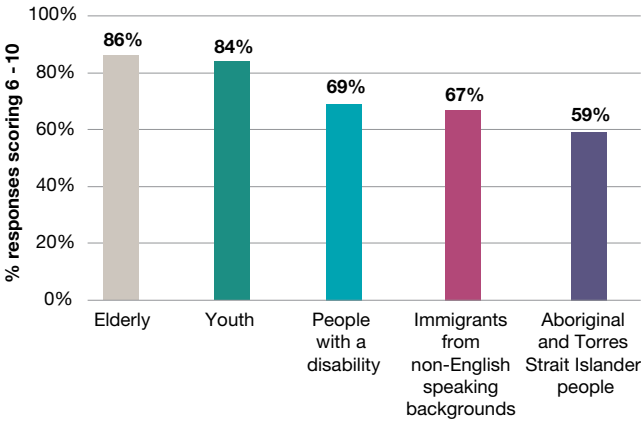
Note: Survey not undertaken prior to 2020

Several meaningful partnerships were formed with service providers to enable the delivery of a range of specialised programs and services for young people. Specialised focus areas included cultural sensitivity, youth outreach, alcohol and other drug supports, mental health and wellbeing, and sporting programs with social inclusion outcomes. These included the programs below.

- Whirling in Stirling – A series of skate, scooter, and BMX events were held, with over 200 young people attending.
- Mini Wanderfest – The Road Safety Commission contributed $5,000 to support this localised event, which was presented in celebration of Youth Week and showcased a range of young business owners and musicians.
- Barista Brews – This program involved 75 young people participating in 10 workshops designed to empower them with valuable skills, knowledge, and training in the hospitality industry, focusing on barista expertise. Tourism WA provided $24,800 of funding.
- Cultural Connections – This is a school-based program that provided young Aboriginal students an enriching experience to connect to their culture, dance, and country.
- Aboriginal Job Expo – The expo was a mentoring and employment partnership project with the City of Canning. It showcased job opportunities and career pathways within local government and various external stakeholders.
- Scarborough Drop-In – This is a weekly youth outreach program funded by the Alcohol and Drug Foundation and delivered by Whitelion Youth. A total of 29 sessions were hosted, attracting over 500 young people
- Perth African Nations Football and Sports (PANSA) Youth Hub – The Youth Hub weekly drop-in is delivered as an extension of PANSA's basketball program, designed to engage young people in activities that enhance social, emotional, recreational, and educational wellbeing.

As part of the City's annual resident survey, respondents were asked to rate the City's performance (score out of 10) in encouraging diverse groups to be part of the community. Examples of this include providing facilities or services to meet their specific needs, events that may appeal to them, or programs that help them to participate in the community. Figure 11 provides the percentage of respondents who provided a positive score (6-10 inclusive) for each focus area. While we are seeing some positive results, it can be seen that the City still has work do to in at least three of the five focus areas, and this information will feed into future development of the relevant social plans.

Figure 11: The City's performance in encouraging diverse groups to be part of the community





Community Hubs

The City's four Community Hubs (Osborne, Scarborough, Mirrabooka and Inglewood Town Square) continued to deliver locally identified services and community activities across the year, with just over $16,000 of funding allocated to community groups, organisations and small businesses to support programs and workshops aimed at enriching the lives of community members and building community cohesion.

Examples of programs and activities supported by the Community Hub funding include:

- Pottery hand building workshops delivered by Stirling Potters at Scarborough Hub
- Multicultural leadership forum delivered by Auspire at Mirrabooka Community Hub
- Men in Harmony singing workshops at Osborne and Scarborough Hub.
- Chinese Dance Festival delivered by Chinese Dance Australia at Scarborough Community Hub.

Inglewood Town Square Children's Activation Project

The Inglewood Community Hub team collaborated to launch the Creature Trail, a revamp of the much-loved Monster Hunt which had been originally implemented by the Inglewood-on-Beaufort Town Team. The Creature Trail is a series of sticker decals positioned around the Inglewood Town Square which aims to activate the space and encourage families to play in the courtyard of the town square. Up to 60 children worked with artist Samantha Hughes to create 96 new creatures, which were then featured in a sticker book. A number of the creature designs were chosen to be hidden around Inglewood Town Square to form the Creature Trail and were featured in a hard-copy trail guide which is available at Stirling Libraries – Inglewood. A launch event was delivered to celebrate the revived trail, with the Creature Trail a main feature of the event alongside cookie decorating, magic shows and creature art workshops. Over 300 people were in attendance on the day to enjoy the launch. Since the launch event in February 2023, over 1,100 trail guides have been collected from the library.

Community Collaborations

Throughout the 2022/23 financial year, Community Collaborations funding (CCF) continued to provide opportunities for the community to increase their capacity and wellbeing while meeting other key outcomes set in the City's various social plans.

The CCF enabled the sponsorship of two major community impact projects and also offered small funding support for Get to Know Your Neighbours (GTKYN) and International Women's Day (IWD) events. The CCF provided a total of $32,050 for community-led initiatives.

The Community Collaborations funding has now rolled into the City's new and improved Community Grants Program. In the 2023/24 financial year, funding for community-led projects can be applied for through the Locally Led and Creative Communities stream.

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 businesses, professional immigration networks, community organisations and other tiers of government.

Since the KI was established in 2018, it has been supported by State and Federal Government grant funding and has been working towards its long-term goal to eventually run as an independent, financially self-sustaining, not-for-profit organisation. We are very excited to report that Kaleidoscope has transitioned to Australian Red Cross, with funding secured for the next two years as part of the Western Australian Government's Skilled Migration Strategy. This will enable the important work of the Kaleidoscope Initiative to expand into the rest of the state.

The City would like to acknowledge and thank our extensive network of corporate and community organisations for their support and services over the past five years. In particular, we wish to acknowledge the 400+ volunteer mentors and facilitators who have helped to deliver the highly acclaimed mentoring program to 300 skilled professional migrants.

We also congratulate the 700+ migrants and refugees who have attended our workshops and programs, and the corporate organisations who have used our training and taken steps to embrace the benefits of a diverse and inclusive workforce.

In five short years, Kaleidoscope has received wide recognition and won six awards. It has made a significant difference and our team is exceptionally proud of all they have accomplished.

Settlement Engagement and Transition Support (SETS)

The Welcome Hub has become a space where humanitarian entrants and people from refugee backgrounds can seek settlement support from a variety of caseworkers, access a range of capacity-building programs and find information about other support services. 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 local government authorities. The SETS program has continued to grow, facilitating 3,926 sessions with 504 clients across the Community Capacity Building, Client Services and Domestic and Family Violence programs.

Homelessness Strategy

With funding from the Department of Communities, the City entered a partnership with Uniting WA to provide outreach services across the City for people experiencing homelessness. This partnership commenced in September 2022 and has enabled the outreach team to engage with local people experiencing homelessness to build trust; connect people to information, support and resources; and facilitate referral to services.

From September 2022 to May 2023, the Uniting WA partnership had 482 engagements with rough sleepers across the City of Stirling. The outreach team supported these individuals in multiple ways, including assistance with housing applications (both transitional and government housing options); referrals to support services such as drug and alcohol services; mental health; and assistance with obtaining key personal documents, such as birth certificates, required to be able to access supports.

The partnership has gone from strength to strength and has seen some positive outcomes. With the increased cost of living and housing shortage, the instances of people experiencing homelessness or being at risk of homelessness are also likely to increase.

Volunteers

Around 460 registered volunteers ensure that City of Stirling programs and services continue to operate and contribute to our community. The City would not be able to provide the broad range of services and programs without our valued and vital volunteers. During the year, the dedication of our volunteers saw the continuation of traditional roles such as community transport and community foods through to newer roles in areas such as walking groups and partnership programs. More information on the fantastic work undertaken by our volunteers can be found beginning on page 69.

Community Sheds

The Stirling Women's Shed continued to provide a range of workshops and opportunities for women to come together, learn new skills and connect with the community. A range of workshops were held across the year, including those facilitated by the Joy of Wood, Bunnings Innaloo and facilitators from the Switch your Thinking program to name a few.

Workshops included skill development in activities such as whittling, stool making, DIY painting, cleaning with chemistry, advanced care planning, legal document overviews, volunteering with the City of Stirling, composting, and making a cheese platter and knife gift set. Additionally, there were a range of other workshops where participants learnt new skills while beautifying the Women's Shed space through the creation of tool walls and work benches.

During the 2022/23 financial year, the Men's Shed supported the local community with a range of activities and programs, including:

- Health and wellbeing projects, including weekly walking groups and information around grief and loss
- Men in Stitches Program to create shopping bags from discarded fabrics
- Facilitation of multiple Women's Workshops for the Stirling Women's Shed
- Rope weaving demonstrations
- Support for many community projects including benches for Subiaco Museum, stakes for North Beach Community Garden, charity toys for Christmas and construction of community Little Libraries (Street Libraries).



Public Art Projects

The City recognises the potential for public art to highlight the heritage and cultural identity of an area, enhance streetscapes, activate public places, increase amenity and attract visitors. It can contribute greatly to a sense of identity and wellbeing by reflecting a place's unique character.

The City identified two major projects for 2022/23. The first related to public artwork at Jackadder Lake, Woodlands. The project commenced with artist Jina Lee being commissioned to create a series of carved stone works celebrating the local snake-necked turtle. The work responds to the 'Our Environment' curatorial theme of the City's Public Art Masterplan and is due to be installed in late 2023.

A public art project planned for Lake Gwelup unfortunately experienced delays due to environmental factors. This project will progress in the 2023/24 financial year, however, focusing on the curatorial theme 'Ngalang Bardip' (Our Stories) which celebrates Nyoongar culture and stories. As a significant Aboriginal site, this curatorial theme is well suited to Lake Gwelup and provides an opportunity to promote the City's local Indigenous culture. This project will require sensitive and thorough consultation to ensure artwork tells appropriate stories and connection themes and is respectful of the place.

More about the contribution public art makes to our community is provided in the case study on page 121.

Aged Care Services

The 2022/23 financial year saw the City successfully complete the transition of government-funded Home Care Package (HCP) and select Commonwealth Home Support Program (CHSP) customers. New service providers have been found for all customers and service continuity for participants has remained in place. Key achievements were:

- Community Food Services supported the community, with over 130,000 meals delivered
- The City of Stirling Care Finder was created, providing free and confidential information and support for older residents who require additional assistance
- Community Day Clubs, social support and transport provided vital support to help older people stay well, connected, and independent
- 41,000 transport trips were provided to help seniors access essential medical and community support services
- 831 local seniors enjoyed our ever-expanding social support programs featuring a new community connections program driven by customer feedback.

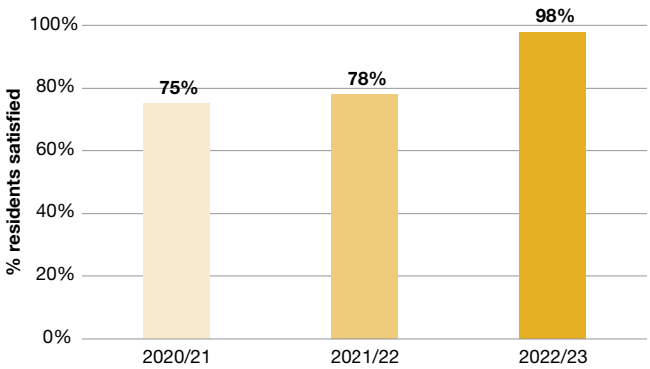
Aged Care Regulatory Changes

The aged care and disability services industries have been undergoing major change on a national scale for the last seven years, with significant changes still to come arising from two Royal Commissions. The planned project was postponed due to an external decision by the Federal Government to delay aged care reform to 2024/25. The delay to reform has affected the ability to commence necessary data analysis, project planning or implementation of the project. The delay to aged care reform will allow for an extra 12 months for consultation with older people and in-home aged care providers, such as the City.

Naala Djookan Healing Centre

The Department of Communities funds the establishment and ongoing implementation of Naala Djookan Healing Centre, located in Mirrabooka. Open since 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 centre seeks to make the process to access services such as FDV programs and other specialist supports easier and simpler. As can be seen from Figure 12, City services in place to support women and children either experiencing or at risk of family and domestic violence achieved a 98 per cent satisfaction rating for 2022/23.

Figure 12: Satisfaction with services to support women and children at risk



Note: Survey not undertaken prior to 2020

While Naala Djookan Healing Centre is accessible for all women, a priority focus for the centre involves engaging with and providing support for Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse (CaLD) women, children and families. Men can also be provided support offsite if they are experiencing FDV.

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

Over the 2022/23 financial year, the centre has:

- Supported 100 individual clients through one-on-one case management
- Held 170 different workshops/sessions that were attended by over 1,000 participants
- Received 519 referrals
- Supported 517 new individuals through a range of case management, workshops or one-off practical support.

Children's Development

The City has expanded its involvement in the child safety domain, adhering to the Royal Commission's recommendation that local governments play a role in promoting child safety. The City's Children's Development Officer actively participated in a co-design workshop hosted by the Department of Communities and WALGA, collaborating to formulate a Child Safe Awareness Policy for Local Government template. After a thorough development process, the policy template was finalised in May 2023.



Libraries and Lifelong Learning

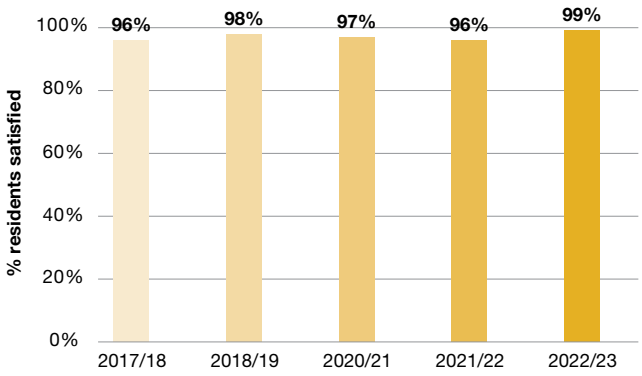
The City of Stirling's six libraries are vibrant social hubs offering contemporary programs, services and resources that connect our community to information, entertainment, resources and opportunities for lifelong learning. In September 2022, Council endorsed the Stirling Libraries Strategy 2022-2027, a blueprint for ensuring that our libraries remain relevant and connected with our communities, provide excellent facilities and deliver innovative services. The strategy incorporates global public library trends and best practice, as well as place-based community development principles, concentrating on three community-focused areas: connecting communities, contemporary places, and community history. Through this strategy, the City aims to ensure it maintains the consistently high levels of community satisfaction for its libraries, which included a result of 99 per cent for 2022/23.

Demand and use of digital resources and technologies is rapidly increasing within our community and accounted for 31 per cent of loans in 2022/23, while traditional print material lending remains strong.

Library customers have ongoing access to library services and resources, including:

- Increased investment in e-resources, in particular e-books, e-audio, e-magazines and e-films, to meet customer demand
- Talk to a Planner information service, Stirling Libraries – Inglewood
- Library of Things, Stirling Libraries – Mirrabooka
- Online membership options
- Click&Collect reservations service
- Print&Collect printing service
- Wi-Fi access external to library buildings
- Online events including virtual and pre-recorded Baby Rhymetime and Storytime sessions
- Justice of the Peace services at Stirling Libraries – Dianella, Stirling Libraries – Inglewood and Stirling Libraries – Mirrabooka.

Figure 13: Satisfaction with the City's libraries



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

Throughout the year, a wide range of literacy and digital-literacy-based community programs and events were delivered, targeted to community need.

Highlights include:

- Development of Aboriginal collections in all Stirling Libraries was undertaken, including dual-language children's picture books.
- A Justice of the Peace service was introduced at Stirling Libraries – Dianella.
- Library of Things was introduced at Stirling Libraries – Mirrabooka. This collection includes a variety of equipment, including tools, musical instruments, craft, photography equipment and cake tins.
- Wandjoo to Nyoongar Storytime took place at Stirling Libraries – Mirrabooka. Delivered by local Aboriginal leaders, this innovative program provides a forum for families to gain a better understanding of Aboriginal (Nyoongar) language and culture.
- The Better Beginnings Family Literacy Support Program aims to support families as they build early literacy skills for their children. During the year, 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 21,048 young children and 22,323 parents.
- National Simultaneous Storytime took place in May 2023. Libraries across Australia promoted the value of reading and literacy by simultaneously reading Rebecca Young's picture book, *The Speedy Sloth*.

Digital literacy programs

Stirling Libraries also delivered a wide variety of digital and STEAM-based (science, technology, engineering, 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 within Stirling Libraries – Mirrabooka, 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 and 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 sessions, and craft clubs.
- Be Connected – Stirling Libraries delivered a variety of digital literacy training to adults across the City of Stirling. Sessions included technology help, computer basics, email, social media, cyber safety, MyGov and using the internet. Library staff and digital mentor volunteers completed training sessions in order to support library customers.

Stirling Local History Collection

In addition to our libraries, community local history services are delivered via the Stirling History Collection and the Mount Flora Regional Museum, providing a living link to the past.

The Mount Flora Regional Museum welcomed 689 visitors, including community groups and school students, with tours, talks and discussions.

Priority project work continued in researching Lake Gwelup history, Stirling Stories oral history recordings, and the Street Naming History project which involved extensive research into the history of the City's street names.

Alongside the wide array of programs and events provided through our libraries and community history, we continued two strategic projects in line with the City's Corporate Business Plan 2022-2026. The process to develop a Strategic Plan for Library Services was completed and endorsed by Council in 2022. The Local History Project was completed in 2023 and comprised:

- Stirling Stories – 14 oral history stories by local community members were recorded and uploaded to the City's YouTube channel
- Street Signs of Significance – Research into the naming history of street names within the City of Stirling identified 50 street names of local historical significance. An additional sign was installed under the street name with a brief historical summary. Selection criteria focused on Aboriginal naming (preferably Nyoongar), geography, and people or families significant to the history of the City of Stirling.

Looking forward

The City will implement its Homelessness Support Project, co-funded by the Department of Communities, in line with the City's Homelessness Strategy. The project aims to reduce the levels of homelessness in the City of Stirling and improve health and wellbeing outcomes for those at risk of or experiencing homelessness.





An active and healthy City

Objective:

Promote active and healthy lifestyle choices

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

To achieve this objective, the City will:

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

What has happened during 2022/23?

Recreation facilities

The City aims to enrich and extend the personal wellbeing and lifestyle of people within the community in a social, leisure and educational sense through the provision of a broad range of high-quality sporting, recreational and leisure facilities and services.

The year was a busy one for our various facilities, with over 1.9 million customers through the doors. This was our highest recorded annual number of visits, representing a 16 per cent increase on the previous year. A summary of key results and achievements is provided below.

Sporting and leisure programs

- 25,000 participants in organised sports programs
- 19,000 children enrolled in junior programs
- School holiday programs reached maximum occupancy
- Development of more sports to cater for wider demographic.

Facility hire

- 40,381 total bookings – over 3,300 bookings per month
- New digital phone system rolled out to improve customer experience
- Significant safety and maintenance improvements at unstaffed facilities.

Learn to Swim program

- 3,514 average members per month - 15 per cent increase on previous year
- Record number of enrolments at two of our facilities
- Member retention remained high at around 90 per cent
- Numerous new programs launched with high uptake rates.

Health and fitness facilities

- 5,700 customers per month on average
- High level of customer retention at 94 per cent combined across facilities.

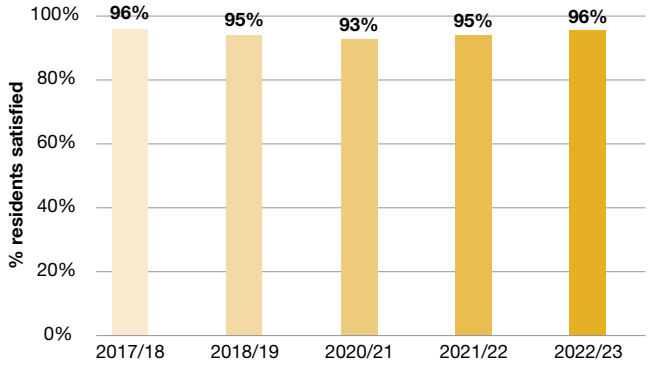
Hamersley Public Golf Course

- 108,743 total rounds played
- 17,500 driving range bookings
- Future redevelopment of the golf course endorsed by Council.

As well as our high-quality facilities, we strive to ensure excellent customer service for our visitors, focusing our teams to ensure that both our members and casual users have the best experience possible. We also continue to demonstrate excellence in day-to-day management of our facilities, including a strong focus on maintenance, cleanliness and safety.

We are proud that all of the City's aquatic facilities maintained their Waterwise Gold status in 2022/23 and Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood was highly commended in aquatic facility safety. As can be seen from Figure 14, we continue to enjoy very high levels of community satisfaction with our sports, recreation and leisure offerings and will continue to focus on this area of our operations to ensure these standards are maintained, promoting active and healthy lifestyle choices for all of our community.

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



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

In addition to the provision of excellent facilities, the City is proud to undertake projects and initiatives aimed at ensuring we plan and build for current and future active leisure and health community needs. A significant number of projects have been undertaken across 2022/23 and some of our key achievements follow.

Stirling City Centre – Community Infrastructure Plan

The City has developed a Community Infrastructure Plan to guide the planning and delivery of infrastructure that responds to the changing needs of our locals and visitors. It will help us work towards our vision of being a 'sustainable City with a local focus' by providing a baseline of infrastructure our community has access to now, and what they may need in the next five years and beyond. It considers our urban environment and how our social needs may change. The plan outlines a set of standards and delivery principles to support us to prioritise and deliver community infrastructure in a way that delivers the best outcomes to meet the needs of both the City and our community. The early months of the 2023/24 financial year will see the commencement of a community engagement process to ensure a wide range of views and opinions are captured. This feedback will then be assessed and presented to Council for consideration.

Hamersley Community Hub

Our objective to promote active and healthy lifestyle choices involves the development of attractive and accessible events and facilities. The City has committed to the establishment of a Community Hub at Stirling Leisure Centres – Hamersley. Following consultation with the community, staged improvements are being delivered, transforming the area into a locally vibrant place for our community. During the 2022/23 financial year, a series of activities were undertaken, including food truck events, completion of a new sports and community lighting design for the reserve, improved public Wi-Fi, an Artists in Residence program, extended hours of lighting on weeknights and the commencement of a coffee van trial. Improvement works will continue into the 2023/24 financial year.

Jackadder Lake Reserve Playspace

Following an extensive public consultation process, the City developed landscape upgrade plans that will ensure Jackadder Lake Reserve meets the community's needs and expectations well into the future. Onsite works planned for 2022/23 were unfortunately delayed, primarily due to weather-related issues. However, stage one of this project will see the upgrade of the existing playground, replacement of shade sails over the playground and improvements to the pedestrian path network. Stage two brings further improvements to the playground with the installation of exciting new swing options, additional picnic facilities and an upgrade to the existing large shelter.

Macaulay Park, Inglewood – Recreational Upgrades

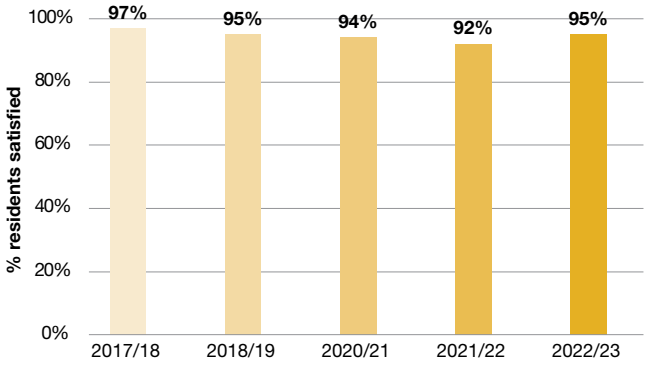
During the year, the City commenced a project to improve recreational amenities at Macaulay Park. Following community consultation, an initial concept plan was developed and costed. Further reserve enhancements have been included to better respond to community needs, with additional community input on the final design occurring in late 2023. Capital funding has been allocated in the 2023/24 budget to support the improvements.

Public Open Space Strategy 2021-2031

The City's Public Open Space Strategy was adopted in May 2022 and identifies the benefits associated with access to public open space as well as the significant challenges and complexities impacting public open space provision across our suburbs. In June 2023, the strategy received a Parks and Leisure Australia (PLA) WA high commendation in the Strategic and Master Planning Award category. The Strategic and Master Planning Award recognises the development of strategies for parks, open space, sport, recreation and leisure opportunities by rewarding outstanding examples of strategic planning that have enriched and revitalised a community. Our strategy critically analyses the complexities of public open space planning and the challenges impacting provision across our suburbs. It then provides a unique approach that strives for industry excellence to better support our community's needs. During the year, a localised action plan was drafted and will support a more in-depth analysis of public open space needs at a suburb level across 2023/24.

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 years, 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. In contributing to an active and healthy lifestyle for its community, the City is pleased to note that its ovals, playgrounds and parklands consistently enjoy very high levels of community satisfaction, as displayed in Figure 15.

Figure 15: Satisfaction with the City's provision and maintenance of ovals, playgrounds and parklands



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

Active Communities

A new service was introduced at the City in September 2022, entitled Active Communities. The primary functions of the service are to:

- Improve communication between the City and our sporting clubs
- Increase awareness of assistance the City can provide to our clubs through its grants program
- Advocate for club funding through the Community Sporting and Recreation Facilities Fund (CSRFF).

The City has 131 sporting clubs utilising 59 active reserves, with 28 different sporting codes being played. These attract over 38,000 combined playing and social club members and are regarded as an important contributor to the health and wellbeing of our community. During 2022/23, a series of workshops were held with sporting clubs to discuss current lease and licence agreements and consider general user sentiment. The workshops received very positive feedback from attendees in better understanding lease and licence obligations and how the City can improve reporting and communication with our clubs.

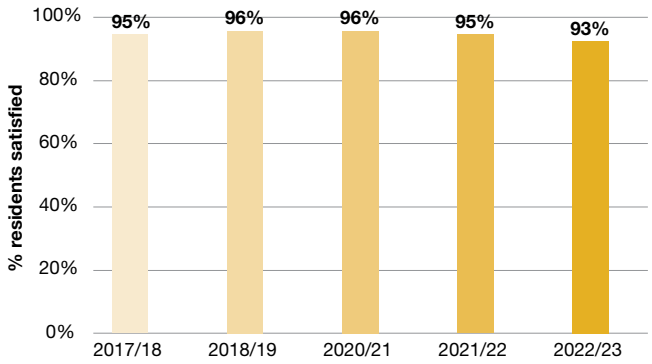
In support of sporting club sustainability, the City has worked closely with clubs to assist with their strategic direction and governance, including budgeting, database and online presence management, sponsorship opportunities, membership base management and development of club committees.

Looking forward, the service will assist with the review of the City's Public Health Plan. The City has an excellent record in delivering health and wellbeing initiatives and is committed to ensuring residents have access to appropriate health and care services, now and into the future. The focus of the Public Health Plan from an Active Communities perspective will be the engagement of sporting clubs to deliver lifestyle health messages and inclusive sporting programs.

Beaches

The City's beaches are loved by both our local residents and visitors alike and, as shown in Figure 16, we continue to enjoy very high levels of community satisfaction, with results consistently above 90 per cent. We pride ourselves on our professional Beach Services team and across the year our beach inspectors and beach lifeguards performed a total of 186 rescues, undertook 21,165 preventative actions, treated 275 first aid cases and carried out two resuscitations. These numbers represent an increase on the previous year's totals due to an increase in beach visitations. They also reflect a much stronger emphasis on preventative lifesaving measures, which saw a marked increase in the number of preventative actions performed by the team.

Figure 16: Satisfaction with the City's beaches



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

The team has developed a strong relationship with the two volunteer surf lifesaving clubs located within the City's boundaries. Trigg Island Surf Life Saving Club and Scarboro Surf Life Saving Club had a combined membership base of over 2,700 people in the 2022/23 season. The clubs 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 Beach and Trigg Beach for use by the volunteer surf lifesavers and financial support to each club through grants for the provision of surf lifesaving services.



Environmental Health

The City's Environmental Health service is responsible for protecting, promoting and maintaining public health to improve health and wellbeing within the community. This is primarily achieved through the City's statutory premises inspection program, targeted monitoring and surveillance program, assessment and review function, risk-based investigation and complaint response function. The service also responds to public health concerns raised by the community and other government agencies, which sees our officers regularly investigating infectious disease outbreaks and serious food poisoning incidents to ensure they do not spread within the community. This aspect of our service involves working with state agencies to play a local role in support of a coordinated approach to disease prevention.

Our most significant function is delivery of the City's routine statutory inspection and surveillance program of statutory premises. Statutory premises are those where the City has a legislated responsibility to routinely inspect at set frequencies. These include food premises, public buildings, skin penetration premises and aquatic facilities. They may comprise large commercial businesses, community-operated facilities and small businesses. Challenges have been faced across the financial year arising from the ongoing impacts of the COVID-19 pandemic on the community and ongoing resource limitations. This has affected our ability to achieve maximum targets across our various inspection schedules, as outlined below.

Food premises inspections

Food premises inspections are undertaken to assist in preventing serious food poisoning incidents and to ensure food safety standards are maintained within the community. In the 2022/23 financial year, the service undertook 1,749 food premises inspections across the City of Stirling, representing 70 per cent of target. Public buildings inspections cover a variety of different locations, including cinemas, licensed venues, function centres, community halls, places of worship and sporting venues. The service inspects these premises to ensure safety-related factors such as emergency exits, maximum capacities and evacuation procedures meet public safety standards. Across the year, the service undertook 200 public building inspections, achieving 83 per cent of target. Skin penetration premises are businesses that offer personal appearance services, in particular tattoo and piercing studios, beauty therapy and other cosmetic procedures. The service inspects these premises to prevent the transmission of infectious diseases within the community. The service inspected 95 skin penetration premises across the year, representing 61 per cent of target. The service also undertook 95 aquatic facility audits, achieving 95 per cent of target. These premises include public and community swimming pools.

In support of the statutory inspection program, the City's Environmental Health service also undertakes targeted and strategic surveillance to gauge health risks and prevent significant health issues. During the year, the service collected 1,030 water samples from community aquatic facilities to ensure that appropriate water quality standards are maintained, achieving 102 per cent of target.

Food sampling program

The year also saw the introduction of a program of targeted and proactive food sampling of businesses located within the City. The service collected 147 different food samples for laboratory analysis to ensure that the public is not exposed to any harmful bacteria that can cause food poisoning. The program has successfully identified and subsequently prevented serious food poisoning outbreaks on 29 occasions. The City was also recently recognised by the Western Australian Department of Health for isolating the source of a significant listeria case and preventing a serious food poisoning outbreak. The Department of Health highlighted the City's proactive approach to food safety as having been critical in preventing a potentially fatal outbreak.

In addition to the above functions, the City's Environmental Health service supports other City services by providing a specialised assessment and approval function to protect public health in the community. During the 2022/23 financial year, the service conducted review, assessment or approval activities as outlined in Table 7 below.

Table 7: Specialist inspections undertaken in 2022/23

	2022-2023
Development applications – health conditioned	116
Demolition licences – assessed	254
Out-of-hours noise management plans – approved	217
Public events – assessed	186
Building licences – reviewed	106
Food stall permits – issued	409
Food safety program audit reports – reviewed	168

Environmental Health receives a considerable variety of service requests directly from the community. These cover a range of issues, including asbestos, noise, pest control, rodent control and property condition. The significant volume of service requests received means that the team cannot always resolve or investigate all the requests received and must prioritise service requests based on their risk to public health. In the 2022/23 financial year, Environmental Health resolved 2,279 community health service requests, out of the 2,742 requests received within the same period.

Challenges - public health planning

As well as its scheduled statutory obligations, the Environmental Health service is tasked with development of the City's Public Health Plan, which informs the City's strategic approach to public health within the community. Unfortunately, the City has faced a number of challenges to this process as a result of unforeseeable changes to state legislation, as well as disruptions relating to the COVID-19 pandemic. At a state level, the WA Government has delayed the implementation of the next stage of the new *Public Health Act*, which has further delayed the timeframe for the City's Public Health Plan by two years. The City had prepared a draft Public Health Plan prior to the COVID-19 pandemic, though it has had to recommence this process to incorporate changes within the community along with broader community expectations of public health. The service has prepared a road map to develop the City's Public Health Plan and is excited to begin this process during the 2023/24 financial year.

Looking forward

The City will continue its development of Jackadder Lake Reserve Playspace, extending the play equipment area, upgrading the large shelter and refurbishing the park infrastructure at Jackadder Lake Reserve. Work will also progress at Macaulay Park, Inglewood, with installation of new recreational and play amenities and lighting to improve safety at the park.





A safer City

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 community through our dedicated, visible and responsive Ranger and Security Services. We will also proactively engage, educate and encourage members of our community and other agencies to help to prevent crime and antisocial behaviour to create a safer City.

To achieve this objective, the City will:

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

What has happened during 2022/23?

Across the year, the community safety engagement team attended 23 community engagement events and promoted over 80 social media messages raising awareness of safety-related activities and services. These include security patrols, responsible dog and cat ownership, crime reporting, CCTV and security-related initiatives, fire preparedness and disaster resilience, public parking amenity and access, school parking safety, and litter control.

The City prides itself on its well-established initiatives such as the Adopt-A-Park supporters' program, which aims to work with the community to enhance the appearance of the City's parks and reserves and in turn reduce antisocial behaviour and vandalism. An additional 37 Adopt-A-Park supporters joined the program in 2022/23 to help keep our parks cleaner and safer. To date, 432 residents have signed up to the Adopt-A-Park program and help look after our parks, reserves and open spaces by promptly reporting any issues or concerns.

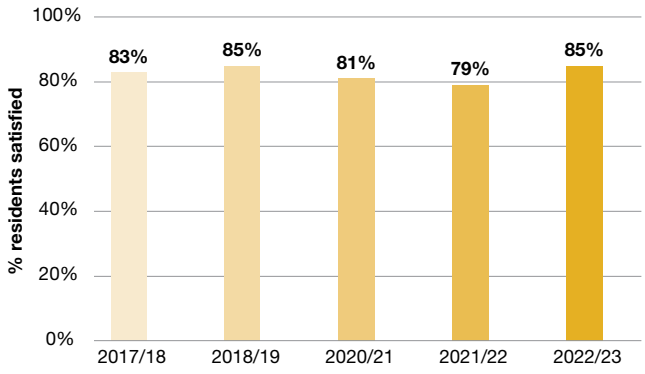
The Constable Care Foundation (CCF) partnered with the community safety team to provide educational programs and community services designed to raise awareness, change attitudes and behaviours, and prevent or reduce harm to children and young people in the community. The Constable Care Foundation delivered 68 performances at 20 different schools, education and community organisations within the City. These included 13 school visits to the Constable Care Foundation Safety School road safety learning centre for over 600 children; five lost child services and two Constable Care mascot appearances at community events; and 68 safety-related theatrical performances. The theatrical themes included protective behaviours, road safety, bullying and cyber-bullying, cyber-safety, crime prevention, first aid and emergencies, and racial discrimination.

Bringing local dog lovers together, the Paw-some Day Out community event continues to grow each year. In 2022, an estimated 4,500 people enjoyed a family-friendly, free day out with their pets at the Dianella Regional Open Space. This initiative 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 and shelter groups and pet-related small businesses to network and access a target market. Most stallholders and sponsors continue to return every year, further demonstrating how valuable this event is to them. This year's sponsors included RAC Insurance and the Event Mill and the event also showcased over 45 local pet-related businesses.

Ranger Services

Ranger Services are responsible for educating and enforcing statutory requirements to achieve compliance with various items of state and local legislation relevant to the City of Stirling. Across the 2022/23 financial year, the team responded to and completed 9,997 cases. Over 3,900 properties were inspected for firebreak compliance, with 429 caution notices issued and 243 properties requiring a contractor to be engaged to clear the property. Additionally, Ranger Services worked diligently to reduce the number of wandering and unidentifiable dogs in the City. This proactive approach saw 455 dogs impounded in 2022/23, of which 316 were reclaimed and 113 rehomed. A total of 5,671 new/renewed dog registrations and 1,597 new/renewed cat registrations were processed in 2022/23.

Figure 17: Satisfaction with the City's Ranger Services



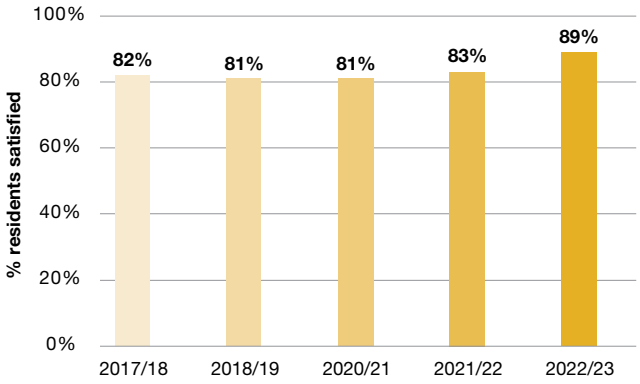
Note: Survey not undertaken in 2019/20 due to COVID-19

In November 2022, the City was approached by Artemis Media about filming a new family-friendly primetime TV series for the ABC called *New Leash on Life* at the City's Animal Care Facility. Each episode followed a dog being adopted from the pound, trained with behavioural modifications, and paired with a family who could benefit from having a dog in their life. The aim of the series is to reduce the number of dogs in pounds by educating audiences on responsible dog ownership, which is closely aligned with the City's approach to the rehoming of dogs. The City agreed to participate, with the premiere of the series scheduled for 4 July 2023, hosted by Joel Creasey and leading dog behaviourist Laura V. As indicated in Figure 17, there has been a six per cent increase in satisfaction with the City's Ranger Services when compared to the previous year. The City will continue to offer responsive and professional Ranger Services in support of its strategic objective.

Security Services

Contributing to the delivery of a safer City, security patrol services are provided 24 hours a day, seven days a week, every day of the year. This year, Security Services responded to and completed 10,114 requests, with an average response time for attending high-priority requests of 8.1 minutes. Monitoring and reporting antisocial behaviour, patrols of regular hotspot areas and reporting of amenity issues are key activities undertaken by the team, with increased collaboration with external agencies such as WA Police. Additionally, the team continued to support the City's Homelessness Strategy by providing first response to those affected by homelessness. As shown in Figure 18, there has been a positive response from the community in relation to this service, with the highest satisfaction rating recorded in the last five years.

Figure 18: Satisfaction with the City's Security Services

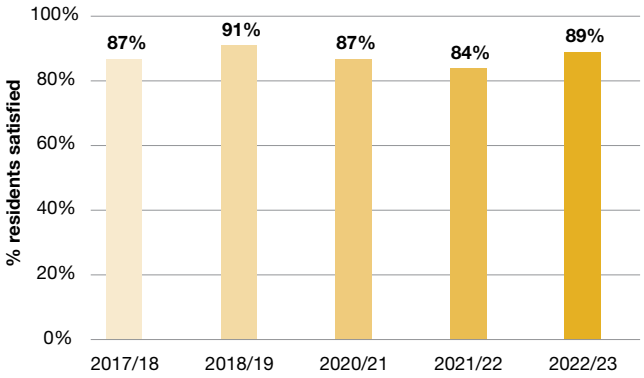


Note: Survey not undertaken in 2019/20 due to COVID-19

The City continues to provide a CCTV monitoring service in collaboration with the WA Police Force at the Scarborough Beach entertainment precinct during Friday, Saturday and Sunday nights. This service targets criminal and antisocial behaviour in the area and results in an improved response through the coordination of WA Police Force resources. The Scarborough Beach CCTV monitoring office received an upgrade of technologies which has improved the effectiveness of the operation and collaboration with WA Police Force officers. Seven additional cameras were added to the City's CCTV network, resulting in a total of 660 fixed cameras, 72 vehicle-mounted cameras and 14 cameras mounted to four mobile units. During the year, footage was provided to the WA Police Force for 203 incidents, which is similar to the previous year.

Graffiti management remains a priority across the City, with regular reporting of graffiti in public areas undertaken by our own teams. This includes reporting of graffiti both to WA Police for investigation and to contractors to arrange its prompt removal. As shown in Figure 19, satisfaction with the City's graffiti management has seen an increase in 2022/23.

Figure 19: Satisfaction with the City's graffiti management



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

As a result of an internal restructure in April 2023, Security Services has been re-branded and in future will form part of the Safer Stirling Service, incorporating visible and responsive community safety patrols, mobile and fixed closed-circuit television technology and safety initiatives. The City has undertaken a series of community-safety-related projects during the last financial year and a summary of these follows.

CCTV Equipment Fund (Safer Communities)

An upgrade to the City's CCTV Monitoring Office in Scarborough was undertaken during the financial year to improve operations. The upgrade included additional screens and a viewing server to provide a more user-friendly interface and assist in a more rapid response from the WA Police Force. Remaining budget from this fund will be carried forward into subsequent financial years to assist in the upgrade and installation of CCTV infrastructure on a priority basis.

CCTV Rebate Program

The City provided a 30 per cent rebate (up to a maximum of $500) for the costs of new closed-circuit television (CCTV) installations on properties within Stirling. Over $150,000 was provided to 316 local residents and businesses who installed new public-facing CCTV cameras and registered their CCTV systems with Cam-Map WA.

CCTV Recordkeeping Project

This project includes procurement of a CCTV storage solution that can be used to store, retrieve and distribute CCTV footage in line with relevant recordkeeping legislation and best practice. Due to higher-priority projects, this initiative will now be delivered in 2023/24.

Licence Plate Recognition System

A Licence Plate Recognition System project was delivered during the financial year, providing an efficient and effective means of surveying parking areas and aiding in the delivery of safe and legal parking.

Mobile CCTV Trailer

The delivery of an additional mobile CCTV trailer to the existing fleet was dependent on successful funding from the State Government. The City's request was unsuccessful in the 2022/23 financial year, with budget to be allocated and further attempts to be made in 2023/24.

Mount Lawley Retail Precinct CCTV Upgrade

The Mount Lawley Retail Precinct CCTV Upgrade project was delivered in January 2023. This resulted in an additional 13 cameras, including six licence plate recognition cameras, being added to the area. Footage retrieved from this location has been used by the WA Police Force in the successful identification of offenders.

WAPOL CCTV Access Project

Following reports of increased antisocial and criminal behaviour in the Mirrabooka area, direct access to the City's Mirrabooka CCTV network of 32 CCTV cameras was provided to the WA Police Force. The access assists the WA Police Force with their monitoring of the area and results in an improved response. In addition to the direct access, the CCTV network was upgraded to include two pan-tilt zoom (PTZ) cameras to provide coverage of key locations.

Automatic Number Plate Recognition (ANPR) Pilot

In collaboration with the WA Police Force, a pilot for automatic number plate recognition (ANPR) was trialled in the Scarborough Beach entertainment precinct. The ANPR Pilot aimed to provide WA Police Force with vehicle licence plate information to assist with the enforcement of the newly introduced protected entertainment precinct legislation and improve police response to identified offenders. The pilot was found to be successful, with opportunities being considered for a rollout to the wider area.

Emergency management in the City

While we were fortunate enough not have any catastrophic incidents in the community or major disruptions to business continuity, our community safety teams assisted response agencies at three significant incidents:

- February 2023: Structure fire, Dianella
- March 2023: Bushfire, Star Swamp
- June 2023: Storm event, multiple suburbs.

Local Emergency Management Arrangements

A statutory five-year review of the City's Local Emergency Management Arrangements was completed and endorsed by Council in October 2022. This review included updating the Local Emergency Management Plans, Local Recovery Plan and the local-level risk register following consultation from hazard management and support agencies, employees of the City and the community. The City's arrangements were endorsed by the Local Emergency Management Committee and the State Emergency Management Committee.

Skills training

The Community Safety team was successful in an application for grant funding from the Department of Primary Industries and Regional Development to attend training for animal welfare in emergencies. This training supplemented existing essential skills and knowledge, increasing our capacity to support the community and manage the impacts of emergency situations involving animals.

Exercises

In November 2022, the Community Safety team planned and developed a joint evacuation exercise with the City of Joondalup and the Department of Communities to practise the opening of an evacuation centre following an emergency incident. 'Exercise Opening' increased the emergency management capabilities for City employees in the Community Safety, Community Services and Recreation & Leisure business units. This exercise was funded through the All West Australians Reducing Emergencies (AWARE) program. The Department of Fire and Emergency Services provides the AWARE program to assist local governments with emergency management training and projects.

Community education

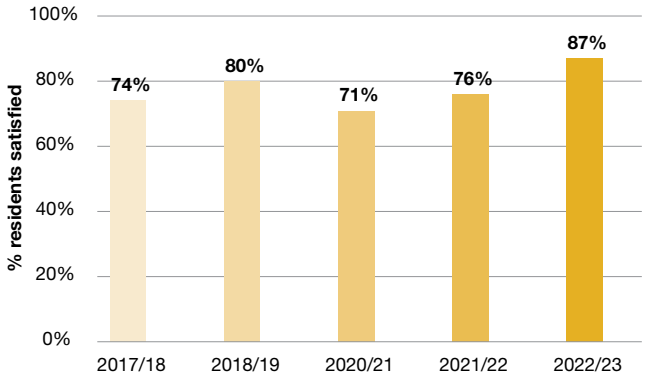
With the Department of Fire and Emergency Services, the City's Community Safety and Parks & Sustainability business units consulted with multiple schools in bushfire-prone areas of the City to share information and provide advice on their bushfire notification and evacuation plans. Additionally, in partnership with the Australian Red Cross, we promoted preparedness and provided resilience advice to local residents and businesses at the Innaloo Shopping Centre.

Parking Services

A restructure of the Community Safety business unit has seen the Parking Services team absorbed into Ranger Services. This merger has resulted in improved cross-functionality and increased resources to undertake parking education and enforcement across the City.

With the increased popularity of the pay-by-phone app, the City has been progressively reducing the number of ticket machines within its paid parking areas. Council endorsed a reduction from 108 to 69 physical ticket machines, which was achieved in June 2023. This will reduce future operational maintenance costs and provide a more sustainable solution, with fewer paper tickets being printed. Community satisfaction with the City's management of public parking is improving, as can be seen by Figure 20. We are delighted to have achieved a satisfaction rating of 87 per cent in 2022/23.

Figure 20: Satisfaction with the City's management of public parking



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

Public Parking Implementation Strategy

Key outcomes from this strategy, adopted in 2012, were to deliver an increased number of paid parking facilities and areas. This was to be delivered through maximising the use of verge areas for parking, construction of new paid parking facilities and encouraging the use of alternative modes of transport like motorcycle, bicycle and public transport options.

Since 2012 the City has delivered:

- Paid parking in a number of identified high-demand parking locations across the City, including Herdsman Business Park, Glendalough, Innaloo, Stirling and Mount Lawley
- Adoption of a Residential Parking Permit Policy and system
- Expansion of services to offer support to private property owners through private parking agreements
- Marketing and education campaigns to promote safe and legal parking and use of alternative modes of transport.

Given that urban development, travel behaviour, transport infrastructure, parking technology and community expectations have changed significantly since the adoption of this strategy, a review of the City's Public Parking Strategy and associated polices has been initiated for 2023/24.

Looking forward

The City will continue to progress its various CCTV-related initiatives aimed at reducing antisocial behaviour and enhancing community safety. The 2023/24 financial year will also see the commencement of projects relating to bushfire risk mitigation and responsible cat ownership.





Araa by Addam at Inglewood Oval, Mount Lawley

Case study: Enriching our community through public art and arts programs

The City of Stirling embraces the local arts community by providing and supporting public art, arts programs and workshops, and management of the City's art collection.

Three major public art projects were delivered in 2022/23. "Araa" and "Ember" by Addam are two sculptures installed as part of the capital works for the two new clubrooms at Inglewood Oval & Hamer Park, Mount Lawley. These unique works are based on the Spider Orchid and Banksia Menziesii respectively, both found in the nearby Inglewood Triangle. "Plume" by Jean-Marc Rivalland, made from wood and steel totems, sits proudly along the footpath at Yokine Reserve, Yokine and is inspired by the feathers of different local birds.

The Hamersley Public Golf Course redevelopment also commenced, which will include the City's largest public art project. This capital project, with a budget of $19 million, will include a public art component valued at $350,000. Expect to see the redevelopment and new public art installation in 2024/25.

The City supported three public art projects delivered with the community. A major mural was commissioned at Scarborough Beach in partnership with social media company Perth is OK. Art by Row created the mural showcasing what is great about Scarborough, creating the ideal backdrop for the Australian Surf lifesaving Championships held in March and April. The new mural is popular on social media platforms, with locals and tourists sharing images of the colourful artwork. With support from the City's Community Creativity Fund, local artist Esti Nagy painted a mural titled "Suburban Jungle" at the Scarborough Scout Hall. Created in collaboration with the local community, this mural features the endangered quenda along with other local flora and fauna. A third mural featuring fruits and vegetables, birds and a Balga tree was created by artists Nicola Cowie and Kat Ferguson on a sea container at the Mirrabooka Friday Markets. This beautiful pop of colour to the Mirrabooka Open Space at Stirling Leisure Centres - Herb Graham, Mirrabooka celebrates the fresh produce on offer at the weekly markets and pays homage to the market's long-standing original home in Balga.

The City's visual art collection represents diverse and high-quality art created by Western Australian artists. Artworks can be viewed at City facilities and are regularly rotated to increase accessibility. Eight new 2D and 3D artworks were acquired in 2022/23. These along with the full art collection can be viewed online at www.stirling.wa.gov.au/art-collection

The Artist in Situ residency program was a great success this year. Drawing inspiration from the theme 'Smile', six talented artists with help from community members, created four temporary installation artworks including photography, kinetics, paper sculpture, and printmaking. These projects brought community spaces to life in a fun, imaginative way and ignited the curiosity of passers-by.

Through a variety of opportunities, the City embraces arts and culture and continues to support the arts community. By connecting artists, residents and visitors, our public spaces are enriched with art in many forms and our cultural connection continues to develop.

Key result area



Our Economy



A smart and prosperous City



A local business City



A vibrant City

SUSTAINABLE DEVELOPMENT GOALS



Our Economy

Results from the 2021 Census inform us that the City of Stirling has an economy of approximately $18.1 billion, being the net value of final goods and services produced in the region over the period of one year. Small businesses (those employing fewer than 20 people) constitute 98 per cent of all local businesses in the area and are considered the backbone of the City of Stirling's economy.

The Stirling City Centre and the Herdsman Glendalough precinct are the major employment areas in the City, supported by secondary hubs in Karrinyup and Mirrabooka. Balcatta and Osborne Park are the major trade and service hubs, while Scarborough is our major tourist destination.

Construction; the manufacturing industry; and rental, hiring and real estate services are the largest contributors to the gross revenue generated in the City. The construction industry contributes the largest share of the City's revenue, accounting for almost 23 per cent of the $35 billion generated annually. Thirty per cent of all regional exports to consumers outside the City of Stirling's boundaries, both Australian and international, are from the construction industry located in the City.

With over 88,000 jobs, the City is the second-largest employment district in Western Australia after the Perth CBD. The sectors that generate and support the most jobs are health care and social assistance (15.4 per cent), construction (13.6 per cent), retail trade (12.9 per cent) and education and training (10.5 per cent).

Tourism is a minor but important emerging contributor to the City's economy. The City's beaches, bushlands, high-quality retail services, restaurants, cinemas, tourist accommodations and transport links are ideal for the growth of tourism. Currently, the total value of tourism-related revenue generated by businesses and organisations in the City of Stirling is $465 million. Retail trade; food and accommodation services; transport; and arts, events and recreational services are significant contributors to tourism-related revenue. Tourism also provides approximately 2,200 jobs in the City.

The services we deliver and the projects/programs and other activities we conduct within the 'Our economy' key result area are outlined in the following sections against the following outcome areas:

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

As a local government, we are also striving to ensure that the work we undertake as part of the 'Our economy' key result area also contributes toward the Sustainable Development Goals shown opposite.



Highlights – Our economy

The City issued commercial building permits valued at **$268M**

Over **500** events held in the City delivering both economic and social benefits

95% community satisfaction with events and cultural activities

$560K
provided in event sponsorship bringing significant economic benefits to our local areas

Economic and Tourism Development Strategy 2021-2025 in place

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

Over $36,000 in shopfront improvement grants awarded by the City

$54K
Business innovation grants of $54,000 awarded to 11 local businesses

Over **$80,000** provided for place activation funding

Continued work with Curtin University and various State Government agencies to progress the Trackless Tram business case following $2M federal funding commitment

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, people and quality. The City services that most directly contribute to the 'Our economy' key result area are outlined below.

Key

On track	✓
Below expectation	✸
Not assessed	◉

Services	Net cost	Customer service	Financial	People	Quality
Arts and Events	$2,695,109	✓	✓	✓	✓
Economic Development	$791,979	✓	✓	✓	✓

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

Strategic project performance

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

Business Innovation Grants	2022/23 expenditure $53,987	Complete
Provide grants to small businesses to stimulate entrepreneurship and employment generation		
Progress in 2022/23	Project complete	

City Entry Statements	2022/23 expenditure $67,481	Behind schedule
Upgrade the City of Stirling entry statements with Nyoongar elements, Aboriginal connection to Country and community art components		
Progress in 2022/23	Majority of milestones met Installation milestones delayed due to additional consultation and seasonal weather	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Event Sponsorship	2022/23 expenditure $468,509	On track
Sponsor events in the City to attract tourists and stimulate the local economy		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Place Activation Funding	2022/23 expenditure $120,491	Complete
Facilitate activation and rejuvenation of local areas by sponsoring Town Teams and providing shopfront improvement grants		
Progress in 2022/23	Project complete	

Promoting Natural Areas	2022/23 expenditure $60,047	Complete
Develop a nature trail app to promote and market the City's natural areas		
Progress in 2022/23	Project complete	

Sunset Coast Explorer	2022/23 expenditure $2,006	Discontinued
The City of Stirling will sponsor the Sunset Coast Explorer bus during the summer period of 2022/23		
Progress in 2022/23	Project discontinued due to the supplier redeploying their service back to the Perth CBD	

Small-Business-Friendly Approvals Project	2022/23 expenditure $59,168	Complete
To improve customer service by streamlining assessment of online development applications		
Progress in 2022/23	Project complete	



A smart and prosperous City

Objective:

Encourage economic investment

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

To achieve this objective, the City will:

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

The City will investigate the development of a new online investor portal, aimed at assisting investors find suitable land and opportunities to invest in across the region. It will also be the primary gateway for prospective businesses to navigate their way through our local government channels.

What has happened during 2022/23?

Advocacy remained a top priority in 2022/23 as we continued our close working relationships with the State and Federal Governments and the private sector. These relationships support investment and development throughout the City and facilitate progress on our major strategic projects. Our sector-leading advocacy approach and proven capacity to deliver projects on time and on budget has established the City as a trusted partner.

In 2022/23, the City's Trackless Tram project remained our top advocacy priority as the City continued to work closely with the Federal Government, Curtin University and various State Government agencies to progress research into this innovative transport solution. The City took every opportunity to champion this project, briefing parliamentary members and potential stakeholders on the technology and the significant economic, business, transport, innovation and sustainability outcomes it has the potential to deliver.

Following a $2 million federal funding commitment, global engineering company SMEC are nearing completion of the Trackless Tram Business Case, and approval for the temporary importation of a trackless tram to conduct an Australian-first trial of trackless tram technology.

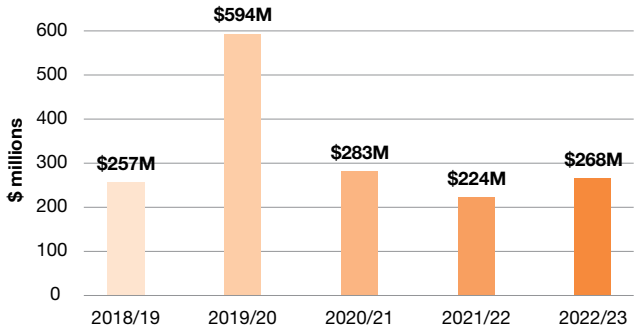
The City has worked closely with Chinese manufacturer CRRC, Infrastructure Technology Solutions Group (ITSG) and Curtin University to facilitate the Trackless Tram trial. In May, the City hosted a delegation of senior officials from CRRC, ITSG and Curtin University to tour the proposed trackless tram route and visit the Australian Automation and Robotics Precinct in Neerabup.

In July 2023, the Mayor and Deputy Mayor will travel to Shanghai in China on a tour of trackless trams to see these in operation as a public transport service. The tour will provide valuable insights into the trackless tram user experience and impacts on the urban environment. It will also allow the delegation to be part of the performance-based testing and certification of the vehicle. As we embark on Australia's first Trackless Tram Trial, we remain focused in our advocacy for this innovative solution to unlock the economic, business, transport and sustainability outcomes it will deliver.

Much of the success of the City's proactive lobbying ahead of the 2021 State Government election and 2022 Federal Government election came to fruition in 2022/23 as we continued to progress and deliver projects funded by the more than $12 million in funding commitments received. Lighting upgrades were completed at Grindleford and Richard Guelfi Reserves. The Millet Park Junior Bike Skills and Skate Facility and Des Penman Reserve cricket wicket upgrade projects were also completed. The City also delivered the Knight Reserve and Rickman Delawney Reserve upgrades, including the unveiling of the new Andrew Guilfoyle Community Parkland.

Funding from the Federal and State Governments makes a considerable contribution to the economic sustainability of the City of Stirling by supporting the City in achieving its strategic aims, one of which is ensuring that the region remains an attractive area for commercial investment. As a means of gauging the value of commercial investment in the City of Stirling, the City tracks the dollar value of commercial building permits issued each financial year. The City recognises the strategic importance of commercial investment and understands that this measure is affected by numerous variables, such as the economic climate, investor confidence and other market forces. Tracking this result can, however, provide us with insights into the perception of the City as an attractive area for commercial investment. During the 2022/23 financial year, the City issued commercial building permits to the value of $268 million, illustrating that the City of Stirling remains an attractive proposition for commercial investment.

Figure 21: Value of commercial building permits issued

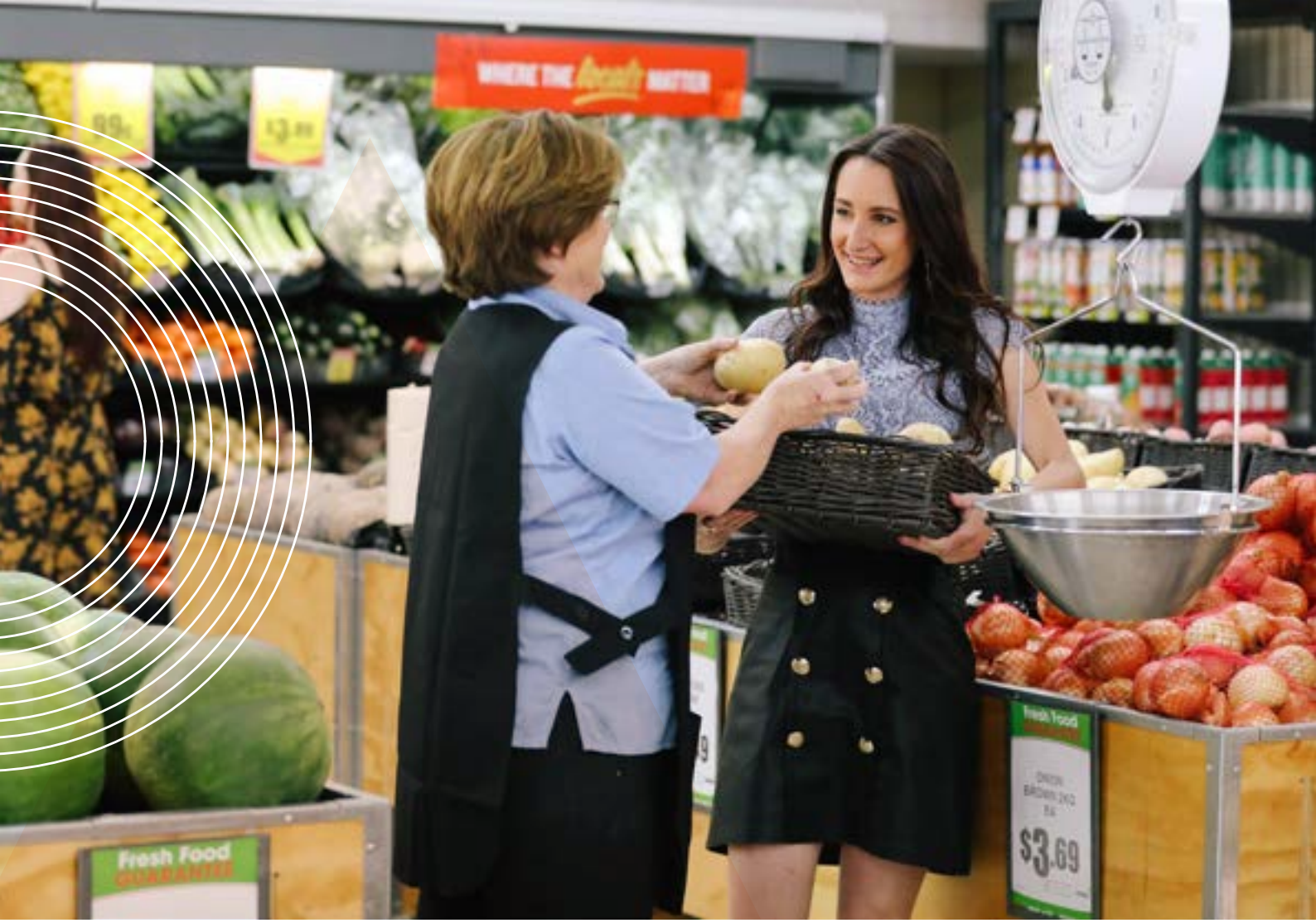


As the next State and Federal Government elections approach, we look forward to briefing Elected Members and candidates on the City's strategic priorities and advocating for further funding and partnerships to benefit our community.

Looking forward

During the 2023/24 financial year, the City will commence an investment attraction profile project aimed at promoting local opportunities and highlighting the competitive advantages of investing in the City of Stirling. A major focus of the City's Economic and Tourism Development Strategy 2021-2025 is to encourage investment that catalyses increased expenditure in the region, supports existing industries and businesses to expand and creates the environment for new industry and business to be attracted to the City. The project aligns with the strategy that aspires to deliver over $200 million investment and 10,000 jobs and to significantly increase visitation to the region by 2041.

The City will also host an Australian-first Trackless Tram Trial at its Administration Centre in November 2023 to showcase the benefits of this innovative and sustainable transport to our community.



A local business City

Objective:

Facilitate local business and employment growth

With over 88,000 jobs across more than 23,500 businesses supporting the local economy, the City is the second-largest employment district in WA after the Perth central business district. To help our local industry grow and thrive, we will foster a business-friendly environment, encouraging competition and productivity. We will support an environment that allows our business community to flourish, embracing technology and creating job growth, so that it can propel our economy forward into the future.

To achieve this objective, the City will:

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

What has happened during 2022/23

The City has maintained the development of programs, projects and activities relating to the City's Economic and Tourism Development Strategy 2021-2025, including conducting the 2023 business survey to assess the needs, concerns and requirements of the local business community and to give direction to future projects and initiatives.

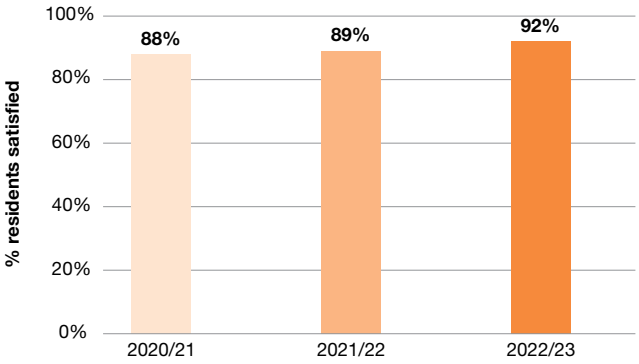


To support the growing number of local business enquiries, the City has increased the number of dedicated officers in its Economic Development team. Our aim is to assist new and existing businesses through a 'business concierge-style' service that facilitates introductions to industry leads, provides information and allows for a more seamless interaction with City services. Figure 22 provides the results from our annual survey of residents in gauging the satisfaction rate for our support for local businesses. As shown, the City has enjoyed very high levels of satisfaction across all measured years and will continue to offer a professional and effective support function.

Across the year, the City successfully supported the delivery of the following targeted initiatives.

- As part of the Stirling Supplier Development Program, the City hosted two procurement workshops to help local businesses engage with the City and other government organisations. The workshops were attended by 36 business owners, with an overall satisfaction of 94.6 per cent in post-event surveys.
- The City hosted a Women in Small Business event to provide 12 business owners with tips and coaching to help their businesses grow, and to provide a networking opportunity for like-minded entrepreneurial women.
- Just Start IT – The City has agreed to support a high-school-based program to enable students to realise their potential as future IT innovators and entrepreneurs and learn skills such as marketing, business planning and effective communication. The program will commence in February 2024.

Figure 22: Satisfaction with support for local businesses



Note: Survey not undertaken prior to 2020

Place Activation Funding

Place Activation Funding (PAF) continued to support the operation of recognised Town Teams and community groups in 2022/23, with the primary objective to activate or rejuvenate City places.

The PAF-supported activities bring the community together to identify local priorities and develop local solutions. Importantly, PAF enables locals to make a positive contribution, shape their local areas and support the strength of local initiatives and solutions.

Place engagement officers supported the implementation of PAF and the $140,000 budget to deliver activations and initiatives that align with the City's strategic priorities. In 2022/23, PAF was administered with the following Town Teams, along with the Activate Mirrabooka project as a strategic City priority area.

- Activate Mirrabooka: $17,704
- Discover Dianella: $14,400
- Inglewood-on-Beaufort: $14,386
- Scarborough Beach Association: $20,000
- We are Yokine: $18,940

The PAF will be incorporated into the new locally led and creative communities grant stream as part of the City's new Community Grants Program, commencing in 2023/24.

Place activation shopfront improvement grants

Place activation funding was again offered and was focused on attracting projects that supported the uplift of shopfronts in the region. The City awarded 13 grants valued at $36,337 in total for projects ranging from the cleaning, painting and repairing of existing building façades and canopies to the installation of wayfinding and the application of new signage.

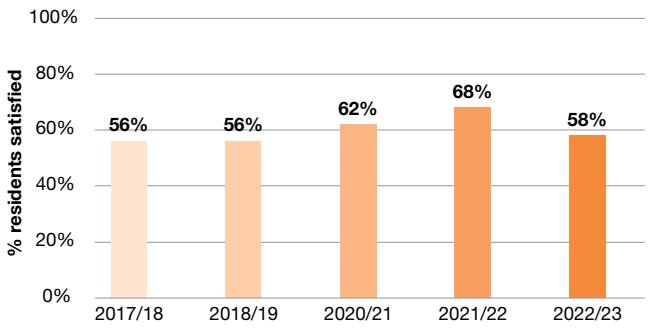
Business Innovation Grants

Our Business Innovation Grants continued this year and were focused on encouraging small businesses to develop new innovative processes aimed at modernising operations through the implementation of new methods to grow and flourish using technology.

Eleven grants valued at $53,987 were awarded for a range of projects, including creating online appointment booking systems and the development of an order fulfilment program to assist in reducing single-use plastics entering landfill.

Both the Australian and local economies have been impacted by uncertainty brought about by a multitude of factors such as interest rate increases, shortages of resources and materials, and ongoing insecurity stemming from the challenges of COVID-19. Through our annual survey of residents, we try to gauge local sentiment of the City as a place to invest in or start a business. Surveyed residents were asked to what extent they agreed or disagreed with the statement 'I would consider a location in the City of Stirling if I was starting or purchasing a business'. While attitudes towards business and property are a useful indicator of investment sentiment, they are strongly affected by market forces and many factors such as those outlined above that are beyond the control of the City. Figure 23 provides the result for 2022/23 and the trend for the past five years and represents a small sample of the overall survey base.

Figure 23: Percentage of respondents who would consider the City of Stirling if investing in or starting a business



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

Small-Business-Friendly Approvals

The City is a proactive small-business-friendly local government and is committed to offering enhanced customer service, reducing red tape, making on-time payments, and helping local business engage with the City. Across the last three financial years, the City has worked to streamline its processes and improve organisational effectiveness to benefit small-business customers. An end-of-project report provided in August 2022 by LK Advisory focused on improvements made across three key areas of speed, service and simplicity. The report concluded that since 2019, the City had dramatically improved its efficiency and effectiveness and that the improvements have permeated into other City services, benefiting a greater cohort of customers, above and beyond small businesses. A survey conducted as part of the project found that 84 per cent of respondents felt the City had met or exceeded their expectations. The report also provided the City with additional recommendations which are being evaluated.

Looking forward

The City has conducted the 2023 business survey to assess the needs, concerns and requirements of the local business community and the results will be published on the City's website. The City will also continue its Stirling Fast Track approvals project aimed at the increasing the functionality of the fast-track process by developing digital assessment forms and processes for medium-density development applications.



A vibrant City

Objective:

Attract visitors to our City

Local neighbourhood centres provide many opportunities for people to meet, shop, create, learn and work, which helps 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 City of Stirling is committed to showcasing our unique tourist attractions and encouraging tourism infrastructure development to generate activity and growth to support our economy.

To achieve this objective, we will:

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

What has happened during 2022/23?

Events and attractions

As outlined in its Economic and Tourism Development Strategy 2021-2025, the City recognises that supporting and delivering vibrant events and cultural activities aimed at attracting visitors to key areas can leverage many of our existing tourism assets and generate an increase in visitor expenditure, largely benefiting locally owned small businesses. With this in mind, the City facilitated and hosted an estimated 500 community events attracting both local and interstate visitors during the 2022/23 financial year. The events calendar consisted of a variety of sports, arts, food and retail markets, various ANZAC Day and other commemorative events, Christmas carols, cultural celebrations, health and wellbeing activities and much more. For an overview of City-run and City-supported events, go to page 46. As can be seen in Figure 24, these events are well received by our community, who have indicated consistently high satisfaction rates over the past five years.

One such community event in 2022/23 was the FIFA World Cup Unity Pitch – a purpose-built temporary soccer pitch at the Scarborough Amphitheatre, featuring as a traveling promotional tool for the 2023 Women's World Cup. This installation was brought to Scarborough by Tourism WA and programmed across eight days to showcase and provide access for local sporting groups, organisations and the general public to experience being part of the World Cup. The event generated significant media interest and proved to be an excellent means of showcasing the region.

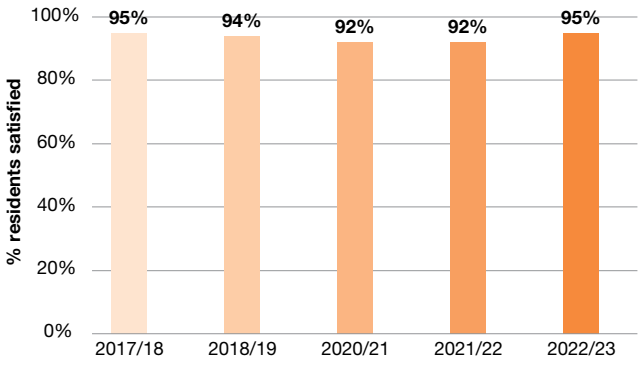


City-delivered events

The City also delivered a number of its own events, including neighbourhood, sustainability and recognition events, across the financial year.

- Enchanted Woodlands was successfully delivered following previous cancellations due to COVID-19. The event was a beautiful collaboration of the community and environment, showcasing Jackadder Lake and the Woodlands residential and business community, coupled with entertainment and activities enjoyed by approximately 8,000 attendees.
- Paw-some Day Out is the City's annual dog-ownership-related event, held at Dianella Regional Open Space in October 2022. The event attracted 2,500 people and catered for all things dog-related, including local service providers and businesses. It attracted the largest crowd to date with an overwhelming level of success and community satisfaction. For more information on this event, go to page 117.
- The WA TreeFest saw a number of events delivered by the City in April and May 2023, with a variety of free activities and events across multiple locations.
- The City's civic and hospitality services team delivered the Citizenship Ceremony and Citizen of the Year Awards on Australia Day at Scarborough Beach. The backdrop of the iconic beachfront set the scene for a memorable morning of welcoming new citizens.
- The City recognised capital project completion and funding partners through recognition events of varying sizes. 2022/23 saw 15 events delivered to celebrate a variety of capital project completions.

Figure 24: Satisfaction with the City's community events and cultural activities



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

Event Sponsorship

As well as delivering our own events, the City is proud to play a supporting role in visitor attraction by sponsoring a variety of major events across the region. Our total event sponsorship value in 2022/23 was $560,000, attracting upwards of 35,000 people with a total local economic impact estimated at more than $12 million. A summary of the key events follows.

Jazz by the Beach, held in August 2022, was a new initiative in collaboration with local Scarborough residents. It proved highly successful and was well supported by the community and local businesses. The program, held across two days, hosted 18 shows and 50 artists at eight venues across the Scarborough precinct, driving economic activity and vibrancy in the area.

- Sponsorship cash component: $20,000

The Drug Aware Groundswell Festival, presented by City of Stirling in October 2023, attracted its largest attendance of 17,000 people across three days. This multi-faceted sport, leisure, arts and wellness program continues to grow and collaborate with numerous local businesses and services.

- Sponsorship cash component: $80,000

WA Music Awards celebrated the City of Stirling and WA's best up-and-coming talent at an elite awards ceremony held at the Astor Theatre, Mount Lawley in November 2022. In collaboration with WAM Inc., four award categories were dedicated to City-based talent, showcasing solo and youth artists, bands and music venues across the City. The support for local music demonstrated the City's ongoing commitment to the performing arts industry.

- Sponsorship cash component: $30,000

The Australian Surf Life Saving Championships – 'the Aussies' – were held over nine days in March and April 2023. This was the largest and most high-profile sponsorship/partnership on the City's calendar. The event attracted national competitors, driving the tourism and accommodation spend. See the case study on page 135 for more information.

- Sponsorship cash component: $350,000

The AusCycling BMX National Series, hosted by local club Westside BMX Balcatta in April 2023, was another successful sponsorship. The event saw 1,151 competitors attend from around the country, stimulating tourism and the visitor economy.

- Sponsorship cash component: $15,000

The Tee-Ball WA State Championships, held in March 2023, is the largest tee-ball competition in Western Australia and was the inaugural City-based competition after relocating from the City of Perth. The championship is set to remain at our own Yokine Reserve as the preferred venue, showcasing the City's natural environment and continuing to attract regional tourism spend to the City.

- Sponsorship cash component: $5,000

The Australian Junior Squash Championships took place at Squashworld in Mirrabooka in September 2022. This is the largest squash centre in Australia and the event attracted players from across the country. A total of 239 competitors and support staff took part in the event, with 71 per cent travelling from interstate.

- Sponsorship cash component: $5,000

The WA Golf Open took place in October 2022 at the WA Golf Club in Yokine and attracted players from all around the country. A total of 305 players and support staff attended the event, which was televised nationally on Fox Sports and Kayo, giving excellent exposure to the City as a destination to visit.

- Sponsorship cash component: $5,000

The Perth Glory A-league Series (November 2022 to April 2023) was a reactive opportunity due to venue works being undertaken at HBF Park, Perth Glory's home ground. The City provided parking areas, traffic management and bus services to support 18 games (men's and women's) and cater for 20,000 spectators across the season.

Promoting Natural Areas

During the year, the City undertook a project aimed at increasing visitation to our natural areas and building awareness of our local environment. This involved partnering with Nature Play WA, an organisation dedicated to improving the physical and mental health of Western Australian children. The project aimed to encourage a return to playing outdoors and included the promotion of four trails in the Nature Play WA Play Trails mobile app. The trails are across Trigg Bushland, Lake Gwelup, Star Swamp Bushland and Herdsman Lake and have been downloaded over 400 times since being launched at the end of March 2023.

The City promoted its natural wildflower areas on the WA Visitors Centre's Wildflower Tracker app. The app shows wildflowers that are currently in bloom and has been downloaded by 4,455 people.

City Entry Statements

Entry statements define geographical boundaries and provide identifiable markers for motorists and pedestrians as they enter a local government area. The City's current entry statements, built in 2004, are signage structures strategically located at five main entry points on roads as a welcome into the City of Stirling. Council identified that replacement of the structures was necessary, and the addition of new entry statements presented an opportunity to create a stronger sense of place and recognition through modern entry statement designs in one of the most high-profile and prominent displays of City branding.

During 2022/23, significant progress was made on the City Entry Statements project, which will see five existing structures replaced and four new entry statements installed, featuring contemporary designs that reflect local Aboriginal and Torres Strait Islander heritage. Individual designs incorporating wildlife and landscape themes were developed into icons by Aboriginal artist Seantelle Walsh, with corresponding colours assigned based on location.

The designs were finalised in consultation with the City's Reconciliation Action Plan Working Group and feedback from three Elected Member workshops. In 2022/23, the City awarded a contractor for fabrication and installation of a total of nine entry statements, which will be completed in late 2023.

Destination marketing

In further support of our strategic objective to promote our region, the City partnered with Destination Perth to generate local tourism with a 12-week 'Visit Scarborough' campaign. Commencing in December 2022, the campaign was aired at WA cinemas Hoyts Carousel, Hoyts Garden City and ACE Midland. The promotion included videography and photography to promote the City's natural areas, Scarborough and the coast, as well as local businesses and accommodation options.

In March 2023, the City collaborated with Business Events Perth and the Rendezvous Hotel to host 27 international conference organisers to showcase Scarborough as a world-class destination and the City as a conference-friendly local government.

The City launched a 'Perth is OK' social media campaign in June 2023 to promote visitor attractions across the City during the winter, giving away vouchers to spend in Scarborough and Karrinyup Shopping Centre. The Instagram competition performed very well, generating over 213,601 impressions, 10,012 comments, 6,084 likes and 998 shares.

The City promotes its tourism assets through a variety of printed and online media such as the Perth Holiday Planner, Hello Perth Visitor Guide and the Sunset Coast Map, which gives local businesses the opportunity to advertise to visitors in our region.

Sunset Coast Explorer

The Sunset Coast Explorer open-top bus connecting the Perth CBD to Scarborough and Hillarys Boat Harbour was discontinued by the operator and the bus returned to its original Kings Park-CBD route due to a post-COVID surge in demand.

The original trial was a great success and the City, along with Destination Perth and the City of Joondalup, was nominated as a finalist in the 2022 WA Tourism Awards.

Looking forward

The City's focus is on partnership development and continuing to attract and support high-participation events that encourage tourism and economic growth to the local area. We have negotiated agreements with several organisations to continue to support existing events and new initiatives, including Groundswell Festival, the International Canoe Ocean Racing World Championships 2023, Perth Festival 2024, NBL Basketball and WA Comedy as likely sponsorships. The City will deliver a well-rounded program of sponsored events and City-led activations and attract new and exciting projects that support the cultural sector while attracting visitors and contributing to the vibrancy and economic prosperity of the City.



Case study: Surf life saving excellence on display at Scarborough

City of Stirling beaches were the ideal location to host the 2023 Australian Surf Life Saving Championships (the Aussies) between 25 March and 2 April. The nine-day event saw 5,841 surf life savers from 171 surf clubs competing in 505 events across 18 categories ranging from under 13s to over 75s. The event attracted 10,700 attendees, including competitors, staff and volunteers, with 80 per cent travelling from interstate and overseas.

Water and beach competition arenas were based at both Scarborough Beach and Trigg Beach. Scarborough Amphitheatre, at the heart of the competition, featured the flag racing arena and providing the main spectator and VIP viewing area for the water-based competition.

The surrounding promenade was transformed into a festival zone boasting team and information marquees, pop-up retail stores and bars, food trucks and on-stage entertainment. The Scarborough Sunset Markets 'Aussies Edition' and local business alfresco dining was enabled by the closure of the Esplanade and created an opportunity to extend trade and promotions to stimulate visitation during and outside of competition hours. It also provided an area for competitors and spectators to relax, connect and engage with each other.

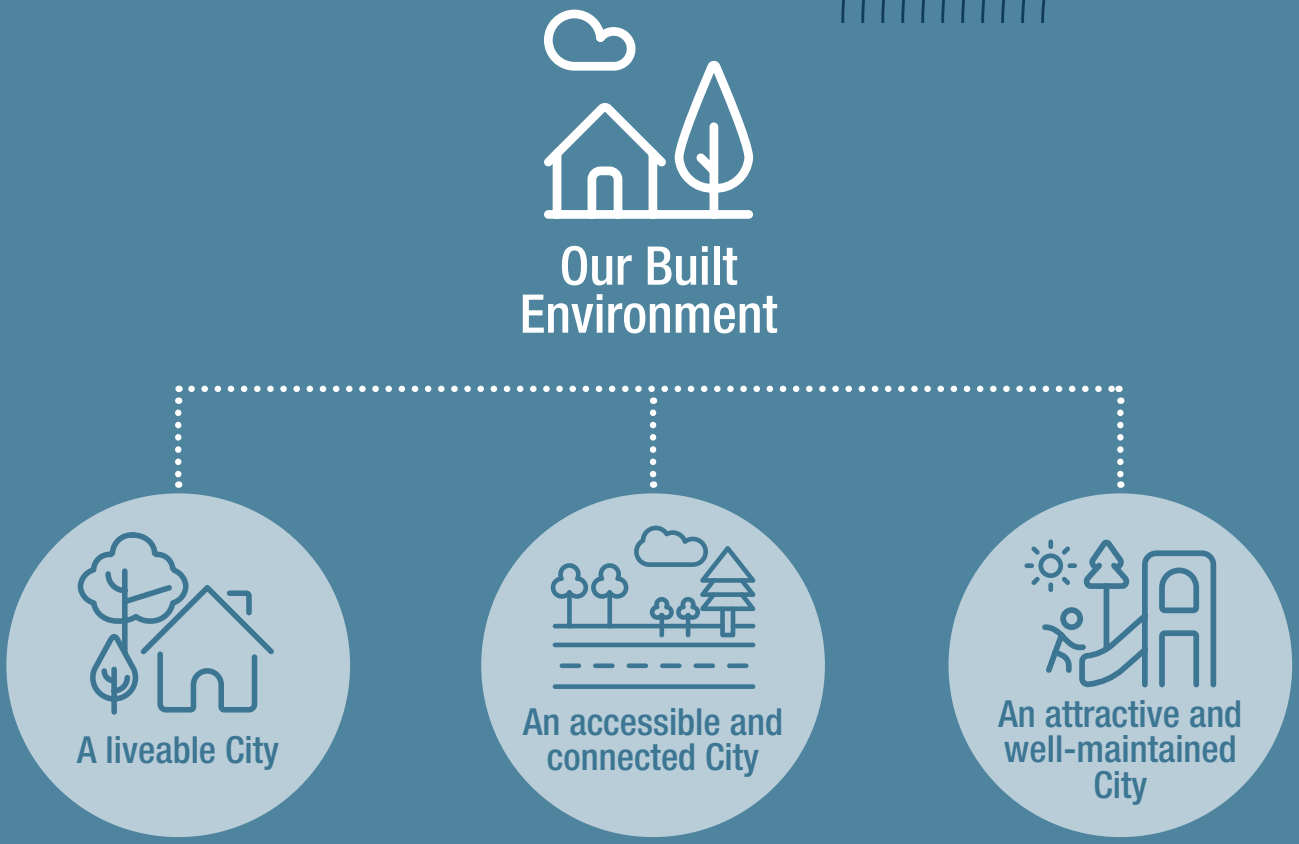
Key positive outcomes from the event include an experience satisfaction rating of 100 per cent from event attendees* and an overall visitor satisfaction rating of 91 per cent**. The City will also benefit in the long term from positive brand awareness, profiling the City and Scarborough Beach as a premier event venue and an iconic tourism destination. The event also enabled the City to support local businesses and the cultural sector through collaboration with the Scarborough Sunset Markets, Western Australian Music (WAM) and Surf Life Saving Australia.

The success of the Aussies 2023 serves as a catalyst for increased investment in the Scarborough precinct, with potential benefits including enhanced facilities, improved transportation networks and heightened community pride. The City delivered on its key sponsorship objective, facilitating a significant national tourism recreation event with positive economic impacts to Scarborough and the Perth surrounds through an increased spend in the local area. This was successfully achieved through accommodation nights, food and beverage consumption, retail, entertainment and travel within the City of Stirling.

The Aussies 2023 was delivered by Surf Life Saving Australia with the support of the City of Stirling, the Western Australian Government as Tourism WA (TWA), and the Scarboro and Trigg Surf Life Saving Clubs. Sponsorship of the Aussies continued a strong history of the City hosting the iconic surf sport event (most recently in 2018), reinforced the partnership with national not-for-profit organisation SLSA, and showcased the City as a vibrant tourism destination with a successful track record of hosting large national sporting events.

*City of Stirling survey results
**Tourism WA survey results

Key result area





Our Built Environment

In response to demographic changes, urbanisation and growing community expectations for facilities and services, the City manages and maintains a wide range of infrastructure, which includes buildings, drainage, parks and transport-related assets.

To provide for safe and efficient transport links, the City provides and maintains a network of roads, pathways, pedestrian ways, car parks and pedestrian bridges in partnership with Main Roads WA, adjoining local authorities and other stakeholders. The City currently has 1,095 km of roads, 1,124 km of pathways and 294 off-street car parks. Some of the major transport corridors include the Mitchell Freeway, Reid Highway, Wanneroo Road, Karrinyup Road/Morley Drive and West Coast Highway.

For the needs of its community and its own administrative operations, the City owns and manages 546 buildings, of which 210 are major and 336 are minor buildings and other structures. For community and recreational purposes, the City manages 47 buildings, which include three aquatic centres, four leisure centres and six libraries. In addition, there are 120 community-leased or licensed buildings, which also include 75 clubrooms. The City carries out its operations from 14 buildings, including the main Administration Centre in Stirling and the Operations Centre in Balcatta. It also leases out six buildings for commercial purposes. Minor building structures include sheds, stores and shade sails.

To ensure efficient disposal of stormwater away from roads and properties, the City provides and maintains 708 km of drainage pipes, 281 sumps and underground tanks, and approximately 30,486 drainage nodes, structures and gross pollutant traps.

For sports, recreation and leisure purposes, the City provides and maintains barbecues, beach showers, seats and table settings, drink fountains, cricket wickets and nets, and other playground equipment. The City is also responsible for reticulation of its parks and reserves, fences, walls and barriers. Park assets have a significant replacement value of approximately $91 million.

The services we deliver and the projects, programs and other activities we conduct within the ‘Our built environment’ key result area are outlined in the following sections against three outcome areas:

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

As a local government, we are also striving to ensure that the work we undertake as part of this key result area contributes towards the Sustainable Development Goals shown opposite.



Highlights – Our built environment

Community satisfaction with local neighbourhoods

96% services and facilities

94% overall

26 road sections resurfaced

5 km of new footpaths constructed

6,000+ engineering maintenance requests completed

30 km of drainage network inspected

Community satisfaction with infrastructure

94% roads

88% traffic calming and road safety

85% cycle ways

88% buildings, halls and toilets

90% pedestrian ways

83% provision of public parking

2,367 building permits

Significant mixed-use and commercial applications approved

1,546 development applications processed

Additional solar power systems installed at City facilities

Electric vehicle charging introduced at City Administration Centre



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, people and quality. The City services that most directly contribute to the 'Our built environment' key result area are outlined below.

Key

On track	✓
Below expectation	✸
Not assessed	⭘

Services	Net cost	Customer service	Financial	People	Quality
Asset Management	$1,368,966	✸	✓	✓	✓
Building Services	$1,814,772	✓	✓	✓	✓
City Future Projects	$1,310,153	✸	✓	✓	✸
Construction Services	$3,036,942	✓	✓	✓	✓
Design Services	$41,275	✓	✓	✓	✸
Facility Management	$12,316,727	✸	✸	✓	✓
Maintenance Services	$40,654,564	✓	✓	✸	✓
Planning Services	$4,528,523	✓	✓	✸	✓
Project Management	$936,899	✓	✸	✓	✸
Property Services	($387,410)	✸	✓	✓	✸
Schemes, Policies & Heritage	$1,099,230	✓	✓	✓	✓
Swimming Pool Inspections	$114,852	✓	✓	✓	✸
Transport Services	$6,036,350	✓	✓	✸	✓
Verge & Crossover Service	$1,169,829	✓	✓	✓	✓

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 'Our built environment' key result area are provided below.

Beaufort Street Town Plaza Upgrades	2022/23 expenditure $3,864	Deferred to future year
(Introduced through budget review) **Upgrade landscaping at the entries to the Beaufort Street car parks, including toilet block relocation, installation of additional seating, feature lighting, new paving and new and upgraded planting areas**		
Progress in 2022/23	Project deferred to 2023/24	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Bond Cottage	2022/23 expenditure $67,242	Behind schedule
(Introduced through budget review) **Relocation and repurposing the historical cottage as a shop front for the Stirling Community Men's Shed**		
Progress in 2022/23	Delays due to contractor and materials shortages and complex building permit approval process	
Plans for 2023/24	Proceed with planned deliverables	

Carine Baseball Club Renewal	2022/23 expenditure $701,732	Complete
Demolition of the existing store facility and replacement with a new-build club room for the Carine Cats Baseball Club		
Progress in 2022/23	Project complete	

Dianella Dirt BMX Jump Lines	2022/23 expenditure $0	On track
(Introduced through budget review) **Installation of jump lines at the Dianella BMX facility**		
Progress in 2022/23	Consultation completed and procurement to progress this project commenced	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Grindleford Reserve Sports Floodlighting Upgrade	2022/23 expenditure $0	Complete
To provide 100 lx LED sports floodlighting to north and south fields		
Progress in 2022/23	Project complete	

Hamersley Public Golf Course Redevelopment	2022/23 expenditure $138,909	Deferred to future year
To develop a 2-level automated driving range and a modern facility that will cater for a range of golf activities		
Progress in 2022/23	Project deferred to 2023/24	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Hutton Street Extension	2022/23 expenditure $0	Deferred to future year
(Introduced through budget review) **Construct a road extension from Hutton Street to Walters Drive as part of the Herdsman Glendalough Structure Plan**		
Progress in 2022/23	Design work commenced	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Local Planning Scheme 4	2022/23 expenditure $0	On track
To prepare a new Local Planning Scheme No. 4 to meet the City's statutory obligations		
Progress in 2022/23	Majority of milestones met Scope and content completed with Department of Planning, Lands and Heritage	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

North Beach Soccer Club Renewal	2022/23 expenditure $229,198	Behind schedule
Refurbishment of changerooms and additional storage		
Progress in 2022/23	Tender awarded and commencement of onsite works started Onsite works completion delayed due to additional scope of work funded through North Beach Soccer Club	
Plans for 2023/24	Practical completion of clubroom upgrades to be completed late 2023	

Parking Improvement Initiatives	2022/23 expenditure $35,911	Discontinued
Review additional parking needs and explore ways to manage limited time-restricted parking spaces		
Progress in 2022/23	Two targeted parking studies were conducted resulting in limited options for City involvement Findings were distributed to stakeholders in studied areas highlighting some improvements they could undertake themselves	

Redevelopment of Stirling Leisure Centres - Terry Tyzack Aquatic Centre - Inglewood	2022/23 expenditure $5,542,116	Behind schedule
Replacement of the ageing facilities with new plant room and equipment, new 10-lane 50 m pool with 4-lane 25 m extension, pool concourse and lounge area		
Progress in 2022/23	Demolition of 50 m pool completed New pool structural work completed Pool tiling commenced but delayed due to inclement weather	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Robinson Reserve Master Plan Implementation	2022/23 expenditure $1,440,281	Complete
Implement Robinson Reserve Masterplan by replacing existing clubroom and changeroom buildings with new buildings for the local cricket and AFL clubs		
Progress in 2022/23	Project complete	

Scarborough Beach Redevelopment Normalisation	2022/23 expenditure $0	Deferred to future year
This study will identify the necessary infrastructure required for the area east of the West Coast Highway and how it will be funded		
Progress in 2022/23	Project completion delayed to 2023/24	
Plans for 2023/24	Planning control of the Scarborough Redevelopment Area will return to the City in August 2023	

Subdivision Development Works	2022/23 expenditure $18,162	Behind schedule
Subdivide the City's landholdings in Scarborough (Bazaar Terrace), Westminster (Edale Way) and Yokine (Virgil Avenue) into individual residential lots for disposal		
Progress in 2022/23	Majority of milestones met	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Stirling City Centre - Osborne Park Precinct Plan	2022/23 expenditure $0	Discontinued
Deliver a local development plan that will identify built form guidelines, new road connections and community infrastructure		
Progress in 2022/23	Project deferred until completion of Local Planning Scheme No.4	

Stirling City Centre	2022/23 expenditure $0	Behind schedule
(Introduced through budget review) **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 2022/23	Majority of milestones met Hertha Road study delayed due to contractual issues and public liability insurance	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Stirling Emergency Services Premises	2022/23 expenditure $280,166	Complete
Purchase of land and construction of a facility for the Stirling Emergency Services		
Progress in 2022/23	Project complete	





A liveable City

Objective:

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. It will be important to balance new development and accommodate growth while maintaining the character and heritage of our local areas. We will plan to maintain the amenity of these local areas, ensuring that they are thriving and liveable with a diverse range of housing. We will strategically plan for growth in activity centres and corridors and support the '15-minute City' concept to ensure our community has access to their daily needs close by.

To achieve this objective, the City will:

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

What has happened during 2022/23?

Planning and building within the City

As per the City's statutory requirements, it 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.

Additionally, the City is 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.

During 2022/23, a total of 1,546 development applications and 2,367 building permits were received across a range of residential, commercial, mixed-use, change-of-use and industrial categories. Additionally, 141 applications for occupancy permits were processed. The estimated value of building works for permits issued within the City was $592 million.

Major applications approved during the year include:

- A mixed-use development including showrooms, drive-through fast-food outlets, a restaurant and a service station in Mirrabooka
- A residential development of 100 grouped dwellings in Glendalough
- Major additions to Newman College
- A mixed-use development including 253 multiple dwellings and commercial tenancies in Karrinyup.



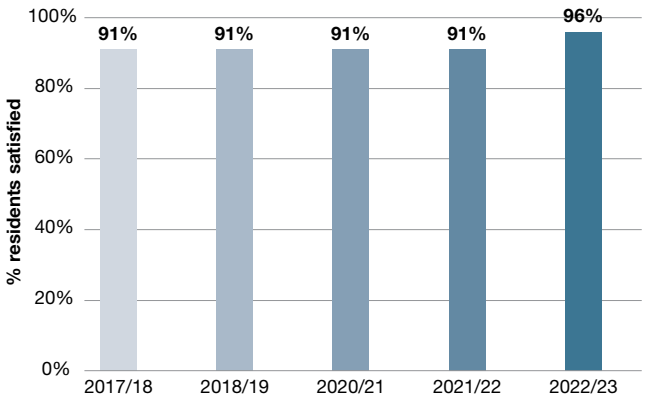
Major developments completed during the year include:

- Completion of a five-storey mixed-use development including 15 multiple dwellings and six commercial tenancies in Mount Lawley
- Completion of the new Surfing WA building in Trigg
- Completion of a three-storey residential aged care facility in Inglewood
- Completion of childcare centres in Hamersley and Wembley Downs
- Completion of a four-storey mixed-use development including 32 multiple dwellings and nine commercial tenancies in Stirling.

The City also processed a total of 353 subdivision applications, consisting of 186 Western Australian Planning Commission referrals and 167 clearance requests from customers.

In all of the above cases, some comprising complex and large-scale projects, the City worked hard to ensure processing was conducted in a timely and efficient manner with a high standard of customer service. The City strives to meet the needs of its community through considered planning approaches, aiming to ensure the most appropriate balance of services and facilities are available across its neighbourhoods. Through our annual survey of residents, we aim to gauge general satisfaction with these aspects of our overall approaches to planning and development. As can be seen from Figures 25 and 26, the City is pleased to report very high levels of community satisfaction for 2022/23, with a five per cent increase on the previous year.

Figure 25: Satisfaction with services and facilities in local neighbourhoods



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



Planning reform

The year has seen significant developments in the realm of planning reform for Western Australia, with the City of Stirling at the forefront of reform working groups and workshops with the Department of Planning, Lands and Heritage (DPLH).

The State Government has introduced reform initiatives such as the 'Medium Density Code' (deferred gazettal until September 2023) and proposed to reform the development assessment panel (DAP) system.

DAP reform proposal includes:

- The reduction of the number of district panels from five to three - metro-inner, metro-outer and regional district
- The appointment of highly experienced experts as fixed-term and full-time presiding members and deputy presiding members
- The DAP system being completely opt-in for any development over $2 million (unless specifically excluded)
- The removal of the exclusion of developments of less than 10 multiple dwellings from the DAP system, effectively allowing any multiple dwelling development over $2 million to opt in to the assessment pathway.

Across the year, we processed 17 significant developments through the DAP system, providing detailed recommendations on varied and complex developments across the City.

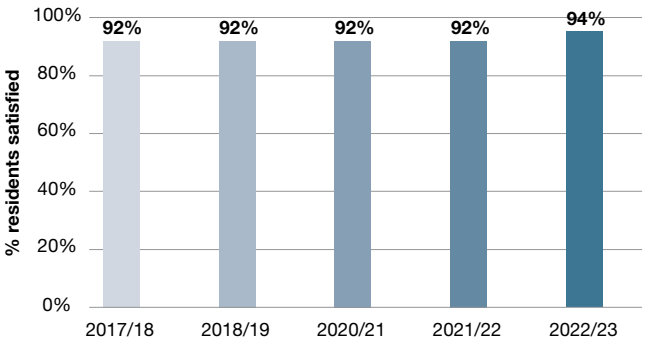
Additionally, the City has played an active and collaborative role in working groups for the Medium Density Codes. The City has hosted Medium Density Code workshops with the DPLH for the benefit of a collective of metropolitan local governments and has proactively adapted to the significant changes to residential development that affect approximately half of residential zoned land within the City.

The City has provided crucial submissions on reform items such as:

- The use and application of discretion
- Childcare premises position statement
- The draft Planning and Development (Region Scheme) Regulations 2022
- The draft interim guidance for non-residential car parking requirements.

As the largest metropolitan local government by population, the City is a key stakeholder in the continuing reform agenda and remains a participant in working groups. In addition, we continue to provide meaningful and collaborative submissions on the state's planning reform agenda.

Figure 26: Satisfaction with the local neighbourhood overall



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

Local Planning Scheme No. 4

The Local Planning Scheme No. 4 (LPS4) project scope was reviewed in 2022/23 to align with the State Government's evolving planning reform initiatives. This was also in order to realise the vision of the City's approved Local Planning Strategy, its Strategic Community Plan 2022-2032 and other existing strategic planning projects in a manner that reduces the complexity of the scheme and provides a consistent and legible planning framework. The City worked closely with the Department of Planning, Lands and Heritage on the scope of the new planning scheme in 2022/23.

It is anticipated that a report will be presented to Council in late 2023 seeking approval of the draft LPS4 for the purposes of referral to the Western Australian Planning Commission seeking approval to commence public advertising.

Scarborough Beach Redevelopment Area Normalisation

During the financial year, the City also undertook the steps necessary to bring about the return of planning control for the Scarborough Redevelopment Area to the City. This involved finalising changes to the City's Local Planning Scheme No. 3 and working with Development WA to ensure a smooth transition back to the City. Normalisation will occur in August 2023.

Stirling City Centre – Osborne Park Precinct Plan

This project was discontinued as the City has been focused on the preparation of Local Planning Scheme No. 4. Looking forward, the City will complete the planning for this area once Local Planning Scheme No. 4 is gazetted.

Streamlining of local planning framework

As part of the ongoing commitment to ensure the City's planning framework is simple, speedy and service focused, 18 local planning policies were revoked in 2022/23 to ensure the system is fit for purpose.

Additionally, a significant body of work was undertaken to review the City's Child Care Premises Local Planning Policy. This review, recognised as demonstrating a best-practice approach to policy review, involved comprehensive stakeholder engagement, enabling this form of development in appropriate locations while safeguarding the amenity of the surrounding community. Additionally, the City's Public Art on Private Land Policy was also reviewed, and a Public Art Panel established.

Trees and development

The City's Officers have continued to work 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 involved the preparation of a scheme amendment to enable the City to establish a voluntary Protected Tree Register for trees on private land. In November 2022, Council considered the outcomes of advertising of that scheme amendment and resolved to support it. The scheme amendment has been forwarded to the Western Australian Planning Commission and the Minister for Planning for determination. A decision has yet to be made as the State Government looks to develop a consistent approach to tree retention on private land across the state.

Secondly, the City's officers have undertaken a comprehensive review of the City's Trees and Development Local Planning Policy. This review takes a holistic approach to trying to increase the amount of tree canopy cover across the City.

Finally, in an attempt to incentivise the retention of trees on private land, the City has introduced a Priority Assessment Process for Retained Trees. This process seeks to encourage tree retention by prioritising the assessment of development applications that retain trees.

Table 8: Performance in processing applications and inspections

	2019/20	2020/21	2021/22	2022/23
Percentage of development applications processed within regulatory time frames	77%	76.80%	96.70%	96.20%
Percentage of building permit applications processed within regulatory time frames	Certified 99.56% Uncertified 99.7%	Certified 99.35% Uncertified 99.3%	Certified 99.58% Uncertified 99.85%	Certified 99.87% Uncertified 99.4%
Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements	99.42%	98.4%	86.2%	98.1%
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 98.1 per cent for 2022/23, as 66 inspections were delayed due to unexpected resourcing issues. Of these 66, only 13 pools/spas were still overdue by the end of the financial year; this equates to 99.63 per cent of inspections completed.

Private swimming pools

With over 5,100 swimming pool and spa barrier inspections conducted during the year, the City continues to contribute towards a reduction in accidental drowning around swimming pools and spas.

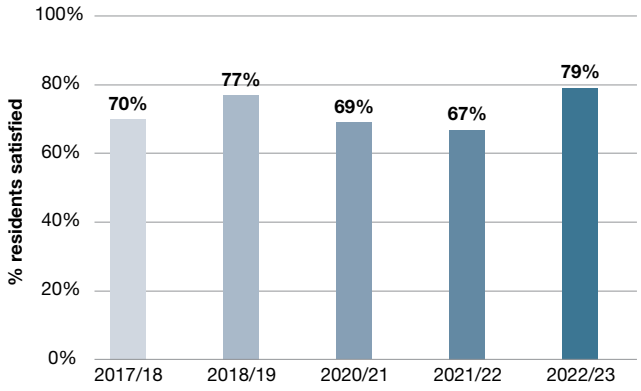
With the ever-increasing number of swimming pool and spa barriers requiring inspection in the City, an additional swimming pool inspector position was created. This allowed the team more flexibility and time to focus on additional services rather than just statutory inspections. One of these services was free consultations for future swimming pool or spa owners. By meeting residents and discussing swimming pool and spa regulations before construction, potential issues can be identified before they arise. This assists residents to feel more at ease during the process and has reduced the number of non-compliant swimming pools and spas at the first inspection.

Unexpected resourcing issues resulted in some inspections being unable to be undertaken, which resulted in the City being unable to meet all targets during the year. However, the City made some process changes to counteract the resource reduction and developed a plan to ensure targets can be met.

Verges and crossovers

The City launched a new service this year, whereby crossovers are assessed and approved concurrently with development applications rather than requiring a separate application. This meant that any crossover issues could be addressed before the development application was approved. The change has vastly improved our customers' experience and streamlined the process. In our annual survey of residents, we monitor the community's satisfaction with the appearance of verges where building works are being conducted. This is a challenging area for the City, but we are pleased to report a significant increase in satisfaction for 2022/23, as can be seen in Figure 27.

Figure 27: Satisfaction with the appearance of verges during building construction



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

The continued engagement with key representatives from peak industry bodies such as the Master Builders Association and Housing Industry Australia WA allows the City to remain connected to the industry and identify further opportunities to build relationships and deliver service improvements.

Looking forward

The City's Building Services team is working to digitise the lodgement of all building applications. This will include applications for demolition and occupancy permits and building approval certificates. Similarly, a review of the copy-of-plans process will be finalised, with changes to the application process implemented. This digital transformation will improve our efficiency in processing applications, in addition to making it easier for our customers to lodge their applications and pay the correct fee.





An accessible and connected City

Objective:

Connect the community through sustainable and integrated transport networks

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

To achieve this objective, the City will:

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

What has happened during 2022/23?

Key achievements in design and construction

In what has been a busy year, the City was pleased to receive $2.5 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 Grand Promenade, Walter Road and Balcatta Road, as well as road safety treatments at Banksia Street/Powell Street, Clifton Crescent/Queens Crescent and Main Street/Powell Street.

The City and Main Roads WA have again been working collaboratively on the Urban Road Safety Program (URSP) to implement low-cost road safety treatments in the Westminster and Glendalough commercial areas. This followed on from a similar pilot project in Mount Lawley last year. The project was fully funded by the State Government, and the City's Engineering Services team delivered the project in 14 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.

Key achievements in transport

The City completed the replacement of severely eroded structures of Mettams Pool gazebo in March 2023 and reconstructed the limestone walls and concrete access ramp for beach access. These works were completed safely and in a timely manner and ensured that residents had a safe route to access the beach.

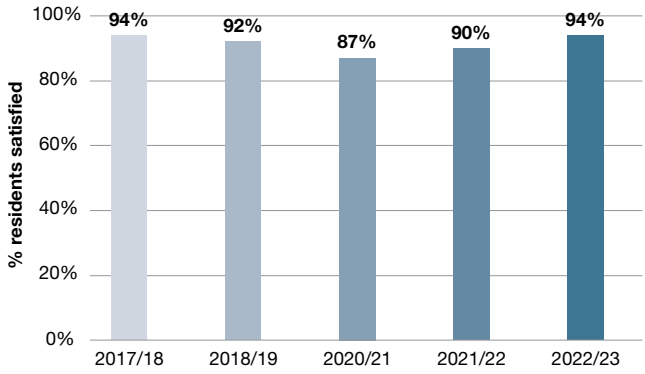
The City concluded a 12-month trial with Neuron for the use of e-scooters within the areas of Scarborough, Trigg, North Beach, Watermans Bay, Karrinyup, Innaloo and Stirling, with Council now resolving to offer a tender to operators in 2024. The community engagement with residents received majority support for the use of e-scooters being operated in selected areas, subject to modifying parking zones and the reduction of speeds in high-use areas.

Following an extensive community engagement process in which more than 1,000 responses were received, Council endorsed a preferred treatment for the intersection of Central Avenue and Clifton Crescent. The treatment will include a raised intersection platform to assist in reducing the frequency and severity of crashes. The project will be submitted for funding assistance under the 2024/25 Black Spot Program.

Capital works

The City resurfaced 26 road sections in this year as part of the ongoing capital works program. Benefits include maintaining the service life of the roads, improved stormwater run-off, increased stopping/braking capability and reduced road noise. The City enjoys consistently high community satisfaction with the quality of its roads, as shown in Figure 28, and is pleased to note a satisfaction rate of 94 per cent for 2022/23, representing a four per cent increase on the previous year.

Figure 28: Satisfaction with the City's maintenance of roads

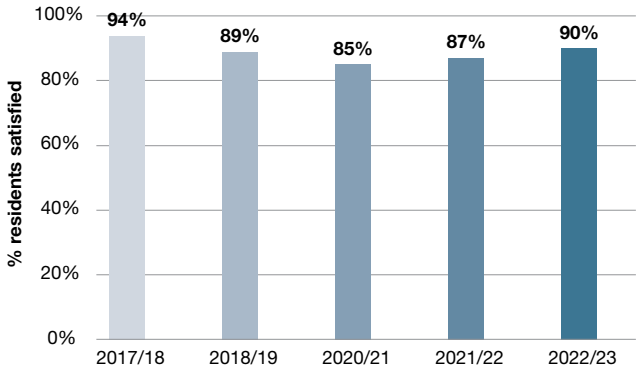


Note: Survey not undertaken in 2019/20 due to COVID-19

In addition to its roads program, the City has completed the upgrade works for six Rights of Way (ROW), including pavement reconstruction, installation of new drainage structures and street lighting. These will provide easy access and improve safety for all abutting residents. The City also installed energy-efficient street lighting in six ROWs to improve the amenity and safety of the laneways for all abutting residents and businesses.

The City continued its implementation of its Strategic Footpath Program, with approximately 5 km of new footpaths constructed throughout the City during the 2022/23 financial year. These footpaths play an essential role in providing accessibility to all users within local neighbourhoods, and in encouraging greener modes of transport such as walking, cycling and public transport. As with the City's roads, our community reports high levels of satisfaction with the City's pedestrian ways, as can be seen in Figure 29.

Figure 29: Satisfaction with the City's provision and maintenance of pedestrian ways



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

The City's survey team completed 55 feature surveys and 23 service location surveys in the last financial year for both engineering and parks projects, which provide the basis to develop the design of improvements to City infrastructure. The team set out 38 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 30 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 over 1,000 traffic management plans for both internal and external parties, issuing site access authority permits to both. A major project for the traffic management team was the organisation of traffic management coordination and implementation of the Australian Surf Life Saving Championships in 2023, ensuring a seamless experience for motorists and the general public alike. Further information on this can be found in the case study on page 135.

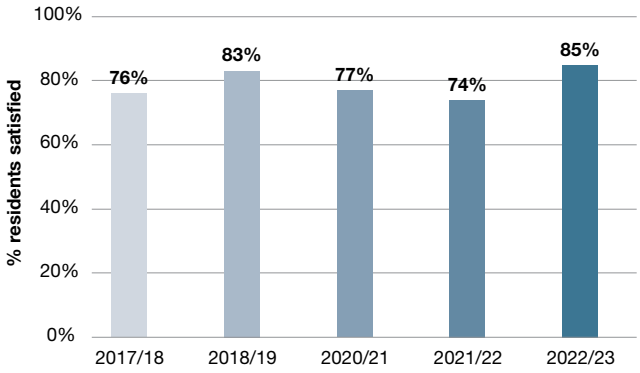
Maintenance

As part of the City's ongoing maintenance works and programs, the City has:

- Utilised its road sweepers to sweep the City's 1,095 km of roads a minimum of three times a year
- Undertaken inspections for 30 km of the City's drainage network utilising CCTV technology
- Undertaken inspections and maintenance on the City's 1,124 km of footpaths and cycleways
- Undertaken inspections and maintenance on the City's 146 drainage sumps twice a year
- Undertaken Inspections and maintenance on the City's 294 off-street car parks twice a year
- Undertaken inspections and maintenance on the City's 323 public access ways (PAWs) and 350 Rights of Way (ROW) twice a year
- Undertaken and completed 6,033 maintenance requests, including 1,177 path requests, 662 drainage requests, 412 street sweeping requests and 181 City street lighting requests.

Additionally, the City has completed the second stage of glyphosate reduction in its road reserves. Weed control in 76 per cent of the road reserve is now managed utilising hot steam spray, which is now sprayed on all sensitive areas (in front of schools, aged care centres, hospitals, shopping centres and childcare centres), precincts, all footpaths, PAWs and ROWs. In the 2023/24 financial year, glyphosate will only be sprayed on the kerb on district distributor roads and road traffic islands that are not in sensitive areas. Additionally, steam spraying will be implemented for all kerbing on local roads. This will add a further 10 per cent of the road reserve not being sprayed with glyphosate.

Figure 30: Satisfaction with the City's provision and maintenance of cycle ways



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

Challenges

Erosion continues to be the main issue impacting the City of Stirling's coastline. Sand nourishment works have been undertaken at Mettams Pool beach over the last 12 months to supplement the cyclical sand supply movement and provide protection to built assets and infrastructure along and abutting West Coast Drive.

Additionally, the City is overseeing an increasing amount of work on its road reserve by external agencies where it does not have direct control. Key projects have included:

- Main Roads WA works on the principal shared path network along the Freeway, Civic Place to Reid Highway particularly involving closures and diversions at the Karrinyup Road interchange
- Main Roads WA works at key intersections, including Wanneroo Road and Morley Drive, and Karrinyup Road and Cedric Street
- Atco gas mains installation in Grand Promenade, Elsegood Street, Lancaster Street and Wordsworth Avenue.

Transport

The City is pleased to note that there has been a seven per cent decrease in the number of reported crashes on all roads in the City of Stirling since last year. The number of serious injury crashes (involving fatality, hospitalisation and medical treatment) also reduced by 11 per cent. The City strives to ensure it contributes to road safety in the City through appropriate design and planning. Figure 31 presents our community's satisfaction levels for traffic calming and road safety across the City. It is pleasing to note a significant increase in community satisfaction for 2022/23.

Table 9: Road traffic accidents

Number of reported road traffic accidents in the City					
Year	**2018**	**2019**	**2020**	**2021**	**2022**
	3,092	2,823	2,479	2,870	2,679

There has been a slight increase in the (85th percentile) travel speed recorded on local access roads in the City of Stirling for the first time since 2013. However, the increase was by less than one per cent, and the average value remains well below the default speed limit for built up areas.

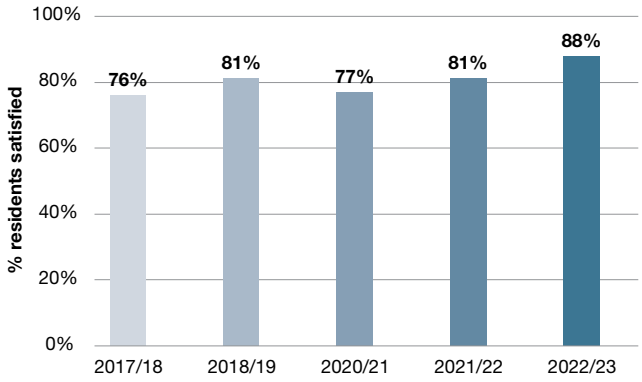
Table 10: Travel speed on local access roads

85th percentile speeds on 50 km/h local access roads in the City					
Year	**2018**	**2019**	**2020**	**2021**	**2022**
	48.8	48.7	48.3	47.2	47.6

The City successfully gained a road safety grant totalling $2,000 for Bike Week WA 2022 to run two Bicycle Ready Workshops.

Additionally, several road safety workshops were held throughout the year, including two Tuned Up for What youth road safety workshops, one Tuned Up – female road safety workshop, three Ride Right motorcycle masterclasses and three Bicycle Ready cycling workshops.

Figure 31: Satisfaction with the City's provision of traffic calming and road safety



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

The City partnered with the RAC to hold an inaugural caravan and trailer safety workshop called Tow Safe in October 2022, which was attended by 80 participants across the day with a follow-up workshop in April 2023.

With a move toward active engagement workshops, educational presentations were still held on road safety at seven community events (including the large-scale Wembley Downs District Fair, Rotary Carine Community Fair, Paw-some Day Out and Osborne Park Show) with approximately 550 direct educative interactions with community members throughout the year.



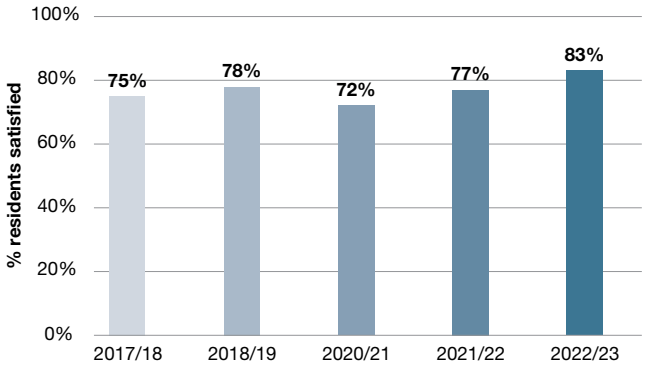
Parking Improvement Initiatives

Recognising the role the City has in ensuring there is an appropriate amount of parking available at the City's local and neighbourhood centres, our Schemes, Policies and Heritage team undertook two separate parking-related studies. The inaugural parking utilisation survey is an annual survey used to inform the City's parking and access local planning policy to ensure parking requirements are linked to demand and supply. This survey also assists other City services to develop a picture of the economic health of our commercial centres.

Related to this work, a study was also undertaken in response to suggestions from residents and business concerns that improvements could be made to parking and access arrangements at problem centres throughout the City. The Problem Centres Parking and Access Improvements Study examined four separate centres in an attempt to identify whether the City could undertake parking and access improvements in these locations.

Though ultimately the study concluded there were limited opportunities for improving parking and access in these centres, a number of improvements were identified that owners could undertake. The results of this study were distributed to owners of the centres identified. Through the residents' satisfaction survey, we ask our community to gauge the City's performance in the provision of parking bays and spaces. Figure 32 shows that there has been an improvement in community satisfaction across the past two years, but we recognise that this continues to be a challenging subject that requires additional focus.

Figure 32: Satisfaction with the City's provision of public parking



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

Looking forward

The City will be progressing the road design for the road extension of Hutton Street, from the current termination south of Scarborough Beach Road to Walters Drive. The road extension is part of the long-term movement network within the Herdsman Glendalough Structure Plan area. The road will provide a direct connection between the commercial precinct and the Mitchell Freeway interchange, reducing the burden on other roads including Liege Street, Stephenson Avenue, Selby Street/ King Edward Road and Harborne Street/Frobisher Street.

Future works along the coast are being considered through the City's Coastal Hazard Risk Management and Adaptation Planning (CHRMAP) process. In 2023/24, the City will be reconstructing the Mettams Pool water access ramp, which was removed towards the end of 2021 after the condition of the ramp deteriorated to an unsafe state. The City will also be undertaking a detailed options assessment for both Mettams Pool and Watermans Bay to identify the preferred option for treatment of these locations.





An attractive and well-maintained City

Objective:

Ensure City assets meet current and future community needs

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

To achieve this objective, the City will:

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



What has happened during 2022/23?

Asset Management

The City is committed to delivering agreed and desired levels of service in the most cost-effective manner for the present and future City of Stirling community. We achieve this through best-practice leadership and management of all assets and service portfolios.

To understand how the City's assets perform over time and be proactive in providing safe, sustainable and quality community assets, the City conducts cyclical condition audits and defect inspections. During the 2022/23 financial year, the City has completed a condition audit for more than 60 per cent of its pathways and undertaken asset defect inspections for over 1,000 km of road reserve and 491 buildings. As a result of these inspections, almost 2,400 work requests were generated.

Our asset management plans undergo periodic review to ensure we understand the long-term needs of providing appropriate infrastructure to the community in a sustainable manner, with our current plans covering road, drainage, pathways, building, and parks and open space assets. Our most recent Asset Management Strategy is now due for review, and the City is prioritising the completion of the upgrade of its Corporate Asset Management System, which aligns with a key activity of the strategy's action plan. Much of 2022/23 has been working towards progressing this outcome and it is anticipated this effort will continue throughout 2023/24.

In addition to condition audits and defect inspections, the City is required to complete valuations of certain assets for financial reports as per the Local Government (Financial Management) Regulations 1996 (17A). During the 2022/23 financial year, the City completed management valuations for the land and buildings asset classes. A summary of significant projects conducted across the year follows.

Carine Baseball Clubrooms Renewal

Located on Carine Regional Open Space, the new Carine Cats clubroom spans approximately 200 m^2 and provides a well-equipped home for the users of the Carine Cats Baseball Club. The clubroom features an impressive level of amenity, featuring seven toilets, three showers, a small commercial kitchen, a grease trap, two changerooms, a dedicated referees' changeroom and a function room interfaced by a servery.

The project, led by the City's Project Management team in collaboration with Geared Construction and Savills Advisory, was completed in April 2023. The building has met a high standard of quality, showcasing modern finishes, ducted air conditioning, custom stainless steel kitchen hardware and a large externally powered storage shed.

There were some challenges associated with the project, brought about by incorrect historical survey information for electrical and sewer utilities. The resultant issues were addressed promptly and appropriately, though unforeseen costs were incurred.

Hamersley Public Golf Course Redevelopment

This project will see the redevelopment of the Hamersley Public Golf Course into a vibrant modern facility providing a wide range of golf activities. It will include a new golf pavilion which incorporates a golf shop, hospitality facility, multi-purpose room, supporting storage and administration areas and a separate two-level automated driving range. It will also include an upgrade of the existing car park and improved connectivity and wayfinding.

The City has engaged Hodge Collard Preston Architects to prepare 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.

Key deliverables:

- Council approved the redevelopment of Hamersley Public Golf Course (HPGC) in April 2023
- The redevelopment includes a modern pavilion, new restaurant, multi-purpose function room, a state-of-the-art 30-bay, two-level, automated driving range and virtual reality golf simulator room
- The City has advertised a construction tender and would be making its recommendation to Council to engage the preferred contractor in mid-August 2023
- The City will also procure a food and beverage operator through a competitive tendering process
- The construction of the project is expected to commence in October 2023 and be completed by early 2025
- A 25 per cent reduction in carbon emissions is expected to be achieved with more energy-efficient lighting and equipment used throughout the redevelopment, in line with the City's ongoing commitment to net zero by 2050 and 100 per cent of our electricity from renewables by 2030
- On completion of the redevelopment, Hamersley Public Golf Course would continue to provide valuable recreation, health and social opportunities to the community
- Hamersley Public Golf Course received $300,000 LRCI funding for minor course improvements.

Grindleford Reserve Sports Floodlighting Upgrade

Funded via 2021 State Government election commitments, the City undertook the upgrade of the sports floodlighting at Grindleford Reserve, Balcatta. This project saw the main pitch and southern pitches upgraded to comply with current Australian Standards for sports field floodlighting, providing a safer and more usable facility for the sporting club.

North Beach Soccer Club

The North Beach Soccer Club operates from a City facility on Williamson Way, Charles Riley Reserve in North Beach. The facility accommodates both junior and senior male and female soccer players. The club is one of the larger sporting groups in the City of Stirling and is predicted to continue growing its member base.

The facility was looking aged and required refurbishment to enhance the built environment for users.

Key deliverables:

- Improve the layout and upgrade all finishes and fixtures of the existing changerooms, improving not only the overall condition and functionality of the spaces, but also ensuring that a modern inclusive facility for use by both male and female teams is available to the community
- Improve accessibility to the facility and provide adequate universally accessible toilets to meet current codes and standards
- Remove the existing roof tiles and install new roof sheeting and insulation over the entire existing roof structure
- Provide additional equipment storage; the club has been using a 6 m container to store equipment as a temporary solution.

The project has been managed by the City's Project Management team in collaboration with the builders, Schlager Group, and the architects, Scatena Clocherty Associates. Representatives from the City's Recreation & Leisure Services have liaised with the club to ensure that they are informed of all progress on site.

All deliverables have been met within budget. Additional works have been undertaken to further ensure the viability of the club going forward. These additions have included upgrades to lighting, repainting the social spaces, installing a new acoustic ceiling, glazing and security screens to the main gathering space and adding additional toilets to service the social areas.

A highlight has been the ongoing collaboration between the Project Management team, Recreation & Leisure Services, the architects, the club and the builder to manage the amendments to the original scope and ensure that the club will remain a vibrant part of the community well into the future. The project is due for completion by the end of July 2023.

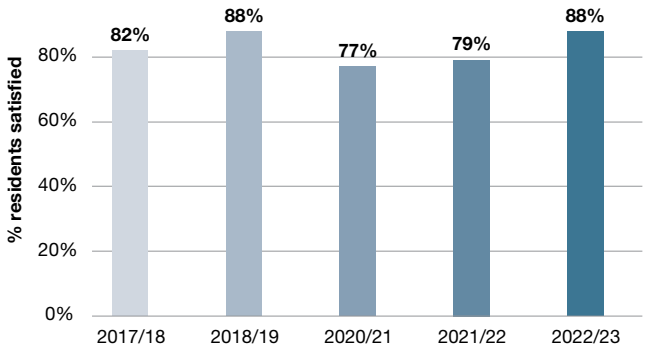
Building Renewal Program

The City undertook several building renewal projects that improved the functionality and condition of our community facilities, including:

- New Carine Baseball Clubrooms
- Robinson Reserve Football Clubrooms
- Scarborough Tennis Club Refurbishment.

Through its annual residents' satisfaction survey, the City is able to gauge community satisfaction with its buildings, halls and toilets. Figure 33 below illustrates that in 2022/23, almost nine out of 10 respondents stated that they are satisfied. This is a pleasing result when compared to previous years. The City will strive to provide high-quality facilities in line with community expectations, supported by sound asset management approaches.

Figure 33: Satisfaction with the City's community buildings, halls and toilets



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

Robinson Reserve Masterplan implementation

Under the Robinson Reserve Masterplan, endorsed in the City's Corporate Business Plan, a new clubroom asset has been envisioned to facilitate and nurture community and sporting activities.

The clubroom asset has been delivered in accordance with the masterplan, on time, within budget and to a high standard of quality.

Spanning approximately 400 m^2, the new Robinson Reserve Clubroom provides strong amenity for community users with 10 toilets, seven showers, an office, a commercial kitchen, two changerooms, a dedicated referees' changeroom and a function room interfaced by a servery.

The project, led by the City's Project Management team in collaboration with Geared Construction and SPH Architecture, was completed in early November 2022, ahead of schedule and in time for the 106th Osborne Park Agricultural Show.

The project was delivered with a surplus of more than $20,000 while maintaining a high standard of quality. The clubroom showcases modern finishes, ducted air conditioning, a sizeable cool room and custom stainless steel kitchen hardware.

Challenges for the project were associated with material availabilities and delays because of COVID-19-related supply chain issues. To mitigate delay and reduce exposure to increasing material costs, the building's initial design of masonry brick work was changed to a concrete tilt-up panel design. By doing so, a robust building design that provides asset longevity was delivered in rapid time.

The clubroom is currently occupied in rotation by two sporting clubs, the Osborne Park Football Club and Osborne Park Cricket Club.

Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood refurbishments

The City has committed to refurbishing Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood with stage 2 of the works to revitalise the outdoor pool and plant.

Key deliverables:

- A new state-of-the-art L-shaped 50 m pool with four additional lanes (14 total)
- New LED lighting
- Water polo features
- A submersible swim wall
- Accessible pool ramp
- A plant room upgrade
- Additional funding approved to provide part shade to the 50 m pool and full shade to the Learn to Swim pool.

An additional $550,000 has been approved by Council for completion of external landscaping, including new barbecues, a children's play area and shade structures. The first stage of works is fully funded and construction will reinvigorate the outdoor pool and plant, with an estimated completion date in late 2023.

City-wide Park Asset Refurbishment Program

Under the City-wide Park Asset Refurbishment Program, the City undertakes a range of refurbishments of existing assets to ensure they remain fit for purpose. The assets upgraded via this program include:

- Repairs and replacement of shade sails over playgrounds
- Fencing replacement and upgrades
- Bushland limestone track refurbishments
- Park furniture upgrades, including drinking fountains, park benches and shelters
- Coastal and wetland revegetation works.

This important program of works ensures the City's parks, reserves and natural areas meet the community's expectations and remain safe spaces for recreation.

Community Parklands Upgrade Program

This program sees improvements made to community parklands and reserves to ensure they remain attractive and functional for the City's residents. Works undertaken via this program include:

- Remediation works to the Carine Regional Open Space fenced dog park
- The extension of the perimeter path at Des Penman Reserve to provide visitors a complete circuit around the reserve
- The construction of a bike education track and junior skate facility at Millet Reserve
- The design of improvements to the forecourt of the City's Administration Centre to make it more welcoming for visitors.

Sports Reserve Infrastructure Program

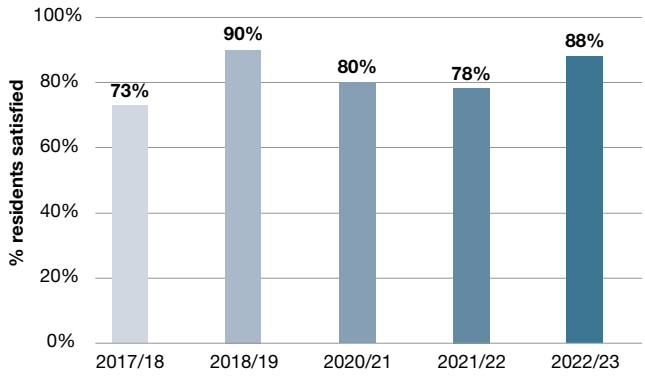
This program covers the provision and upgrade of facilities to support the City's many junior and senior sporting clubs and associations. Works completed under this program include:

- Sports floodlighting upgrades
- Replacement and upgrade of cricket facilities, including practice nets and synthetic surfaces to wickets
- Tennis court surface refurbishments
- Upgrade of AFL goals to the current AFL standard.

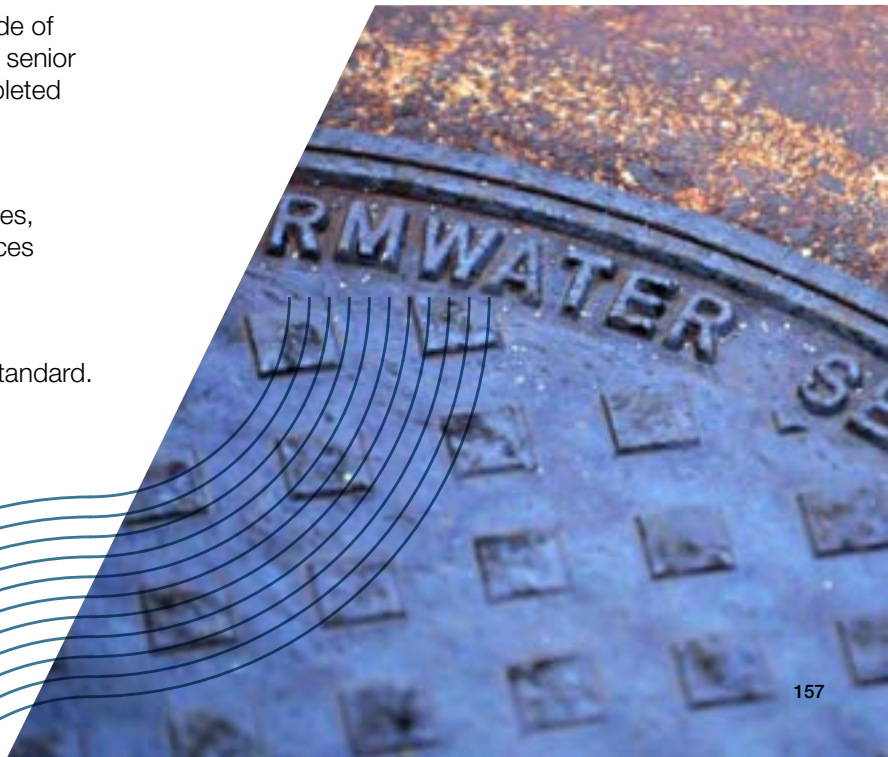
Drainage Program

The City also completed over $2 million-worth of drainage upgrade projects across the year. These include flood mitigation works, pipe renewal and ongoing drainage asset rehabilitation. As part of these projects, the City has also introduced various gross pollutant traps which are designed to trap and retain gross pollutants from stormwater runoff. As part of the flooding mitigation works, the City has installed underground retention basins which are designed to improve the capture capacity of excess stormwater runoff which would otherwise affect adjacent properties during major storm events. Through our annual residents' survey, we gauge our community's satisfaction with the City's stormwater management. The annual trend is susceptible to fluctuation due to differing weather events but as can be seen from Figure 34, 88 per cent of our community indicated they were satisfied with the City's stormwater management during 2022/23.

Figure 34: Satisfaction with the City's stormwater management



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



Bond Cottage

Bond Cottage was relocated from the Recycling Centre Balcatta to the Stirling Community Men's Shed for restoration and use. The City is in the process of obtaining a building permit and will complete various minor works to make the facility compliant and functional for the Men's Shed.

A combination of compliance, heritage, aesthetic and structural issues has complicated the building approval process and caused unanticipated delays. These have now been resolved and work will continue in 2023/24.

Stirling State Emergency Services premises

The City of Stirling has purchased a 2,000 m^2 property in the heart of Osborne Park for the purposes of providing the Stirling State Emergency Service (SES) with a new headquarters to meet their immediate and long-term requirements.

The City applied for capital funding through the Local Government Grants Scheme (LGGS) administered by the Department of Fire and Emergency Services (DFES) and was successful in that application in 2021 on behalf of the Stirling SES.

The multi-million-dollar purchase is a massive leap forward in space, location, accessibility and amenity for the Stirling SES, who have been operating out of two separate buildings in Nollamara since the 1990s.

Subdivision development works

A project has been initiated to subdivide City's landholdings in Scarborough (Bazaar Terrace), Westminster (Edale Way) and Yokine (Virgil Avenue) into individual residential lots for disposal. Across the year, design work and cost estimates were undertaken and subdivision applications lodged, and quotes to deliver titles are being received. Titles are expected to be achieved for 2023/24 to allow the divestment of the resulting lots to the market.

Facilities Management – solar energy and EV infrastructure

During 2022/23, the City completed the delivery of two solar PV system expansions at Inglewood Town Square and Mirrabooka Community Hub, increasing the City's solar system size from 875 kWp to 1019 kWp. In addition, two further solar system expansions for the Scarborough Hub and the Administration Centre and Civic Centre are currently progressing through Western Power approvals for anticipated energising mid-2024. Additionally, the City began its electric vehicle (EV) roll out. Infrastructure installation started with five chargers being installed to support fleet vehicles at the Administration Centre. A further 21 split chargers and four single chargers are planned to be installed to support fleet vehicles in 2023/24. Public chargers for EVs are also planned in 2023/24, with the installation of split chargers at the Administration Centre and Inglewood Town Square. For more information on the City's EV fleet, go to the case study on page 203.

Looking forward

To promote accessibility and connectivity in the City, two prominent strategic projects, both fully grant funded, will be undertaken in 2023/24:

Stephenson Avenue Extension

- Phase 2 – Estimated completion of the design September 2023, works to be complete by early 2025.

Trackless Tram Business Case

- To improve land development opportunities and public transport between the Glendalough Railway Station and Scarborough Beach, the City is finalising a business case to identify planning and funding options to implement a trackless tram along this corridor.





Case study: Pedestrian road closure guides summer crowds

Scarborough Beach is the City's premium beachside destination with promenades and roadways along the Esplanade separating the entertainment precinct from the sand. The precinct is bustling with locals and tourists enjoying the variety of activities on offer, particularly over the summer period.

A trial vehicle closure was introduced in October 2022 to improve pedestrian safety while also supporting activation and events within the precinct. With support of the WA Police and local businesses, the closure saw a 130 m strip of roadway closed on Sunday and Thursday afternoons through until the evening. The Thursday closure aligned with the highly popular Scarborough Sunset Markets while the Sunday closure aligned with peak times for many hospitality venues as well as several community events.

The initial trial period ran until December. However, due to its overwhelming success and positive community feedback, it was extended until April 2023. The extension of the trial allowed for an extended activation space during events in the precinct, the most significant of these being the Australian Surf Life Saving Championships (the Aussies) held across nine days in March and April. During the Aussies, a Festival Zone was established, with the Scarborough Sunset Markets operating daily and an entertainment stage, additional seating and lighting installed to encourage visitors to relax and enjoy the area during the day and, once competition concluded, on the sand each afternoon.

With planning in place to host more events of this nature in Scarborough, it is likely this road closure will be reinstated as we welcome the summer heat back to our shores.

Key result area



Our Natural Environment











Our Natural Environment

To mitigate the adverse effects of climate change and to improve the outcomes for our natural environment, the City is committed to reducing carbon emissions; increasing the energy efficiency of its fleet, facilities and parks; investing in renewable energy; fostering biodiversity; ensuring efficient use of water; reducing waste generation; increasing material recovery from waste and responsibly disposing of waste.

The City uses a suite of strategies, policies, initiatives, community educational programs and incentives to protect and sustain our natural environment.

Aligning with Australia's Climate Change Bill 2022 and Paris Agreement target of net zero emissions by 2050, the City has set an ambitious target of reducing its carbon emissions by 70 per cent and fully powering all its buildings using 100 per cent renewable electricity provision by 2030.

For efficient and equitable water use, the City's Waterwise Council Action Plan 2021-2026 has set actions to help reduce water use by both the City and the community. The City is aiming to minimise water usage through design, upgrades and innovations for its buildings and irrigation of public open space, and also by holding workshops to educate the community.

The City recognises that promotion of a healthy urban forest and extension of current tree canopy cover are critical to maintaining biodiversity for wildlife habitat, reducing the effect of urban heat islands, creating leafy suburbs and promoting an aesthetically pleasing urban setting, which in turn will have a positive effect on the physical and mental wellbeing of its residents.

The Western Australian Government's Waste Avoidance and Resource Recovery Strategy 2030 has set targets to encourage waste avoidance, increase recovery of materials from waste and protect the environment and human health from harmful effects of waste. The City is striving to meet these challenging targets.

The services we deliver, and the projects, programs and other activities we conduct within the 'Our natural environment' key result area, are outlined in the following sections against four outcome areas:

- An energy-smart City
- A water-wise City
- A biodiverse City
- A waste-wise City.

As a local government we are also striving to ensure that the work we undertake as part of this key result area contributes towards the Sustainable Development Goals shown opposite.



Highlights – Our natural environment

Active Sustainable Energy Action Plan **2020-2030** in place

Energy conservation and **efficiency** program underway

35% On track to achieve carbon emission reduction target by 2025

Community satisfaction with services for

96% waste collection

97% recycling

Gold Waterwise Aquatic Centre status maintained at all three of the City's aquatic centres

Platinum Waterwise Council of the Year 2023

175 residents supported to create waterwise native verge gardens to reduce water use and increase biodiversity through our Sustainable Verge Program

8,200 new trees planted

2,315 free trees to residents

16,200 waterwise plants to residents

962,593 **trees and shrubs planted by the City since 2009, and on track to plant one million trees and shrubs by 2025**

3,274 school community participation in Living Green Schools Program 2022/23

Community satisfaction with sustainability initiatives and environmental conservation

94% recycling management

89% water management

90% protecting and conserving biodiversity

88% planting new trees

81% carbon emissions

70% retention of mature trees

Water quality monitoring program of City wetlands continued

Removal of pest fish species occurred at numerous lakes and wetlands to mitigate their detrimental effect on water quality



Service performance

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

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Net cost	Customer service	Financial	People	Quality
City Trees	$6,508,037	✓	✓	✓	✓
Conservation & Wildlife	$3,199,211	✸	✓	✓	✸
Container Deposit Scheme	$523,510	✸	✸	✓	✸
Open Space & Parks Development	$801,576	✓	✓	✓	✓
Parks & Streetscapes	$30,885,933	✸	✓	✸	✓
Resource Recovery	($426,740)	✸	✓	✓	✸
Sustainability	$794,060	✸	✓	✓	✓
Waste Operations	($4,912,099)	✸	✓	✓	✸

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 'Our natural environment' key result area are provided below.

Coastal Hazard Risk Management and Adaptation Planning (CHRMAP)	2022/23 expenditure $670,413	Complete
Conduct Coastal Hazard Risk Management and Adaptation Planning (CHRMAP) to improve management of the natural and built environment along the City's coastline		
Progress in 2022/23	Project complete	

Living Green Schools Fund	2022/23 expenditure $26,504	Complete
Support projects and activities at primary and secondary schools to further sustainability outcomes		
Progress in 2022/23	Project complete	
Plans for 2023/24	This project has been incorporated into the City's recently launched Community Grants Program and funds will be distributed within these guidelines	

Million Trees Initiative	2022/23 expenditure $1,183,735	On track
Increase plantings within the City's parks, reserves, natural areas and streetscapes to meet the target of over 1 million trees and shrubs in the City by 2025		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023–2027 under the new project name: City Greening Initiative.	

Recycling Centre Development (Waste Transfer Station Redevelopment)	2022/23 expenditure $58,559	Deferred to future year
Redevelop the City of Stirling's waste facility to ensure compliance with all environmental regulations and best-practice principles in relation to waste reduction and separation		
Progress in 2022/23	Project deferred to 2023/24	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Sustainable Energy Action Plan	2022/23 expenditure $64,715	On track
Implementation of the Sustainable Energy Action Plan (SEAP) including sustainable energy planning and community education initiatives		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Urban Forest Plan Implementation	2022/23 expenditure $128,750	On track
Implementation of the Urban Forest Plan to increase tree retention, planting and canopy maximisation, and raise community awareness and participation in urban forest initiatives		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Waterwise Councils	2022/23 expenditure $37,523	Behind schedule
Manage corporate water use, assist the community in conserving water, and maintain Waterwise Council status		
Progress in 2022/23	Majority of milestones met Waterwise audits and waterwise campaign for new builds delayed due to resourcing	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	



An energy-smart City

Objective:

Transition to net zero emissions

Local government has a key role to play in contributing to national and international emissions reduction targets. In recognition of this, the City has set targets and a clear direction to reduce carbon emissions. We all have our part to play and the City will support our community and work with other levels of government to take action to reduce emissions and create a more sustainable future.

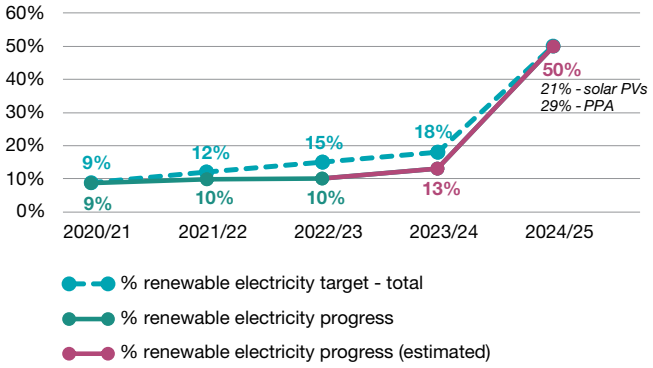
To achieve this objective, the City will:

- Improve the City's energy management and maximise energy efficiency
- Increase the City's generation, storage and use of renewable energy supplies
- Support, engage and guide our community to transition to net zero emissions.

What has happened during 2022/23?

To contribute to global climate change action and show environmental leadership in the sector, Council endorsed the City's Sustainable Energy Action Plan (SEAP) 2020-2030 in 2021. The SEAP has a corporate focus on the City's operations and has two main targets: 100 per cent renewable electricity supply by 2030 and 70 per cent carbon emissions reduction by 2030.

Figure 35: Renewable electricity provision (% of total electricity demand)



Source: Azility 2023

The City is slightly underperforming in relation to its renewable electricity provision measure indicator to reach 50 per cent by 2025. This is due to delays with solar installations caused by supply issues and Western Power approvals. The City plans to purchase renewable energy certificates (RECs) through its power purchase agreement (PPA) to bridge the solar generation gap. This will enable the City to meet its 50 per cent renewable electricity provision target by 2025.

The City is aiming to increase the generation and utilisation of renewable energy with a key focus on solar installations, going gas-free, transitioning fleet to electric, exploring battery storage technologies and procuring power purchase agreements. The City has undertaken the following renewable energy initiatives this year.

Solar installations and battery storage

- Implemented 144 kW of solar installs at Stirling Libraries – Inglewood (85 kW) and Stirling Libraries – Mirrabooka (59 kW) in 2022/23, expected to reduce greenhouse gas emission by 52 tCO_2-e per year and saved $53,891 in energy cost per year
- Reduced greenhouse gas emissions by 716 tCO_2-e and saved $343,845 in 2022/23 from the City's 1,019 kW of solar PV systems
- Submitted an expression of interest (EOI) for Australian Renewable Energy Agency (ARENA) federal community batteries funding grant for City-managed community sites as a part of SEAP battery trials program.

Gas-free City

- Completed maintenance works on the geothermal heating system at Stirling Leisure Centres – Scarborough in 2022/23, reducing greenhouse gas emissions by 650 tCO_2-e per year and saving $144,654 in annual energy costs
- Undertook a gas-free heating options investigation report for Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood.

Electric vehicles

- Undertook a corporate electric vehicle infrastructure feasibility study for the City of Stirling Administration Centre and Operations Centre
- Procured eight electric vehicles (including one EV truck) and installed charging infrastructure at the Administration Centre, expected to reduce greenhouse gas emissions by 52 tCO_2-e per year
- Submitted an EOI grant submission with WALGA to the ARENA Future Fuels Fund for corporate EV charging infrastructure funding
- Submitted an application to the State Government's Charge Up Workplace grant to support the installation of four dual EV chargers at the public carpark off Civic Place, servicing eight bays; and one dual charger behind the Stirling Community Centres – Bob Daniel – Inglewood, servicing two bays.

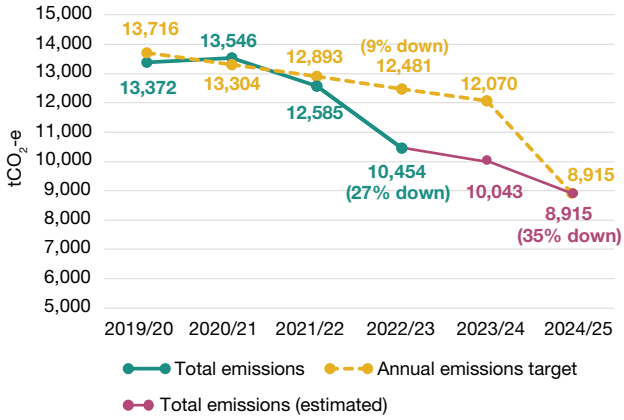
Table 11: Sustainable Energy Action Plan 2020-2030 targets and performance

	Performance 22/23	KPI 2022/23	Progress	KPI 2025	Target 2030
Renewable electricity provision (% of total electricity demand)	10.1%	15%	Off track	50%	100%
Operational emissions	10,454 t	12,481 t	On track	8,915 t (35% reduction)	5,030 t (70% reduction)

Operational emissions

The City is on track to achieve its 35 per cent carbon emission reduction by 2025 KPI as detailed in our Sustainable Energy Action Plan 2020-2030.

Figure 36: Operational emissions



Source: Azility 2023

The City is also aiming to improve its energy management and maximise energy efficiency, with a key focus on high-efficiency HVAC (heating, ventilation and air conditioning), irrigation and LED (light-emitting diode) lighting systems. The following energy efficiency initiatives have been undertaken in 2022/23.

Energy Conservation and Efficiency Program

The City is working to reduce energy consumption and increase energy efficiency of facilities, irrigation and lighting, and fleet vehicles through initiatives as follows:

- Completed an annual HVAC Renewal Program including AC (air conditioner) renewal for Joe Camilleri Day Club, which saved $12,390 and reduced greenhouse gas emissions by 127 tCO_2-e in 2022/23
- Completed annual upgrade program to make irrigation systems more water efficient and energy efficient
- Completed annual upgrade program for energy efficient LED floodlighting at Grindleford Reserve, Richard Guelfi Reserve and Butlers Reserve in 2022/23
- Developed a draft environmentally sustainable design (ESD) management practice for buildings and capital projects to implement energy efficient best practices for major refurbishments and new builds
- Contributed to gradual decarbonisation of the electricity grid (South West Interconnected System [SWIS]) through the City's renewable electricity power purchase agreement (PPA) and solar installations, and this accounts for a large proportion of the City's greenhouse gas emissions reductions in 2022/23.

Data and Monitoring Program

The City is aiming to improve its data management for strategic decision making and reporting, with a key focus on energy data quality, monitoring systems and emissions reporting systems.

- Procured and maintained an online energy and greenhouse reporting portal
- Integrated building management systems to the solar monitoring systems for the Administration Centre and Operations Centre
- Installed solar monitoring systems and undertook monthly quality checks
- Implemented sustainable procurement reporting, requiring key contractors to report on fuel consumption.

Engaging and supporting our community

Households, businesses and community groups within the City of Stirling have the power to achieve significant combined energy savings which translate into greenhouse gas emissions reductions. The City has a key role to play in providing education, resources and engagement opportunities to support our community to reduce their greenhouse gas emissions and thus the severity of global warming. The City has undertaken the following education and support initiatives.

- Hosted an electric vehicle demonstration at the Stirling Farmer's Market in partnership with community group Clean State Stirling
- Held the City's first Community Energy Forum, including guided sessions with industry experts to learn about the latest energy products and network changes
- Provided home energy toolkit loans for residents to save money and energy in their homes from the City's six libraries. For more information, visit www.stirling.wa.gov.au/energy

These initiatives were attended by 143 residents.



A water-wise City

Objective:

Ensure a sustainably managed water supply and a healthy and balanced urban water system

Water is a valued and precious natural resource, and it is essential that the City finds ways to conserve and protect our water sources into the future. A drying climate and increased water demand continue to place pressure on our water sources. The City must find innovative ways to ensure our green areas and spaces continue to thrive without impacting our natural environment. We will ensure that water across the City is managed in a sustainable, equitable and resilient way so that our community and ecosystems can prosper into the future.

To achieve this objective, the City will:

- Maximise the City's water efficiency and increase use of alternative water supplies
- Improve water quality monitoring, stormwater management and reduction of water pollutants
- Support, engage and guide our community to conserve and protect water resources.

These objectives will be achieved through the City's Waterwise Council Action Plan 2021-2026, which lays out a holistic set of corporate and community waterwise initiatives.

What has happened during 2022/23?

Water demands and trends

Data sources: Water Corporation, City CIMS

Total City water demand

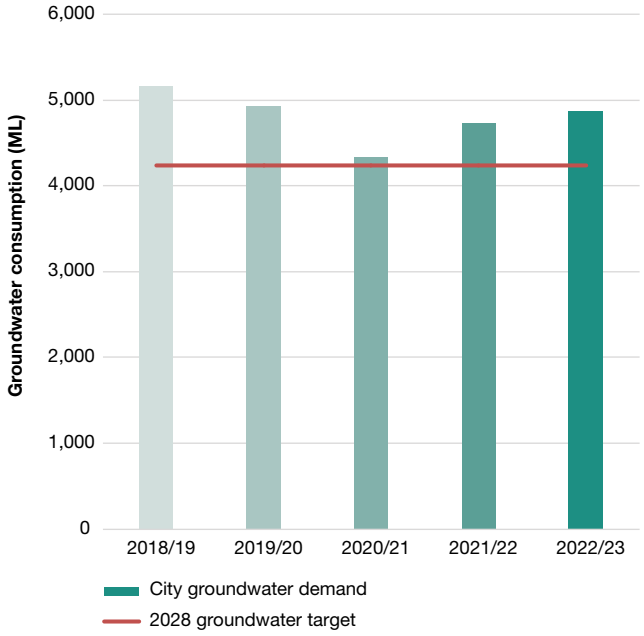
97% is groundwater, used for watering trees and irrigating public open space

3% is scheme water, mostly used in City buildings/facilities

The City has established a 2028 groundwater demand reduction target, based on incoming reduced groundwater allocations by the Department of Water and Environmental Regulation (DWER) including a buffer to allow for annual variability in demand (necessary due to climatic impacts on irrigation demand). This reduction target volume will be refined over the coming year when sites exempt from the DWER cuts are finalised and factored in.

Over the last five years, the City has used more groundwater than the desired 2028 groundwater demand reduction target, ranging from 100 ML to 926 ML (see Figure 37). To put these volumes in context, 926 ML equates to the combined annual irrigation of the City's top three irrigated public open space sites (Carine Regional Open Space, Hamersley Public Golf Course and Yokine Regional Open Space), meaning a large reduction in irrigation groundwater demand will be required to remain compliant with DWER allocations come 2028. Beginning 2023/24, the City will be implementing various groundwater efficiency projects within each groundwater licence area to achieve this target.

Figure 37: City groundwater demand over the last five years vs 2028 groundwater demand target



Source: City CIMS and DWER





	2022/23 vs annual average (5 yrs)	Comments regarding water consumption in 2022/23
City scheme water demand	↑ 8.7%	173 ML scheme water used across all facilities and operations
City groundwater demand	↑ 1.3%	The City consumed 92% of its allowable groundwater allocation The City used 4,871 ML for irrigation of public open space
Community scheme water demand	↑ 1.3%	Of the 37,828 ML water consumed by the community, 64% was scheme water
Community groundwater demand	↑ 3.2%	Of the 37,828 ML water consumed by the community, 36% was groundwater used by garden bores

Source: Water Corporation, City CIMS, DWER

Resident household (home and garden) daily water use is estimated to be

349 L/day

Key achievements

The City was awarded Platinum Waterwise Council of the Year 2023 for demonstrating innovation and achievements over and above gold requirements, to reduce water consumption, improve efficiency and support the community to be waterwise.

Additionally, the City successfully secured a Gnangara Waterwise Councils Grant, which will enable the implementation of three new projects to reduce groundwater use by 2028 while maintaining green public open space across the City, as below:

- Investigation into alternative water sourcing, to secure climate-independent water supplies for the irrigation of public open space and our urban forest
- Watersmart demonstration park and plan for further, innovative, park redesigns
- Additional waterwise park upgrades in nine parks.

Additional achievements

The City continued implementing annual waterwise park upgrades, which reduce groundwater use by installing new efficient irrigation systems, dosing injection units and flowmeters. The City also implemented hydro-zoning and established eco-zoned areas, as follows.

- 13 passive parks/reserves and four sports fields upgraded
- 12 dosing injection units installed
- 40 groundwater draw-point flowmeters installed.

We were delighted that Gold Waterwise Aquatic Centre status was maintained at all three of the City's aquatic centres, through our ongoing water efficiency commitments. Water requirements were also strengthened for City projects via our updated Environmentally Sustainable Design Guidelines, and monitoring was improved for scheme water consumption in buildings and facilities.

- Quarterly scheme water performance reviews of buildings and facilities and investigation of anomalies
- Leak detection process in response to high water-use alerts and consumption anomalies
- Buildings/facilities evaluated under a renewed water audit program.

We participated in the LGA (Local Government Authority) Annual Nutrient Survey:

- Scored 85 per cent (excelling) in implementing nutrient best management practices
- Evaluated recommendations for further improvements.

Water quality data and reporting was improved:

- New water quality monitoring software for rollout across multiple service units
- New sampling equipment for wetlands.

We continued to protect wetland water quality:

- Water quality monitoring program of City wetlands continued, and sample quality control and assurance were improved
- Bioremediation (plantings to detoxify contaminants) and planting of trees and rushes for biofiltration occurred at Waverley Pola Reserve, Shearwater Spoonbill, Careniup Wetland and Star Swamp Wetland
- Removal of pest fish species occurred at Lake Gwelup, Careniup Wetland and Princeton Estate to mitigate their detrimental effect on water quality through disruption of the silt bed and contribution to algae blooms.

Stormwater systems were expanded to increase capture capacity and onsite infiltration, and infrastructure was installed to improve stormwater quality, with further initiatives as follows.

- Expansion of stormwater drainage systems and installation of retention basins to increase capture capacity and reduce road ponding and property flooding during major storm events
- Further work to maximise onsite infiltration of stormwater to replenish the groundwater table and reduce pressure on drainage network, via installations of soak-wells and leaky pits, and an increase in the capacity of swales and sumps
- Installation of gross pollutant traps to improve stormwater quality by trapping and retaining gross pollutants and fine particles.

Engaging and supporting our community

Our Sustainable Verge program supported 175 residents to create waterwise native verge gardens to reduce water use and increase biodiversity. Of the 116 makeovers already finished:

- Over 4,700 m^2 of verge space was transformed into mulched native gardens
- 70 per cent of participants are now using less water on their verge and 53 per cent are now using 50-100 per cent less water on their verge
- 26 irrigation systems were removed, thirsty lawn has been removed on 75 verges, hardscaping removed on five
- Over a third of participants reported social and health benefits
- 2,673 waterwise native plants planted on residential verges.

The City continued its annual Waterwise educational program, with a further 175 residents participating in three sessions on the topics of 'Help your native plants thrive' and 'Prepare your garden for Birak and Bunuru (summer)'. Complementing these popular sessions, the Waterwise Plant Giveaway program supported residents by giving away 16,200 plants at three events across the City through April and May.

Waterwise funding was provided for schools to implement waterwise projects, including:

- Six schools provided with over $20,000 in grants
- Lawns replaced with waterwise native gardens, rainwater harvesting system installations, and composting systems to increase soil water-holding capacity and reduce garden water use.



A biodiverse City

Objective:

Support biodiversity in our natural and urban environment with connected healthy ecosystems

The City is fortunate to have a biodiverse natural environment with unique native flora and fauna. It is critical that we all conserve, protect and enhance these areas to ensure they exist for future generations. The City will plant and manage a diverse canopy of trees to cool our City, provide habitat for wildlife and create attractive, green streets and open spaces as our climate changes. We will also work with our community to increase our biodiversity and create a thriving and resilient urban ecology.

To achieve this objective, the City will:

- Undertake conservation, protection and enhancement of natural ecosystems and biodiversity
- Plan and adapt to climate change impacts
- Increase tree planting and retention of trees across the City
- Support, engage and guide our community to connect with nature and improve biodiversity across the City.

What has happened during 2022/23?

Wildlife Recovery

The City's Wildlife Recovery program focused on locally and regionally threatened and endangered wildlife, such as black cockatoos, and improving habitat for insects. Initiatives included the installation of a bird waterer at Star Swamp Reserve, bee hotels in conservation reserves and habitat creation for pollinating insects in stag trees.

To help protect and conserve our native flora and fauna, the City undertook seasonal fox, rabbit and cat trapping, along with a calicivirus release targeting rabbits along our coastal dunes. The City also undertook aquatic pest fish control. The pest control program resulted in the removal from our natural areas of:

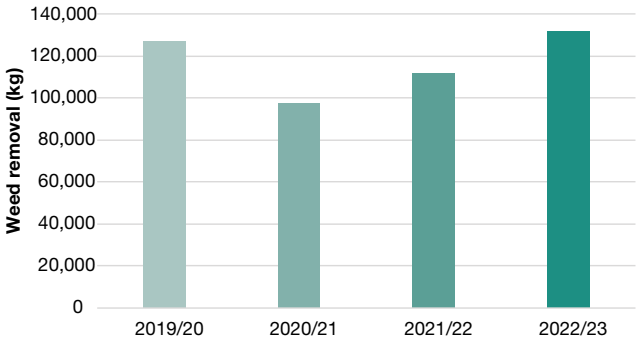
Pest control outcomes	
	39 rabbits
	25 cats
	2 foxes
	314 koi
	239 pearl cichlids

Source: Natural Area Consulting Management Services, Wetland Research and Management (part of SLR)

Weed control

The City has a strategic approach to control weeds in conservation reserves. As part of the City's integrated Weed Management program, City employees, contractors and volunteers manually removed over 132,300 kg of weeds that threaten our reserves. The City continues to use hot water and steam as part of its suite of controls, with successful applications in coastal and wetland areas as part of a holistic weed management program. Figure 38 outlines the weight of weeds removed during the past few years.

Figure 38: Conservation weed removal



Environmental restoration

The City has 24 active restoration projects across a range of habitats, including bushlands, wetlands and coastal dunes. Each site undergoes pre-plant care, followed by planting and then post-plant weed control and watering, with the aim to increase biodiversity.

Number of plants established in conservation reserves:

- 22,588 in bushlands
- 11,251 in wetlands
- 22,865 in coastal dunes.





City Nursery

The nursery propagates and grows landscape plants and tree stock for use in the landscaping of parks, medians, roundabouts, street verges, reserves and bushland revegetation. This has expanded in recent years to include Verge Makeover stock and Free Tree Giveaways to residents within the City of Stirling.

Total plants produced (City of Stirling Nursery 2022/23)	
23,378	Plants for natural areas
3,304	Trees for streets and reserves
3 827	Plants for reserve upgrades
10,310	Plants for verge makeovers
2,047	Trees for residents
42,866	Total

Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)

The draft CHRMAP reached its final draft version in readiness for endorsement by Council in August 2023. CHRMAP is a long-term plan that will identify what assets along the coast are the most important to the community and how the City will manage the coast now and into the future.

Fire

The City has continued with the institution of a Bushfire Management Officer and has developed a Bushfire Risk Management Plan for the City. The development of the Bushfire Risk Management Plan will assist the City to have a coordinated approach to manage bushfire risk in conservation reserves and better protect the local community.

Ecological condition surveys

To better develop resilient habitat for flora and fauna, the City has developed a model for assessing the condition of conservation reserves. The tool assesses the condition of the canopy, groundcovers and soil, and their ability to be a refuge for local native fauna.

Tree planting and retention

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.

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. Individually and collectively, each tree provides a huge array of benefits to people and wildlife, which increases as trees mature.

City-wide canopy cover targets

In 2019, Council endorsed the City's Urban Forest Plan and extended the average tree canopy cover target across the City to 18 per cent by 2040. To measure this, the City has been undertaking annual aerial monitoring of vegetation and tree canopy cover across our suburbs. A review of the City's tree canopy confirms that the City is not on track to meet the Council-endorsed target. To be on track, the City should have had an additional 1,171,600 m^2 of back-to-back mature tree canopy by 2023.

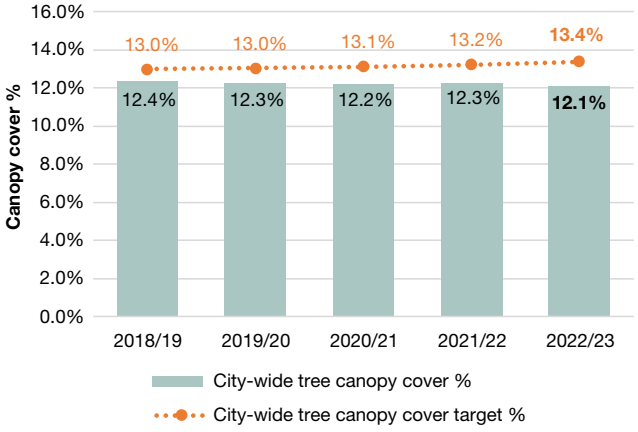
In addition to City-wide canopy coverage falling short of its yearly targets, the net loss of canopy was greater in 2022/23 than in 2021/22. A further net loss of 128,000 m^2 canopy occurred (equivalent to 3,650 medium-sized mature trees over the year), decreasing the overall canopy cover to 12.1 per cent.

The canopy deficit as of 2023 is equivalent to

33,500

medium-sized mature trees

Figure 39: City-wide tree canopy cover



Source: Airborne multispectral imagery provided by Specterra

Balancing tree retention and significant tree canopy loss

In 2022/23, nearly 26 ha of significant canopy was lost. To reach 18 per cent canopy by 2040, canopy gain must outweigh canopy loss. Previously, this could have been achieved if no more than 10 ha of significant canopy was lost per year. However, this 10 ha threshold has been exceeded for many years and a new threshold is now required. To reach our target no more than 8.6 ha (86,000 m^2) of significant canopy can be lost per year.

Significant canopy loss 2022/23

258,775 m^2

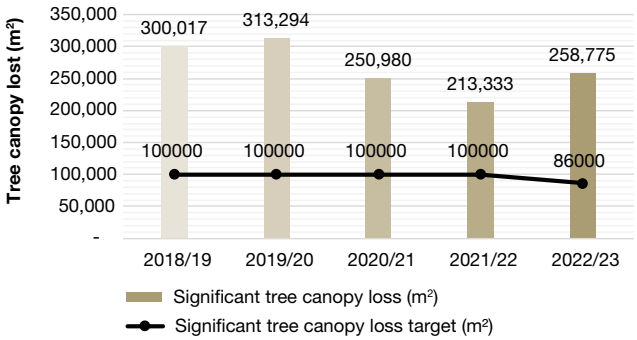
Equivalent to 7,400 mature trees (medium sized)

Nearly

2.6 million m^2

of significant canopy has been lost since 2012

Figure 40: Significant tree canopy loss



Significant tree canopy loss trends	
2022/23	Compared to annual average over last 5 years
Significant canopy loss	Reduced by 3%

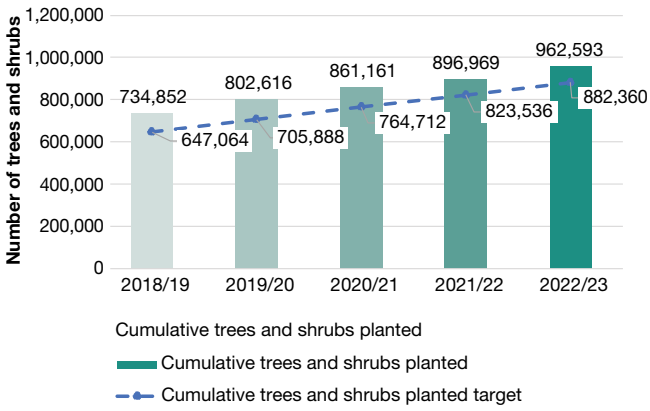


The City now has seven active community gardens, encouraging biodiversity, social connection and learning.

Million Trees Initiative

The City's Million Trees Program aims to plant one million trees and plants throughout the City by 2025. The City is on track to meet this target.

Figure 41: Trees and shrubs planted



Trees and other plants planted on City land		
	Number planted 2022/23	Compared to annual average over last five years
Street trees	4,345	Less than 1% change
Reserve trees	3,855	+9% planted
Shrubs	57,424	+2% planted
Total trees and other plants	65,624	+3% planted

A total of
65,624
trees and shrubs planted in 2022/23

The Million Trees Program has planted
962,593
trees and plants since 2008

Monitoring canopy cover

Since 2012, the City has used high-resolution airborne multispectral imagery to measure and track tree canopy cover change. In 2022, the City reached a 10-year milestone of data acquisition and reported a comparative analysis study which shows what the City of Stirling's urban forest looks like now, compared to 2012. The report details the challenges the City faces in reaching the 18 per cent canopy target by 2040.

This report, 'The state of the urban forest; a 10-year review', was presented to the Community and Resources Committee on 16 May 2023. A key finding reported that tree canopy gained on City-managed land is offset by canopy losses on residential land.

Community Gardens

The City now has seven active community gardens, encouraging biodiversity, social connection and learning. Each garden receives dedicated support and funding from the City to ensure it grows and thrives.

- 239 active members of our community gardens
- 312 busy bees, workshops, open days and gardening days
- 1,507 community participants.

WA Tree Festival

Working in collaboration with 18 local governments, the City led the WA Tree Festival, a month-long celebration of trees in our urban spaces and beyond. During the festival:

- 150 events were delivered
- Over 7,000 people attended
- The festival grew from 11 local governments in 2022 to 18 local governments in 2023
- The City delivered 35 events to inspire and educate the community.

Annual Free Trees and Waterwise Plant Giveaway

To help keep our neighbourhoods cool, green and waterwise, the City provided free trees and waterwise plants for residents at three community events during April and May 2023. This included a variety of species for both verges and private gardens to reduce garden water use, improve biodiversity, and provide lengthy flowering/fruiting periods for wildlife and colourful streetscapes. The Waterwise Plant Giveaway is proudly co-funded by Water Corporation's Waterwise Greening Scheme. These programs have been running for seven years and delivered the below results in 2022/23.

- 2,315 trees have been provided to residents
- 16,200 free waterwise WA-native plants have been distributed to residents
- Residents, priorities for planting were increasing biodiversity, decreasing water use, and decreasing urban heat
- Of those attending waterwise workshops and events, 97 per cent now intend to plant more waterwise native plants on their properties and verges
- The Sustainable Verge Program, which sources plants from the Waterwise Plant Giveaway, improved biodiversity on participating residential verges via an average increase of 8.7 in plant species richness.

Environmental education

The City supported, hosted and delivered a number of environmental education and engagement events. These aimed to educate and empower the community to care for biodiversity in actionable ways, from their backyard to the bush. Some examples include:

- Biodiversity Open Day with over 1,800 attendees at the Henderson Environmental Centre
- Wildlife information workshops, including a turtle information evening and native bee webinar
- Hands-on workshops, including a nest-box building workshop with Perth NRM and RE-cy-cology and a macroinvertebrate swamp study
- Guided nature walks using the City of Stirling Nature Passport
- Nature-based artist excursions at Henderson Environmental Centre.

Environmental volunteers

The City provides residents, community groups, schools and businesses with opportunities for environmental volunteering. We work with stakeholders to provide experiential engagement opportunities while contributing to environmental outcomes that support biodiversity within our City:

- Eight conservation volunteering groups contributing approximately 6,670 volunteering hours
- Approximately 1,020 hours contributed by the general community as part of community conservation days
- 220 hours contributed by schools as part of school planting days
- One new City of Stirling Volunteer Program - City of Stirling Turtle Tracker team - contributing 315 hours.

Living Green Schools

The Living Green Schools program provides up to $5,000 of funding to each successful school delivering sustainability projects that demonstrate outcomes in reduction of waste, energy and water usage, creating and increasing biodiversity and supporting habitat.

In its final round of funding in this format, nine schools were recipients. The Living Green Schools Fund program will form part of the Sustainable Communities funding stream in the Community Grant Funding Program being launched on 1 July 2023. Eligible schools within the City will continue to access funding for future projects that support our natural environment.

Living Green Schools benefited

3,097 students

177 members of faculty

Priority assessment for retained trees

The new priority assessment for retained trees rewards standard development applications where significant trees are retained and can continue to thrive. By choosing to retain a tree, the assessment of these development applications will be prioritised. For more information go to www.stirling.wa.gov.au/trees





A waste-wise City

Objective:

Support a low-waste, circular economy that protects our environment from the impacts of waste

To achieve this objective, the City will:

- Increase the City's use of recycled and recyclable materials
- Reduce the City's waste generation
- Improve resource recovery for all waste streams across the City
- Support, engage and guide our community to reduce waste generation and divert waste from landfill.

What has happened during 2022/23?

Waste management and recycling

The City provides a comprehensive waste management and recycling service to its community and enjoys very high levels of community satisfaction with both its collection services and recycling services, reporting satisfaction rates of 96 per cent and 97 per cent respectively for 2022/23.

Waste management is a challenging area of operations and the City is committed to an incremental improvement of performance 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. However, 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.

Waste generation

In 2022/23, City residents put 79,837 t of waste and recyclables into the three-bin system. This is a decrease of five per cent compared to last year.

A little over half of waste (55 per cent) was placed into the general waste bin, with 22 per cent placed into the recycling bin, and 23 per cent into the garden organics bin.

From commercial services, the volume recovered increased in 2022/23 by five per cent to 51 per cent.

Three-bin system

The City was able to divert from landfill 39 per cent of waste that was put into the three-bin system, zero per cent of waste put into the red general waste bin, 76 per cent of waste put into the yellow recycling bin, and 99 per cent of material put into the green garden organics bin.

The Container Deposit Scheme continued to support the increase of diversion from the yellow recycling bins, taking a greater number of eligible containers this year.



Tonnes collected	% diverted from landfill
43,976	0%



Tonnes collected	% diverted from landfill
17,120	76%



Tonnes collected	% diverted from landfill
18,741	99%



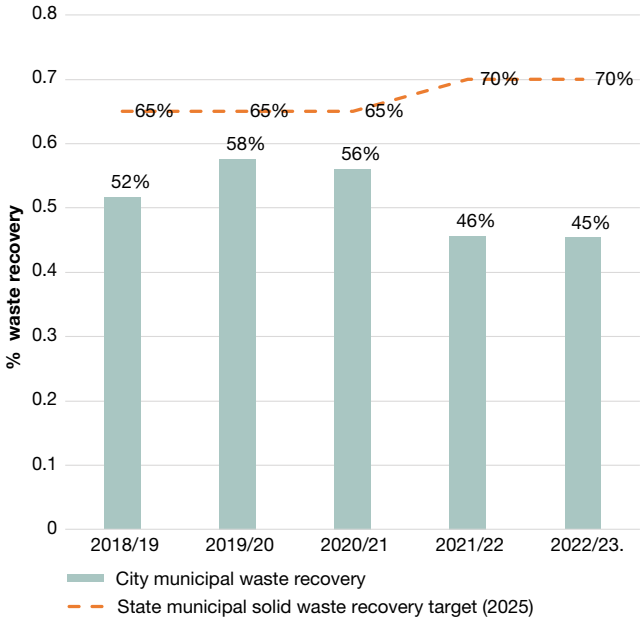
Municipal solid waste recovery

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 2022/23, the City continued to implement a range of municipal waste collection and recycling services which resulted in 45 per cent of municipal waste being diverted from landfill.

The Container Deposit Scheme has continued to reduce the tonnages of recyclable materials being placed in the yellow recycling bin, thereby reducing the tonnage of municipal waste recovery.

Figure 42: Municipal solid waste recovery target



Source: City of Stirling Mandalay weighbridge system and contractor data 2022

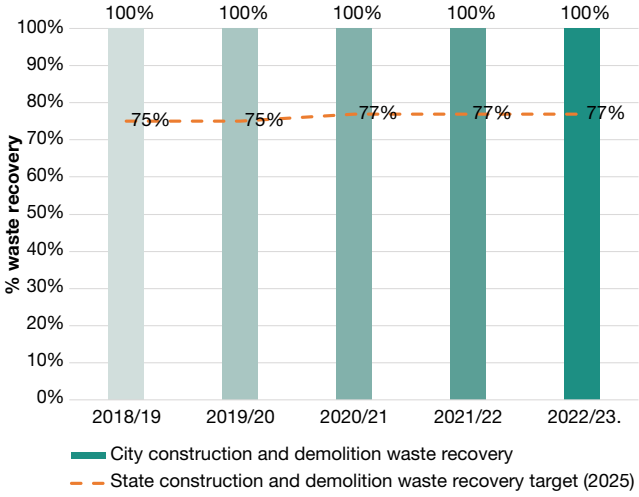
Construction and demolition waste

Construction and demolition waste includes all waste associated with building and renovating 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 43 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 43: 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 marginal decrease in recovery rate of one 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 recovered 51 per cent for the commercial and industrial waste stream. The City is reviewing waste data for previous years and will report the five-year data in its next annual report.

Hazardous waste

In 2022/23, the City received, processed, and recovered 345 t of household hazardous waste through the Recycling Centre Balcatta (RCB).

The largest volumes being brought into the RCB, from highest to lowest, were alkaline batteries, gas cylinders, flammable liquids, household chemicals and engine coolants.

Container Deposit Scheme

In October 2020, the City of Stirling launched its 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 aimed to reduce litter and landfill, create jobs, provide fundraising opportunities for community groups and increase recycling efforts across WA.

In 2022/23, the drive-through/drop-off refund point at Balcatta Road was able to increase the total number of customers served to 72,744 transactions, collecting 23,299,540 eligible containers at an average of 320 containers per transaction. This represented an increase of 3,719 transactions, 2,240,244 eligible containers and 15 extra containers per transaction.

These figures also include the popular options of offsite bag drop-off bins and the bulk collection service, supporting local businesses, schools, charities and community groups to collect larger quantities without the worry of transporting waste to Balcatta.

Items accepted for 10c refunds included most aluminium, glass, plastic, steel and liquid paperboard drink containers between 150 ml and 3 L.

Looking forward

The City will commence redevelopment of its Recycling Centre at Balcatta in 2023/24 to ensure compliance with all environmental regulations in relation to waste reduction and separation.

The next stage of the renewal works involves design and preparation for the replacement of the ageing Waste Transfer Station. The project aims to have a masterplan and five per cent of design completed in December 2023, with an aim to commence construction in 2024.





Case study: Futureproofing our water sources in a drying climate

Sustainably managing our groundwater in a water-limited environment and drying climate is a challenge the City is facing head on. Given 97 per cent of water consumption from City operations is made up of groundwater to irrigate parks, sports fields and our trees, our goal is to balance maintaining fit-for-purpose public open space for a growing community with increasingly limited water resources.

As part of a strategy to rebalance the depleted state of Perth's main groundwater resource, the Department of Water and Environmental Regulation (DWER) are set to reduce groundwater allocations across all Gnangara Mound users under the Gnangara Groundwater Allocation Plan (DWER, 2022). In 2028, this includes a reduction of 10 per cent for the City of Stirling.

The City has a long history of proactive groundwater efficiency measures carried out under our Watersmart Parks Strategy. In recognition of this work, the City was awarded Platinum Waterwise Council in 2023 for demonstrating innovation and achievements in reducing both scheme and groundwater consumption, improving water efficiency and supporting the community to be waterwise.

A key project recognised by the award is the waterwise park upgrade implemented at Grindleford Reserve, which incorporated installation of a new efficient and centrally controlled irrigation system, hydro-zoning of all park areas, and expansion of eco-zoned areas to reduce groundwater use. The City implements approximately 20 of these waterwise park upgrades each year on passive and active parks, which reduce irrigation groundwater use by around 10 per cent.

Despite the City's past and planned efficiency measures, it will not be enough to ensure we achieve our 2028 groundwater reduction target and maintain the status quo for irrigation of public open space. To help us achieve this target, the City has been awarded a DWER Gnangara Waterwise Councils Grant. This grant will be used to implement a suite of projects outside of our usual measures to achieve our 2028 target and ensure our community receives adequate canopy cover and green space across the City into the future. The projects will include an investigation into potential alternative water sources for irrigation, which would secure a climate-independent water source for public open space. Such sources could include stormwater harvesting, sewer mining and recycling water from City facilities.

This new body of grant-funded work in future-proofing our parks against the drying climate, declining water resources and potential future cuts aligns with our Waterwise Council Action Plan 2021-2026. This plan maps out holistic measures to ensure a sustainably managed water supply and a healthy and balanced urban water system, to benefit our community and the environment. Under this plan, we also support our community to be waterwise, providing community grants, support and incentive programs.

Key result area



Our Leadership



A well-governed City



A customer-focused City



A capable and efficient City

SUSTAINABLE DEVELOPMENT GOALS



Our 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 is the largest local government by population in Western Australia and is a consistently strong performer within the sector. However, we know that the future will bring many opportunities and challenges to test our City and organisation. It is vital that the City sets its direction, plans, prioritises and manages organisational performance. It is also critical for the City to develop and motivate our people to ensure that we meet these future challenges and make the most of our opportunities. We understand that we must take direction from our community and work together to improve our performance.

As a local government, the City has an important role to play in contributing to the quality of life of its residents and making decisions in the best interests of the community. The practice of good governance within Council and throughout the City of Stirling is 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.

The ability to effectively and efficiently respond to the needs of our community in a professional manner is of paramount importance to the City and our commitment is to be a leader.

The services we deliver, and the projects, programs and other activities we conduct within the 'Our leadership' key result area are outlined in the following sections against three outcome areas:

- A well-governed City
- A customer-focused City
- A capable and efficient City.

As a local government, we are also striving to ensure that the work we undertake as part of this key result area contributes towards the Sustainable Development Goals shown opposite.



Highlights – Our leadership

17 ordinary council meetings held

0 areas of non-compliance identified in annual Compliance Audit Return

25 committee meetings held

Customer service and engagement

167,554
calls handled by contact centre

38,317
direct online enquiries received

8,999
webchats conducted

community satisfaction with online services **92.5%**

Enhancements to our webchat capability to ensure availability across the City's entire website

Innovative contact centre technologies introduced improving the customer experience

22 community engagement projects undertaken

5,000+
community members engaged

electric-powered waste truck put into service

4 **electric cars** provided to Community Safety team's fleet

City's Workforce Plan progressed to develop, engage, attract and optimise our employees

City of Stirling recognised in Diversity Council Australia's (DCA) Inclusive Employer Index 2022/23

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, people and quality. The City services that most directly contribute to the 'Our leadership' key result area are outlined below.

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Net cost	Customer service	Financial	People	Quality
Compliance, Risk & Information Management	$0	✓	✓	✓	✓
Council Governance	$367,188	✓	✓	✓	✓
Customer Experience	$421,016	✓	✓	✓	✓
Executive Services	$0	✓	✓	✓	✓
Financial Accounting	$0	✓	✓	✓	✓
Financial Planning	$0	✓	✓	✓	✓
Fleet Services	($14,081)	⊙	✓	✓	✓
Human Resources Operations	($272)	✓	✓	✓	✓
Human Resources Services	$0	✓	✓	✓	✓
Marketing & Communications	$253,174	✓	✓	✓	✓
Project Management Office & Business Systems	$0	✓	✓	✓	✓
Purchasing, Procurement & Contracts	($9,738)	✓	✸	✓	✓
Rates & Receivables	($165,069,740)	✓	✓	✓	✸
Strategy & Performance	$0	✓	✓	✓	✓
Technology Services	$39,900	✓	✓	✓	✓
Workplace Health & Safety	($1,071)	✸	✓	✓	✓

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 'Our leadership' key result area are provided below.

Biannual Printed Ward Newsletters	2022/23 expenditure $16,383	On track
Biannual newsletters feature key information for each of the 7 wards, such as a map, ward Councillor details, major projects and upcoming events		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023 - 2027	

City-wide Safety Risk Specialist Resourcing	2022/23 expenditure $272,825	Complete
Develop and implement workplace health and safety plans for each service area in the City		
Progress in 2022/23	Project complete	

Customer Contact Centre Software Upgrade	2022/23 expenditure $277,116	Complete
Install software that will improve City's customer service operational efficiency and effectiveness and enhance the customer experience		
Progress in 2022/23	Project complete	

Enhancements to Webchat	2022/23 expenditure $9,476	Complete
Introduce automation via chat bots on the City's website to improve access to information for our customers		
Progress in 2022/23	Project complete	

Industrial Relations System Transition	2022/23 expenditure $227,390	On track
Implement the *Industrial Relations Legislation Amendment Act 2021*, which will require all local governments to move from the federal to the state industrial relations system		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

In-Vehicle Management System	2022/23 expenditure $0	Deferred to future year
Implement an in-vehicle management system (IVMS) for the City of Stirling fleet		
Progress in 2022/23	Project deferred to 2023/24	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Learning Management System Development	2022/23 expenditure $112,322	On track
Implement a new learning management system to record and monitor requirements for City employees		
Progress in 2022/23	Project amalgamated with ongoing operational activities	

Residential Collection – Onboard Truck Management	2022/23 expenditure $0	Behind schedule
Increase waste collection efficiency by integrating camera, GPS and GIS data		
Progress in 2022/23	Majority of milestones met with some delays	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Technology One Software as a Service	2022/23 expenditure $690,556	On track
Transition to Technology One's cloud suite of products or suitable alternatives to ensure consistent delivery of services to the community		
Progress in 2022/23	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Continue with planned deliverables as outlined in the Corporate Business Plan 2023-2027	

Workforce Plan	2022/23 expenditure $150,000	Complete
Develop the City's new Workforce Plan		
Progress in 2022/23	Project complete	



A well-governed City

Objective:

Provide accountable and ethical governance

Transparent and ethical governance contributes to public trust and confidence in council decision making, and the City is committed to this process. This practice of good governance will be responsible, clear and in line with legislative requirements to ensure we support the best interests of our community. We will continue to monitor and improve our accountability and integrity and be an active contributor in the local government sector.

To achieve this objective, the City will:

- Comply with legislation, standards and obligations
- Undertake conscious and effective management of risk
- Provide local government sector leadership.



What has happened during 2022/23?

The City prides itself on its accountable and ethical governance and the mechanisms and controls it in place to support this are provided in detail within the Corporate Governance section of this report, beginning on page 77.

In support of transparency, the City conducted 17 ordinary council meetings and 25 committee meetings across the year which were attended by almost 450 members of the community. Operational targets were met in relation to these meetings, as follows:

- All council/committee minutes and agendas were made available before their target deadlines and the City achieved 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 each relevant meeting
- The City ensured that 100 per cent of committee and council minutes were available on the City's website within five working days.

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 7 March 2023, Council adopted the Department of Local Government, Sport and Cultural Industries Compliance Audit Return for the period 1 January 2022 to 31 December 2022. There were nil areas of non-compliance identified in the 2022 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 2022/23 compliance self-assessments also included recommendations from the Regulation 17 Risk, Compliance and Internal Controls Review completed in 2022.

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 2022/23, the compliance self-assessment was completed for the Community Services; Finance Services; Facilities, Projects and Assets; and Human Resources business units. The completed assessments, findings and recommendations were reported to the May 2023 Audit Committee and Council in June 2023.

Risk Management

The City has in place a comprehensive and mature Risk Management Framework and is constantly monitoring all areas within the organisation to improve its risk management maturity. The Framework is aligned with the Australian/New Zealand Standard (AS/NZ) ISO 31000 and provides the foundations and principles for managing risks across the City.

In 2022/23, the City achieved the following key priorities:

- Reviewed the City's Strategic Risk Register, risk appetite, risk appetite statements and key risk indicators
- Finalised the City's service risks and alignment of service risks to strategic risks
- Migrated all service risks into the new Risk Management System
- Enhanced the risk reporting process to the Audit Committee and Council to improve risk management oversight
- Completed the Regulation 17 Risk, Compliance and Internal Controls Review
- Developed and commenced the implementation of the Accountable Stirling Action Plan (ASAP) for 2023-2025 to drive the City's maturity in risk, compliance and integrity, which is overseen by ASMG and the Executive team
- Enhanced the integration of risk management with existing strategic and service planning processes through the alignment of risk reviews and service planning
- Completed the annual review of the City's Service Business Continuity Plans, ensuring response strategies are up to date and current.

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 2022/23 follows:

- Over 60,000 documents were registered through automated processes during the year
- The City's relationship management system (RMS) is now a line-of-business system and integrated with the City's recordkeeping system
- Digitisation projects continue to support the City's Data Strategy
- The City achieved 100 per cent adherence to the State Records Commission Standard 2
- The City responded to 58 freedom of information requests
- The City registered 66 primary and 251 annual returns to support accountability.

For more information on freedom of information, go www.stirling.wa.gov.au/foi



Table 12: Sustainable procurement performance in 2022/23 compared to the average (period as stated)

Sustainability area	Result 22/23	% change compared to average	Years of data to calculate average	Indicator
Sustainability considerations in relevant tenders	100%	0% no change	3 years	
Procurements supporting local suppliers	57%	19% increase	3 years	
Hybrid vehicles in the passenger fleet	128 (86%)	23% increase	5 years	
Electric vehicles in the fleet	8 (3%)	3% increase	1 year	
Percent recycled asphalt in road projects (22,000 tonnes laid)	26%	2% increase	3 years	
Construction and inert waste (% reused)	97%	0% no change	2 years	
Office paper (reams consumed)	1,880	47% decrease	4 years	
Emissions from contractor transport fuel (tonnes of tCO_2-e)	1,741	21% increase	5 years	
Divestment from fossil fuels	60%	11% increase	5 years	

Table 13: Financial implications of 2022/23 sustainable procurement activities

Sustainability area	Result 2022/23	% change compared to average	Years of data to calculate average	Indicator
Procurements supporting local suppliers	$62 million invested	36% increase	3 years	
Divestment from fossil fuels	$102.4 million invested	29% increase	5 years	
Recycled asphalt use in road projects (22,000 t laid)	$31,000 savings	55% decrease	3 years	

Sustainable Procurement

While striving to be a sector leader in sustainable development, the City recognises the need to understand and act on the wider impacts of its operations. With this in mind, sustainable procurement has become a vital part of the City's journey to become a more 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 within its supply chain.

Assessing sustainability impact

The City assesses the sustainability risk for all upcoming tender procurements, which provides an opportunity for suppliers to competitively demonstrate how they would manage sustainability. The sustainability criteria listed below are used to identify the impact of the procurement and how it will be assessed.

- Material recycling and reuse
- Waste management and minimisation of chemical use and pollution
- Energy and carbon emissions
- Water conservation and re-use
- Biodiversity and canopy retention
- Climate change resilience
- Fair work standards and equitable conditions for workers.

Environmentally Sustainable Guidelines

The City's Environmentally Sustainable Design (ESD) guidelines ensure capital projects achieve sustainability goals and targets. All new or refurbished City buildings are assessed to be fitted with high-efficiency HVAC systems, solar photovoltaic (PV) panels, high WELS-rated water fixtures, Water Sensitive Urban Design and retention of 80 per cent or more of high-value habitat trees and native vegetation on site.

Supporting local suppliers

Council has committed to preference local suppliers in its Procurement Policy to ensure a greater economic benefit 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
- That have premises in any of the City of Stirling's suburbs
- Not 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 fleet practices

The City is transitioning to electric vehicles and will continue to drive change in this space and support its community to do the same. Procurement of hybrid vehicles has been a long-term priority for the City to reduce carbon emissions from its fleet.

The City reports on its supply chain's fuel use/emissions from its waste truck contractors to monitor performance. Although fuel use by the waste contractor decreased in 2022/23, the method to calculate emissions from this source indicated an increase in greenhouse gas emissions. This demonstrates the benefit of the City decreasing its demand for diesel fuel since it is an increasingly carbon-intensive source.

Sustainable materials and supply chain reporting

The City is committed to reporting on its sustainability performance within the supply chain. Materials reporting is a useful indicator of the volume of products the City is consuming, which has implications for demand for virgin material as well as extraction, production and transport requirements. Asphalt and concrete are major products the City consumes to deliver essential services. Work is ongoing to incorporate recycled materials that meet performance and safety requirements.

Financial savings are realised from using the recycled asphalt product; however, these have decreased since the project began in 2020/21. The cost savings vary with demand for and pricing of products, for example crumb rubber. It is a great outcome for the City to achieve financial savings while increasing the use of recycled materials.

Investment choices - divesting from fossil fuels

The City has in place 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 the Bank of Queensland is now listed as a bank that does not invest in fossil fuels, which has improved the City's divestment performance. At the end of June 2023, the City had over half (60 per cent) of its investments in banks that do not finance the fossil fuel industry, which is an 11 per cent improvement on its five-year average performance. The City continues to investigate ways to improve its responsible investment portfolio.



A customer-focused City

Objective:

Deliver excellent customer service

The City is committed to communicating and engaging with our community openly and inclusively to ensure they have the opportunity to participate in decision making and help shape our future. We will proactively seek out feedback and genuinely listen to the voices of all people in our community to understand their needs and set priorities. We will also continue to make it easier for our customers to receive services and have access to information online to improve the customer experience at all levels.

To achieve this objective, the City will:

- Provide consistent, responsive and efficient customer service
- Involve, engage, and inform our community
- Transform the City's digital environment to increase access to the City.

What has happened during 2022/23?

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.

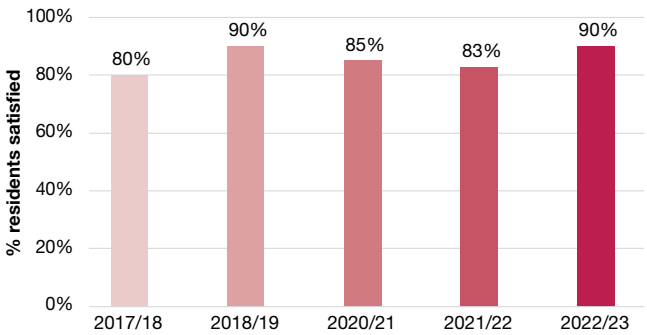
Our customer experience team is focused on facilitating customer choice in the format residents wish to use to engage the City, no matter how simple or complex the enquiry. In the 2022/23 financial year, we interacted with our community across numerous channels, with some key operational statistics as follows:

- 10,500 customers visited our Administration Centre front desk
- 167,000 phone calls handled by our Customer Contact Centre
- 38,000 direct online enquiries received
- 9,000 webchats conducted, assisting our customers in real time.

Technological advances have allowed us to reduce front counter enquiries significantly as many customers move into the use of Webchat and online queries. For those customers who prefer face-to-face interaction, however, we are proud to continue to provide a friendly and efficient front counter service. Pleasingly, the changes we have introduced have resulted in an increase in the number of enquiries being resolved at first contact, benefiting both the City and our customers.

As we position ourselves as a more mature customer-driven organisation providing a consistent and inclusive customer experience, we have continued to implement and apply continuous improvement in our technology foundations, creating simpler processes and introducing service improvements aligned with our Customer Engagement Strategy. This shapes how we engage with our customers, ratepayers, residents, businesses, the wider community and visitors to the City of Stirling. As can be seen from Figure 44, our community is highly satisfied with our provision of online services, with a rating of 92 per cent for 2022/23.

Figure 44: Satisfaction with the City's provision of online services



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

Enhancements to Webchat and Customer Contact Centre systems

Our customers remain the focus of everything we do. We promise to continue to listen and respond to opportunities and to make it easier for our customers to access services and to find information online, 24 hours a day, seven days a week. We want to continue to support our communities to forge deeper local connections, to invest in local stories and to inspire opportunities to work together to shape what it means to be a local in the City of Stirling. The online Webchat service that the City launched in 2021/22 has now been expanded to every page on the website in 2022/23, with additional work completed in the form of enhancements and a new structure for online enquiry forms via the City's website.

The implementation of a new software upgrade modernised and improved the customer experience when phoning the Customer Contact Centre. This enhancement delivered a suite of new contemporary features, including the option for customers to receive a call back when waiting in queue and being providing with an average wait time and position in queue. This upgrade also integrated the City's Relationship Management System (RMS), 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 have enabled 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.



Relationship Management System

Our Relationship Management System (RMS) continues to be a critical digital enabler of the City's vision to be a dynamic organisation that delivers effective services while maintaining a strong customer focus.

The formal RMS system implementation project reached completion in June 2022 in the delivery of a full knowledge management system, ensuring City officers have automated access to information and documents appropriate to the customer inquiry. This has provided the opportunity for the City's business improvement team and RMS development team to create the foundation of our RMS Way Forward program.

The RMS Way Forward focuses on continuing to enable greater functionality within the system and continually enhance user and customer experiences. New functionality has been added with the following enhancements:

- Improved capacity for customers to self-serve and track requests, thereby reducing 'avoidable contact', evident in a reduced number of front counter enquiries and an increase in Webchat engagement
- Expansion of the City's Webchat service, allowing customers to interact with the City customer experience team in real time during business hours via our website integration
- Integration with the City's telephony system platform, generating an integrated user experience that results in quicker access to customer information and enables seamless customer interactions
- Introduction of a Turtle Tracker process providing our Sustainability team a way to track volunteering efforts across our natural environment initiatives
- Delivery of the City's Line of Business project to ensure our RMS is recordkeeping compliant in line with relevant legislation and the Data Governance framework.

Having the ability to deliver these enhancements allows us to work in an agile manner, improving the functionality of the RMS based on community feedback with efficient and responsive timeframes.

Ward newsletters

While advances in technology have opened up a multitude of channels allowing us to communicate with our community, there is still demand for printed communications across the City. Subsequently, in 2022/23 the City of Stirling sent the first edition of our Ward News brochure, a printed publication initiated by Council to provide relevant local information to residents, tailored to each of the City's seven wards. Over 103,000 brochures were delivered to City homes and 19 City facilities in April 2023, primarily designed for City residents who prefer the printed medium over digital communications.

Market research showed that 69 per cent of surveyed residents were either somewhat or very interested in receiving a printed ward brochure. Comparable with average industry metrics for unaddressed mail, 23 per cent of respondents recalled receiving the brochure, with 46 per cent of them indicating they were satisfied or very satisfied with the information. Our 2022/23 annual resident survey has shown a pleasing 11 per cent increase in our community's satisfaction with the way in which the City keeps residents informed, as shown in Figure 45.

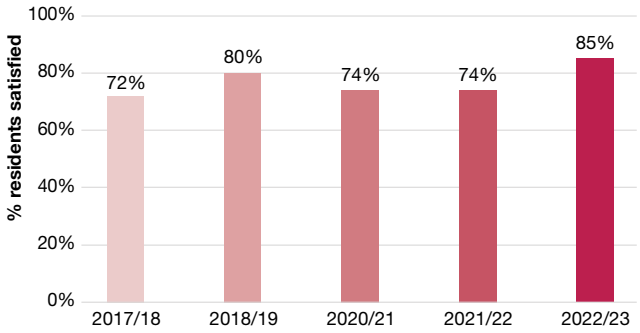
Resident feedback also indicated the type of information preferred in a Ward News brochure included events, City services and programs, sustainability information, arts and cultural information, local sporting information and activities for seniors. This data will be used to guide future editions of the Ward News brochure in 2023/24.

Community engagement

Across the financial year, the City heard from more than 5,456 people through community engagement activities across 22 engagement projects, many of which are covered in our dedicated 'Connecting to the Community' section beginning on page 42.

The City is committed to best-practice community and stakeholder engagement. In 2022/23, a review of our community engagement framework identified the strengths, limitations and opportunities for further improvement. The outcome has been the development of a suite of procedures and resources to support each stage of engagement and embed best-practice community engagement principles into projects across the organisation. As can be seen from Figure 45, we still have room for improvement when it comes to listening to feedback from our community. The framework review we have undertaken will go some way towards building on the improvement in results we have seen over the past few years.

Figure 45: Satisfaction with the way in which the City keeps residents informed



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

The community engagement team continues to encourage greater community participation and provide equal access and inclusion opportunities to engage with the City of Stirling. The City's Shaping our City pages continue to be a valued engagement hub for the community to participate in decision making, share stories and ideas or simply stay informed. Go to www.stirling.wa.gov.au/shapingourcity for more information.

Looking forward

Formalisation of a business improvement team will see increased focus on enhancing the customer experience across all our services, by providing consistent and inclusive customer service approaches. The team will continue to evaluate and initiate projects for continuous improvement in our technology foundations, creating simpler processes and making service improvements aligned with our Customer Engagement Strategy, focused on the three priorities of:

- Customer insights and action
- Consistent and frictionless customer experiences
- Customer-centric organisation.

The City has also embarked on pilots in artificial intelligence (AI) applications and the development of an AI Policy, as well as investigations into the security, scalability and future growth through the Internet of Things (IOT) and artificial intelligence software. The City is continuing investigations into future project developments with opportunities in AI, RMS and the Salesforce Einstein GPT, ServiceNow and Knowledge Base machine-learning integrations.





A capable and efficient City

Objective:

Strive for operational efficiency, effectiveness and continuous improvement

The City of Stirling is the largest local government area by population in Western Australia and we are a consistent and strong performer within the sector. Through integrated and robust planning, we will continue to deliver our priorities and manage our resources responsibly to ensure the City's long-term sustainability. Our capable and engaged employees will encourage future thinking and seek opportunities for improvement and collaboration within our organisation.

To achieve this objective, the City will:

- Plan for the future, manage resources and measure performance
- Provide responsible financial and asset management
- Drive improvement and innovation to build capacity and increase efficiency and effectiveness
- Maintain a highly skilled and effective workforce.

What has happened during 2022/23?

In July 2022, the City began a new strategic phase with Council's endorsement of its current Strategic Community Plan, Sustainable Stirling 2022-2032. In accordance with the Integrated Planning and Reporting Advisory Guidelines 2016, the plan had been developed following thorough environmental analysis and comprehensive community consultation. In support of this, Council also endorsed the City's Corporate Business Plan 2022–2026, to drive strategic activity while clearly stating the physical and financial resources required.

During the 2022/23 financial year, a review was undertaken of all key performance indicators for City services. The diversity of functions undertaken by the City means that, across all services, more than 200 key performance indicators are in place. This review allows us to better assess service performance and to address issues where appropriate, while also allowing us to benchmark our results and introduce improvements if necessary.

The City's Integrated Planning and Reporting Framework outlined on page 87 allows the City to optimise its planning, budgeting and resourcing to ensure a sustainable Stirling, in line with its strategic intent. The integrated approach is supported by informing strategies, frameworks and plans such as:

- Long-Term Financial Plan
- Asset Management Framework
- Workforce Plan
- Local Planning Strategy
- Risk Management Framework
- Strategic Information Management Plan.

The City is confident that its comprehensive approach to strategic planning will serve the City well in both the medium and long term.

Across the year, the City has also undertaken a series of projects and initiatives aimed at building on its operational and strategic capability, as well as introducing improvements and innovations to drive efficiency and effectiveness. A summary of these follows.

City-wide Safety Risk Specialist Resourcing

This project was undertaken in partnership with Deloitte and our Human Resources business unit. It aimed to engage with every business unit in the City to capture and assess all Workforce Health and Safety (WHS) related risks for the City. These risks were reviewed, consolidated and classified within the City's WHS management system together with appropriate risk ratings and actionable outcomes. There has been a concerted effort City-wide, driven by the WHS team, to ensure that all high-rated risks were actioned and, where possible, mitigated. If full mitigation could not be conducted, appropriate controls were put in place to manage the risk. All WHS management plans were also reviewed and updated across the City, ensuring alignment to the City's risk tolerance levels and audit outcomes.

Enabling change

Driving improvement and innovation requires a willingness and ability to change. In 2022/23, the City embedded a change framework and approach that equips and arms individuals driving change with the right mindset and tools to achieve sustainable change for our employees and customers. The City's approach focuses on developing internal change capability and delivering a consistent change experience through five pivotal streams:

- Change governance
- Customer and employee experience
- Change leadership
- Engagement, learning and adoption
- Adaptability.

Initial implementation involved developing City leaders through a series of Leading Change workshops. In 2023/24, a key priority will be strategic City-wide change, in addition to further developing internal change capabilities and launching a City-wide change network.

A focus on service improvements

In line with our objective to undergo continuous improvement, a review of our Community Safety business unit was undertaken during 2022/23. The review process involved engagement with the City's leadership team, Councillors and operational team members, with community feedback and local priorities also utilised to understand expectations. The process identified a series of improvement opportunities across the various safety-related services, including enhancement of cross-functional communications, clarification of roles across the services, the need to increase community engagement, better use of data analytics and positioning the services for scalability to meet increasing demand. A series of changes were implemented to achieve these aims, as follows:

- Creation of teams specifically responsible for operations, systems, analytics and strategic projects, and engagement/business support
- Consolidation of all Ranger Services and Community Patrol Officers into one operations team
- Introduction of new development pathways with the creation of team leader roles and pathways to leadership roles
- Structural change, with our Parking Services team no longer being a separate service and now forming part of Ranger Services
- Clarification on the role of Security Services to be a community patrol-based service.

The changes implemented illustrate the City's commitment to operational efficiency, effectiveness and continuous improvement and will contribute towards a sustainable Stirling, in line with our strategic intent.

Industrial Relations System Transition

On 1 January 2023, all local governments transitioned from the Fair Work federal system to the industrial relations state system. The City has been working to review all documentation to reflect this key change in legislation, working through the fundamental changes to our core service delivery due to the transition and also navigating the union landscape, as this has significantly changed with the transition. This continues to be a high-impact project for the City. Work continues as we learn new ways of working and understanding the impacts of the transition.

Workforce Plan

Through engagement with all relevant stakeholders across the City and in partnership with Deloitte, the Human Resources business unit developed a workforce plan with 12 key initiatives to address the risks identified for our current and future workforce. Over the next three years, the City will work with all its relevant stakeholders on achieving progress in the 12 key initiatives, based on the four pillars of develop, engage, attract and optimise, to further strengthen the support we provide for all services to achieve their objectives.

Learning Management System Development

This project was designed to implement a new learning management system to record and monitor requirements for City employees. Work commenced on the scoping and initial configuration, mapping and identifying gaps with the current learning management system for consideration as we transition to a new technical platform. Audit outcomes were heavily factored into the scoping of the requirements for the system and key milestones were achieved. However, due to some technical issues, finalisation of the project has been delayed.

Corporate Information Services technology projects and upgrades

In line with the City's strategic objective to attain efficiency and effectiveness, it undergoes a continual program of information-technology-related implementation, upgrade, renewal and replacement. A series of projects were undertaken across 2022/23, including completion of a Disaster Recovery Plan and ICT Environment Improvements project, a software upgrade for our Customer Contact Centre, numerous cyber-security enhancements and software upgrades related to remote working. 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.

Technology One Software as a Service

Technology One is an enterprise software vendor supplying technological applications and support to the City of Stirling along with many other Australian local governments. The Technology One applications currently in use, along with other integrated applications, make up most of the City's key business systems, and are critical to the day-to-day functioning of its operations and services.

These applications are hosted by the City 'on premise', meaning the City of Stirling owns the physical servers and related infrastructure. Technology One has announced that, in line with advances in the IT sector, they will cease to support on-premise clients as they transition to a 'software as a service' (SaaS), or cloud-based offering. Given the City's reliance on these key applications, transition to Technology One's cloud suite of products, or a suitable alternative, must be prioritised to ensure consistent delivery of services to the community and minimise disruptions to staff and operations. This transition is well underway at the City and a phased approach will continue across the next financial year and beyond.





Case study: Driving towards a sustainable future

The City of Stirling was amped to take delivery of the first electric-powered (EV) waste truck this year as part of an ongoing commitment to emissions reduction and sustainable vehicle operations. The fully battery powered EV 8.5 t truck is allocated to Waste Services and is used for the collection of white goods and e-waste, returning to the Operations Centre to recharge overnight.

It is expected that the use of the electric-powered truck will save 6,200 L of fuel and 12.3 t of CO_2 emissions annually – stretching to 73.8 t saved over the vehicle's six-year life.

The City of Stirling's Sustainable Energy Action Plan 2020-2030 (SEAP) maps out how the City will reach net zero carbon emissions by 2050. A key component to make this happen is to transition the City's fleet to EVs and power them with renewable energy.

Community Safety received two Hyundai Konas (not pictured), while the Hyundai Ioniqs were received by other business units. This complements the efforts already undertaken by the City, with more than 85 per cent of the fleet now hybrid vehicles.

As the price of EVs comes down, the delivery times decrease and the variety of size options increases, it is expected there will be an increase in the number of EVs in the City's fleet. The investment in EV charging stations at the City's Administration and Operations Centres, powered by solar PVs, means more of the fleet are powered by renewable energy.

There is an expectation within the community that the City should increase its efforts to create a more sustainable future. The City of Stirling reaffirms the commitments made in its SEAP to reach net zero emissions by 2050. The plan sets out a bold emissions reduction agenda which exceeds the stated goals of the UN Climate Change Conference UK 2021 (COP26) 2030 agenda.

For more information on hybrid and electric vehicles, please go to page 166.



City of Stirling Financial Statements



Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Statement by Chief Executive Officer

The accompanying financial report of the City of Stirling has been prepared in compliance with the provisions of the Local Government Act 1995 from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 14th day of December 2023

STUART JARDINE PSM

CHIEF EXECUTIVE OFFICER



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The City of Stirling conducts the operations of a local government with the following community vision:

A sustainable City with a local focus.

Principal place of business:
25 Cedric Street,
Stirling WA 6021



Auditor General

INDEPENDENT AUDITOR'S REPORT
2023
City of Stirling

To the Council of the City of Stirling

Opinion

I have audited the financial report of the City of Stirling (City) which comprises:

- the Statement of Financial Position as at 30 June 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Financial Activity for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report is:

- based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2023 and its financial position at the end of that period
- in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Stirling for the year ended 30 June 2023 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.



Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
15 December 2023

Statement of Comprehensive Income

For the year ended 30 June 2023

	Note	2023 Budget $	2023 Actual $	2022 Actual $
Revenue				
Rates	2a, 24	150,930,551	154,260,298	144,434,041
Security service charge	2a	3,572,100	3,594,493	3,067,954
Grants & subsidies	2a	14,738,408	17,344,226	16,371,010
Contributions, reimbursements & donations	2a	2,307,435	2,882,348	3,093,925
Waste service charge	2a	41,162,367	41,349,212	39,782,249
Fees & charges	2a	21,121,292	19,284,517	20,700,586
Interest revenue	2a	1,777,860	7,591,193	1,161,736
Registrations/licences & permits	2a	4,315,430	3,880,387	4,047,753
Underground power	2a	1,383,484	89,150	5,918,336
Other revenue/income	2a	3,428,411	6,144,389	4,759,376
Total revenue from ordinary activities		**244,737,339**	**256,420,213**	**243,336,966**
Expenses				
Employee costs		(96,761,186)	(98,311,185)	(90,545,522)
Materials & contracts direct maintenance of non-current assets		(25,810,744)	(26,463,666)	(25,567,515)
Materials & contracts other works		(67,734,765)	(68,588,081)	(63,686,811)
Underground power		(1,388,484)	(460,840)	(5,550,543)
Utility charges		(7,809,160)	(8,126,442)	(7,817,306)
Depreciation and amortisation	8e	(51,793,718)	(50,352,901)	(51,425,071)
Finance costs	2b, 26	-	(9,298)	(8,815)
Insurance expenses		(2,155,004)	(2,331,144)	(1,862,531)
Other expenditure	2b	(3,489,652)	(2,849,690)	(3,274,586)
Total expenditure from ordinary activities		**(256,942,712)**	**(257,493,247)**	**(249,738,700)**
Net result from operating activities		**(12,205,373)**	**(1,073,034)**	**(6,401,734)**
Non-operating activities				
Capital grants & subsidies	2a	13,147,284	15,971,754	21,513,088
Gifted & acquired assets		-	10,000	-
Share of profit/(loss) of associates accounted for using the equity method	19a	-	2,172,332	(4,446,834)
Profit on sale of Tamala Park land		5,000,000	4,583,668	3,855,193
Fair value adjustment to financial assets through profit and loss	4	-	9,215	9,992
Loss on revaluation of other infrastructure	8c	-	-	(8,514,209)
Profit on asset disposals		464,237	684,009	1,438,305
Loss on asset disposals		(380,483)	(21,370,613)	(1,920,600)
Total non-operating activities		**18,231,038**	**2,060,365**	**11,934,935**
Net result	15b	**6,025,665**	**987,331**	**5,533,201**
Other comprehensive income				
Share of other comprehensive income of associates accounted for using the equity method	14, 19b, 19c	-	3,724,100	6,713,424
Changes in asset revaluation surplus	14	-	68,580,545	(14,441,716)
Total comprehensive income		**6,025,665**	**73,291,976**	**(2,195,091)**

This statement is to be read in conjunction with the accompanying notes.

Statement of Financial Position

For the year ended 30 June 2023

	Note	2023 $	2022 $
Assets			
Current assets			
Cash & cash equivalents	3a / 15	161,732,397	142,555,202
Trade and other receivables	5a	15,846,286	15,684,796
Other assets	5c	3,357,653	1,765,360
Inventories	6	5,019,769	5,176,603
Contract Assets	7	1,712,576	1,727,037
Total current assets		**187,668,681**	**166,908,998**
Non-current assets			
Other financial assets	4	203,724	194,509
Trade and other receivables	5b	1,730,690	2,504,286
Inventory - Land held for resale	6	167,946	188,067
Property, plant & equipment	8a	801,206,423	732,828,982
Infrastructure	8c	1,624,814,758	1,644,490,444
Intangibles	9	3,029,481	3,158,180
Right of use assets	10a	142,649	93,351
Investments	19a	59,851,577	56,845,674
Total non-current assets		**2,491,147,248**	**2,440,303,494**
Total assets		**2,678,815,929**	**2,607,212,492**
Liabilities			
Current liabilities			
Trade and other payables	11	44,669,335	47,082,960
Other liabilities	12	2,621,511	2,525,749
Lease liabilities	10b, 26	79,514	46,998
Employee related provisions	13	18,409,253	18,478,023
Total current liabilities		**65,779,613**	**68,133,730**
Non-current liabilities			
Lease liabilities	10b, 26	67,092	50,805
Employee related provisions	13	1,255,718	1,179,049
Total non-current liabilities		**1,322,810**	**1,229,854**
Total liabilities		**67,102,423**	**69,363,584**
Net assets		**2,611,713,506**	**2,537,848,908**
Equity			
Retained surplus		1,068,353,767	1,085,224,338
Reserves - cash/investment backed	27	94,897,412	70,153,272
Revaluation surplus	14	1,448,462,327	1,382,471,298
Total equity		**2,611,713,506**	**2,537,848,908**

This statement is to be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2023

	Note	Retained surplus $	Reserves cash backed $	Revaluation surplus $	Total equity $
Balance as at 30 June 2021		**1,061,236,390**	**84,898,889**	**1,393,718,335**	**2,539,853,614**
Comprehensive income					
Net result		5,533,201	-	-	5,533,201
Total comprehensive income		**5,533,201**	**-**	**-**	**5,533,201**
Realisation of revaluation reserve upon disposal of assets	14	3,518,745	-	(3,518,745)	-
Share of other comprehensive income of associates	14	-	-	6,713,424	6,713,424
Change on revaluation of non-current assets	14	-	-	(14,441,716)	(14,441,716)
Transfers to and from trust		190,385	-	-	190,385
Transfers to reserves	27	(18,041,935)	18,041,935	-	-
Transfers from reserves	27	32,787,552	(32,787,552)	-	-
Balance as at 30 June 2022		**1,085,224,338**	**70,153,272**	**1,382,471,298**	**2,537,848,908**
Total equity as at 1 July 2022		1,085,224,338	70,153,272	1,382,471,298	2,537,848,908
Comprehensive income					
Net result		987,331	-	-	987,331
Share of other comprehensive income of associates	14, 19b, 19c	-	-	3,724,100	3,724,100
Change on revaluation of non-current assets	14	-	-	68,580,545	68,580,545
Total comprehensive income		**987,331**	**-**	**72,304,645**	**73,291,976**
Realisation of revaluation reserve upon disposal of assets	14	6,313,616	-	(6,313,616)	-
Transfers to and from trust	28	572,622	-	-	572,622
Transfers to reserves	27	(43,157,787)	43,157,787	-	-
Transfers from reserves	27	18,413,647	(18,413,647)	-	-
Balance as at 30 June 2023		**1,068,353,767**	**94,897,412**	**1,448,462,327**	**2,611,713,506**

This statement is to be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2023

	Note	2023 $	2022 $
Cash flows from operating activities			
Receipts			
Rates		154,958,406	151,572,809
Underground power		1,801,982	352,604
Fees from regulatory services		3,927,350	4,166,569
Service charges		66,750,470	65,043,850
Interest revenue		6,253,937	638,391
Operating grants, subsidies & contributions		19,911,991	18,351,223
Other revenue		3,113,255	2,788,413
		256,717,391	**242,913,859**
Payments			
Employee costs		(114,461,671)	(107,511,630)
Materials & contracts		(77,174,646)	(75,843,870)
Underground power		(460,840)	(5,785,431)
Utility charges		(8,126,442)	(7,817,306)
Insurance		(2,331,143)	(1,862,531)
Interest		(9,298)	(8,815)
Other expenditure		(2,826,730)	(3,377,119)
		(205,390,770)	**(202,206,702)**
Net cash from operating activities	15b	**51,326,621**	**40,707,157**
Cash flows used in investing activities			
New & redevelopment of community infrastructure		(35,985,312)	(29,939,291)
Payments for purchase of property, plant & equipment		(17,040,113)	(17,809,693)
Transfer from trust	28	572,622	190,385
Payments for principal portion of lease liabilities		(18,518)	(59,945)
Distributions from investment in associate	19c	6,666,664	(24,556,633)
Proceeds from sale of property, plant & equipment		2,003,411	4,533,809
Capital grants, subsidies & contributions		11,651,820	24,869,862
Net cash used in investing activities		**(32,149,426)**	**(42,771,506)**
Net increase in cash & cash equivalent		19,177,195	(2,064,349)
Cash & cash equivalent at beginning of reporting period		142,555,202	144,619,551
Cash & cash equivalent at end of reporting period	3	**161,732,397**	**142,555,202**

This statement is to be read in conjunction with the accompanying notes.

Statement of Financial Activity

For the year ended 30 June 2023

	Notes	2023 Budget $	2023 Actual $	2022 Actual $
Operating activities				
Revenue from operating activities				
General rates	24	150,930,551	154,260,298	144,434,041
Security service charge	2a	3,572,100	3,594,493	3,067,954
Grants & subsidies	2a	14,738,408	17,344,226	16,371,010
Contributions, reimbursements & donations	2a	2,307,435	2,882,348	3,093,925
Waste service charge	2a	41,162,367	41,349,212	39,782,249
Fees & charges	2a	21,121,292	19,284,517	20,700,586
Interest revenue	2a	1,777,860	7,591,193	1,161,736
Profit on disposal of assets		464,237	684,009	1,438,305
Registrations/licences & permits	2a	4,315,430	3,880,387	4,047,753
Underground power		1,383,484	89,150	5,918,336
Other revenue	2a	3,428,411	6,144,389	4,759,376
Total revenue from operating activities		**245,201,575**	**257,104,222**	**244,775,271**
Expenditure from operating activities				
Employee costs		(96,761,184)	(98,311,185)	(90,545,522)
Materials & contracts direct maintenance of non-current assets		(25,810,744)	(26,463,666)	(25,567,515)
Materials & contracts other works		(67,734,765)	(68,501,362)	(63,686,811)
Underground power		(1,388,484)	(460,840)	(5,550,543)
Utilities		(7,809,160)	(8,126,442)	(7,817,306)
Depreciation on non-current assets	8e	(51,793,718)	(50,352,901)	(51,425,071)
Loss on disposal of assets		(380,483)	(21,370,613)	(1,920,600)
Fair value adjustment to financial assets		-	9,215	9,992
Interest expenses	2b, 26	-	(9,298)	(8,815)
Insurance expenses		(2,155,004)	(2,331,144)	(1,862,531)
Other expenditure	2b	(3,489,652)	(2,849,690)	(3,274,586)
Total expenditure from operating activities		**(257,323,193)**	**(278,767,926)**	**(251,649,308)**
		(12,121,619)	**(21,663,704)**	**(6,874,037)**
Non cash amounts excluded from operating activities	25a	51,709,965	68,802,992	27,461,423
Amount attributed to operating activities		**39,588,346**	**47,139,288**	**20,587,386**

Statement of Financial Activity (continued)

For the year ended 30 June 2023

	Notes	2023 Budget $	2023 Actual $	2022 Actual $
Investing activities				
Capital grants & subsidies	2a	13,147,284	15,971,754	21,513,088
Share of profit and equity of associates accounted for using the equity method	19a	-	2,172,332	(4,446,834)
Profit on sale of Tamala Park Land		5,000,000	4,583,668	3,855,193
Proceeds from disposal of assets		1,719,090	2,003,410	4,533,809
Total capital expenditure		(82,553,206)	(49,311,326)	(41,061,832)
		(62,686,832)	**(24,580,162)**	**(15,606,576)**
Non-cash amounts excluded from investing activities		-	-	-
Amount attributed to investing activities		**(62,686,832)**	**(24,580,162)**	**(15,606,576)**
Financing activities				
Transfers (to) & from Town Planning Schemes and Trust	28	-	572,622	190,385
Payments for principal portion of lease liabilities	10, 26	-	(86,718)	(65,229)
Transfers to reserves	27	(32,661,411)	(43,157,787)	(18,041,935)
Transfers from reserves	27	19,829,986	18,413,647	32,787,552
Amount attributed to financing activities		**(12,831,425)**	**(24,258,236)**	**14,870,773**
Movement in surplus or deficit				
Surplus at the start of the financial year		35,929,911	47,100,019	27,248,436
Amount attributed to operating activities		39,588,346	47,139,288	20,587,386
Amount attributed to investment activities		(62,686,832)	(24,580,162)	(15,606,576)
Amount attributed to financial activities		(12,831,425)	(24,258,236)	14,870,773
Surplus after imposition of general rates	25	**-**	**45,400,909**	**47,100,019**

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Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

1. Basis of preparation

The financial report of The City of Stirling, which is a Class 1 local government, comprises general purpose financial statements which have been prepared in accordance with the Local Government Act 1995 and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the Local Government Act 1995 read with the Local Government (Financial Management) Regulations 1996 prescribe that the financial report be prepared in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The Local Government (Financial Management) Regulations 1996 specify that vested land is a right-of-use asset to be measured at cost and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities

The Local Government Reporting Entity

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements.

A separate statement of those monies appears in note 28 to these financial statements.

Judgements and estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- Impairment of financial assets
- Estimated fair value of certain financial assets
- Estimation of fair values of land, buildings and infrastructure
- Estimation uncertainties made in relation to lease accounting
- Estimation of useful lives of non-current assets

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

1. Basis of preparation (continued)

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date
- AASB 2021-7a Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]
- AASB 2022-3 Amendments to Australian Accounting Standards - Illustrative Examples for Not-for-Profit Entities accompanying AASB 15

These amendments have no material impact on the current annual financial report

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates. This standard will result in a terminology change for significant accounting policies
- AASB 2021-7c Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants
- AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards
- AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for- Profit Public Sector Entities

The amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

Except as described above these amendments are not expected to have any material impact on the financial report on initial application.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

2. Revenue and expenses

a) Revenue

Contracts with customers

Recognition of revenue is dependent on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/ Refunds/ Warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - sale of stock	Kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Revenue recognition

Revenue recognised during the year under each basis of recognition by nature or type of goods or services is provided in the table below:

For the year ended 30 June 2023

Nature or type	Contracts with customers	Capital grant/ contributions	Statutory Requirements	Other	Total
	$	$	$	$	$
Rates	-	-	154,260,298	-	154,260,298
Grants, subsidies and contributions	10,195,634	-	10,030,940	-	20,226,574
Fees and charges	16,750,589	-	2,533,928	-	19,284,517
Registrations, licenses and permits	-	-	3,880,387	-	3,880,387
Service charges	-	-	45,032,855	-	45,032,855
Interest earnings	-	-	7,591,193	-	7,591,193
Other revenue	-	-	1,360,052	4,784,337	6,144,389
Capital grants, subsidies and contributions	-	15,971,754	-	-	15,971,754
Total	**26,946,223**	**15,971,754**	**224,689,653**	**4,784,337**	**272,391,967**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

2. Revenue and expenses (continued)

a) Revenue (continued)

For the year ended 30 June 2022

Nature or type	Contracts with customers $	Capital grant/ contributions $	Statutory Requirements $	Other $	Total $
Rates	-	-	144,434,041	-	144,434,041
Grants, subsidies and contributions	9,922,100	-	9,542,835	-	19,464,935
Fees and charges	18,315,446	-	2,385,140	-	20,700,586
Registrations, licenses and permits	-	-	4,047,753	-	4,047,753
Service charges	-	-	48,768,539	-	48,768,539
Interest earnings	-	-	1,161,736	-	1,161,736
Other revenue	-	-	824,361	3,935,015	4,759,376
Capital grants, subsidies and contributions	-	21,513,088	-	-	21,513,088
Total	**28,237,546**	**21,513,088**	**211,164,405**	**3,935,015**	**264,850,054**

Assets and services acquired below fair value	2023 Budget $	2023 Actual $	2022 Actual $
Contributed assets	-	10,000	-
Recognised volunteer services	-	-	-
	-	**10,000**	**-**

The City utilises volunteer services for community services.

Volunteer services are not recognised as revenue as the fair value of the services cannot be reliably estimated.

Interest revenue	2023 Budget $	2023 Actual $	2022 Actual $
Interest on reserve funds	495,000	2,888,479	333,838
Rates penalty interest	500,000	509,948	457,971
Other interest earnings	782,860	4,192,766	369,927
	1,777,860	**7,591,193**	**1,161,736**

Fees and charges relating to rates receivable	2023 Budget $	2023 Actual $	2022 Actual $
Charges on instalment plans	2,000	1,950	4,020

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

b) The change in net assets resulting from operations was arrived at after charging the following items:

	2023 $	2022 $
Auditors remuneration		
Audit of the Annual Financial Report	136,140	138,873
Other services - grant acquittals	-	5,250
	136,140	**144,123**
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	9,298	8,815
	9,298	**8,815**
Other expenditure		
Change in Impairment loss on trade and other receivables	(126,437)	(188,841)
Change in impairment loss on contract assets	149,394	76,316
Donations, sponsorships and contributions	1,873,905	2,035,469
Election and other elected member expenses	952,828	1,351,642
	2,849,690	**3,274,586**

3. Cash and cash equivalents

a) Cash on hand

	Note	2023 $	2022 $
Cash at bank and on hand - unrestricted		66,932	64,432
Term deposits		161,665,465	142,490,770
Total cash and cash equivalents	15a	**161,732,397**	**142,555,202**
Held as:			
Restricted cash and cash equivalents		111,430,707	86,681,805
Unrestricted cash and cash equivalents		50,301,690	55,808,965
		161,732,397	**142,490,770**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

3. Cash and cash equivalents (continued)

b) Restrictions

The following restrictions have been imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

	Note	2023 $	2022 $
Cash and cash equivalents		111,430,707	86,681,805
		111,430,707	**86,681,805**
Reserves - cash/ investment backed	27	94,897,412	70,153,272
Bonds and other payables	11	13,911,784	14,002,785
Contract liabilities for contracts with customers	12	1,642,924	1,573,105
Grants for transfers for recognisable non-financial assets	12	978,587	952,644
		111,430,707	**86,681,806**

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, a municipal fund bank account, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to cash and are subject to an insignificant risk of changes in values.

Restricted assets

Restricted asset balances are not available for general use by the City due to externally imposed restrictions which may be specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

Bonds and other payables include cash-in-lieu of public open space (received prior to 10 April 2006) and bonds for verges, hall hire, performance bonds, street trees, unclaimed monies and levies payable to other organisations.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

4. Other financial assets

Non-current	2023 $	2022 $
Financial assets at fair value through profit and loss		
Units in Local Government House Trust at 1 July	194,509	184,517
Increase in value of units	9,215	9,992
Units in Local Government House Trust at 30 June	**203,724**	**194,509**

The City, along with other Local Government Authorities is a beneficiary of the Local Government Unit Trust. The City of Stirling holds 10 units in the Trust. As set out in the Trust Deed units in the Trust can only be issued to Local Government Authorities recognised under the Local Government Act and cannot be commercially traded.

Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise fair value gains and losses through other comprehensive income.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 20.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

5. Trade and other receivables

a) Trade and other receivables – current

	2023 $	2022 $
Rates and statutory receivables	6,746,690	6,488,300
Trade and other receivables	7,901,452	8,592,218
GST Receivable	1,525,281	1,057,852
	16,173,423	**16,138,370**
Less: Allowance for impairment of trade and other receivables	(327,137)	(453,574)
	15,846,286	**15,684,796**

b) Trade and other receivables - non-current

	2023 $	2022 $
Pensioner's rates and ESL deferred	1,543,424	1,783,422
Prepayments	-	519,000
Deferred debtors	187,266	201,864
	1,730,690	**2,504,286**

Disclosure of opening and closing balances related to contracts with customer:

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:

	30 June 2023 Actual $	30 June 2022 Actual $	30 June 2021 Actual $
Trade and other receivables from contracts with customers	7,901,452	8,592,218	10,926,104
Contract assets	1,926,658	1,791,725	1,676,982
Allowance for impairment of trade and other receivables	(327,137)	(453,574)	(570,814)
Allowance for impairment of contract assets	(214,082)	(64,688)	(59,975)
Total trade and other receivables from contracts with customers	**9,286,891**	**9,865,681**	**11,972,297**

c) Other assets

	2023 $	2022 $
Interest due on investments not matured	1,388,768	224,748
Current prepayments	1,968,885	1,540,612
	3,357,653	**1,765,360**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

5. Trade and other receivables (continued)

Significant accounting policies

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines. Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade and other receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers including grants for the construction of recognisable non-financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade receivables are held with the objective to collect the contractual cashflows and are measured at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 20.

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

6. Inventories

Inventories - Current	2023 $	2022 $
Construction materials & fuel	445,703	359,498
Land held for resale:		
Cost of acquisition	45,670	68,635
Development costs	4,528,396	4,748,470
Total	**5,019,769**	**5,176,603**

Inventories - Non-current	2023 $	2022 $
Land held for resale:		
Cost of acquisition	188,067	256,702
Transfer to current inventory	(20,121)	(68,635)
Total	**167,946**	**188,067**

The following movement in land held for sale occurred during the year:

Land held for sale	Current $	Non-current $	Total $
Balance brought forward as at 1 July 2022	4,817,105	188,067	5,005,172
Land disposed/ sold during the year	(43,086)	-	(43,086)
Land transferred from non current to current inventory	20,121	(20,121)	-
Development costs	(220,074)	-	(220,074)
Balance carried forward as at 30 June 2023	**4,574,066**	**167,946**	**4,742,012**

Significant accounting policies

General

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

7. Contract assets

Current	2023 $	2022 $
Contract assets	1,926,658	1,791,725
Allowance for impairment of contract assets	(214,082)	(64,688)
Total	**1,712,576**	**1,727,037**

Significant accounting policies

Contract assets

Contract assets primarily relate to the City's right to consideration for work completed but not billed at the end of the period.

Impairment of assets associated with contracts with customers are detailed in note 5b.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure

a) Movements in balances of property, plant & equipment

	Note	Land	Buildings	Total land and buildings
		$	$	$
Balance as at 1 July 2021		**413,601,517**	**288,491,754**	**702,093,271**
Transfer to Inventory - land held for sale		(303,476)	-	(303,476)
Additions		-	119,255	119,255
Gifted assets		-	-	-
Disposals		(2,280,000)	(1,334,835)	(3,614,835)
Revaluation increments / (decrements) transferred to revaluation surplus		(12,575,382)	-	(12,575,382)
Depreciation (expense)	8e	-	(6,288,327)	(6,288,327)
Transfers		-	4,642,590	4,642,590
Balance as at 30 June 2022		**398,442,659**	**285,630,437**	**684,073,096**
Comprises:				
Gross balance amount at 30 June 2022		398,442,659	309,916,211	708,358,870
Accumulated depreciation at 30 June 2022		-	(24,285,775)	(24,285,775)
Balance at 30 June 2022		**398,442,659**	**285,630,436**	**684,073,095**
Balance at 1 July 2022		**398,442,659**	**285,630,436**	**684,073,095**
Additions		1,700,000	-	1,700,000
Disposals		(850,000)	(7,244,452)	(8,094,452)
Revaluation increments / (decrements) transferred to revaluation surplus		47,197,000	21,383,545	68,580,545
Depreciation (expense)	8e	-	(6,532,645)	(6,532,645)
Transfers		-	15,199,010	15,199,010
Balance as at 30 June 2023		**446,489,659**	**308,435,894**	**754,925,553**
Comprises:				
Gross balance amount at 30 June 2023		446,489,659	308,435,894	754,925,553
Accumulated depreciation at 30 June 2023		-	-	-
Balance at 30 June 2023		**446,489,659**	**308,435,894**	**754,925,553**

The fair value of property, plant and equipment is determined at least every five years in accordance with the regulatory framework, was assessed and level of fair value hierarchy. Additions since date of valuations are shown at cost. At the end of each reporting pe

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

Plant and equipment $	Mobile vehicle and plant $	Furniture and equipment $	Recreation equipment $	Assets under construction $	Total $
10,149,800	**20,471,354**	**3,992,210**	**3,163,425**	**8,046,483**	**747,916,543**
-	-	-	-	-	(303,476)
259,855	3,407,697	467,023	368,537	9,565,334	14,187,701
-	-	-	-	-	-
(5,288)	(1,268,515)	(7,142)	(109,979)	(10,165)	(5,015,924)
-	-	-	-	-	(12,575,382)
(1,461,411)	(4,550,150)	(1,391,716)	(635,746)	-	(14,327,350)
468,966	235,819	386,303	590,670	(3,377,478)	2,946,870
9,411,922	**18,296,205**	**3,446,678**	**3,376,907**	**14,224,174**	**732,828,982**
14,420,753	30,775,361	8,387,827	5,470,873	14,224,174	781,637,858
(5,008,830)	(12,479,156)	(4,941,149)	(2,093,966)	-	(48,808,876)
9,411,923	**18,296,205**	**3,446,678**	**3,376,907**	**14,224,174**	**732,828,982**
9,411,923	**18,296,205**	**3,446,678**	**3,376,907**	**14,224,174**	**732,828,982**
106,744	4,424,860	521,884	48,456	14,221,699	21,023,643
(5,608)	(772,618)	(15,743)	(31,170)	-	(8,919,591)
-	-	-	-	-	68,580,545
(1,369,223)	(3,491,869)	(1,004,715)	(656,961)	-	(13,055,413)
966,711	199,404	803,569	241,042	(16,661,479)	748,257
9,110,547	**18,655,982**	**3,751,673**	**2,978,274**	**11,784,394**	**801,206,423**
15,474,658	33,695,678	9,681,293	5,667,806	11,784,394	831,229,382
(6,364,111)	(15,039,696)	(5,929,620)	(2,689,532)	-	(30,022,959)
9,110,547	**18,655,982**	**3,751,673**	**2,978,274**	**11,784,394**	**801,206,423**

Local Government (Financial Management) Regulation 17A (2). Refer to Note 8(b) for the year in which each asset category
riod the valuation is reviewed and where appropriate fair value is updated to reflect current market conditions.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure (continued)

b) Fair value and cost measurements of property, plant & equipment

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
i. Fair value					
Land	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2023	Price per hectare / market borrowing rate
Non - specialised buildings	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2023	Price per square metre / market borrowing rate
Specialised buildings	3	Cost approach using replacement cost to calculate value, and then adjusted to take account of accumulated depreciation.	Independent registered valuers and Management Valuation	June 2023	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the City to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure (continued)

b) Fair value and cost measurements of property, plant & equipment (continued)

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
ii. Cost					
Plant & equipment	3	Cost approach using cost of goods or service at acquisition	Cost	Not applicable	Not applicable
Mobile fleet & plant	3	Cost approach using cost of goods or service at acquisition	Cost	Not applicable	Not applicable
Furniture & office equipment	3	Cost approach using cost of goods or service at acquisition	Cost	Not applicable	Not applicable
Recreation equipment	3	Cost approach using cost of goods or service at acquisition	Cost	Not applicable	Not applicable
Assets under construction	2	Cost approach using cost of goods or service at acquisition	Cost	Not applicable	Not applicable

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure (continued)

c) Movements in balances of infrastructure

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Note	Roads	Drainage	Footpaths
		$	$	$
Balance as at 1 July 2021		**1,106,017,405**	**269,389,707**	**116,955,771**
Additions		-	-	-
Revaluation increments / (decrements) transferred to revaluation surplus	14	-	-	-
Revaluation (loss) / reversals transferred to profit or loss		-	-	-
Depreciation (expense)	8e	(22,297,464)	(5,809,091)	(2,559,728)
Transfers		18,190,913	6,391,924	2,229,697
Balance as at 30 June 2022		**1,101,910,854**	**269,972,540**	**116,625,740**
Comprises:				
Gross balance amount at 30 June 2022		1,146,194,766	281,518,381	121,678,535
Accumulated depreciation at 30 June 2022		(44,283,912)	(11,545,841)	(5,052,795)
Balance at 30 June 2022		**1,101,910,854**	**269,972,540**	**116,625,740**
Balance at 1 July 2022		**1,101,910,854**	**269,972,540**	**116,625,740**
Additions		-	-	-
Disposals		-	-	-
Depreciation (expense)	8e	(22,728,647)	(5,901,657)	(2,611,260)
Transfers		13,492,297	3,523,106	1,728,692
Balance as at 30 June 2023		**1,092,674,504**	**267,593,989**	**115,743,172**
Comprises:				
Gross balance amount at 30 June 2023		1,159,687,063	285,041,487	123,407,227
Accumulated depreciation at 30 June 2023		(67,012,559)	(17,447,498)	(7,664,055)
Balance at 30 June 2023		**1,092,674,504**	**267,593,989**	**115,743,172**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

Other engineering infrastructure $	Reserves $	Reticulation and other parks $	Lighting $	Assets under construction $	Total $
9,331,420	**59,343,409**	**62,214,384**	**21,729,150**	**16,606,951**	**1,661,588,197**
-	-	-	-	32,886,161	32,886,161
3,755,535	-	(5,621,867)	-	-	(1,866,332)
-	-	(5,082,006)	(3,432,203)	-	(8,514,209)
(605,305)	-	(4,152,045)	(1,232,870)	-	(36,656,503)
6,646,262	2,019,587	3,831,192	3,065,536	(45,321,981)	(2,946,870)
19,127,912	**61,362,996**	**51,189,658**	**20,129,613**	**4,171,131**	**1,644,490,444**
19,141,648	61,362,996	51,189,658	20,129,613	4,171,131	1,705,386,728
(13,736)	-	-	-	-	(60,896,284)
19,127,912	**61,362,996**	**51,189,658**	**20,129,613**	**4,171,131**	**1,644,490,444**
19,127,912	**61,362,996**	**51,189,658**	**20,129,613**	**4,171,131**	**1,644,490,444**
-	-	-	-	31,373,621	31,373,621
-	(13,770,422)	-	-	-	(13,770,422)
(781,156)	-	(3,426,830)	(1,266,250)	-	(36,715,800)
75,202	2,271,820	3,216,709	1,403,351	(26,274,262)	(563,085)
18,421,958	**49,864,394**	**50,979,537**	**20,266,714**	**9,270,490**	**1,624,814,758**
19,216,849	49,864,394	54,406,367	21,532,964	9,270,490	1,722,426,841
(794,891)	-	(3,426,830)	(1,266,250)	-	(97,612,083)
18,421,958	**49,864,394**	**50,979,537**	**20,266,714**	**9,270,490**	**1,624,814,758**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure (continued)

d) Fair value measurements of infrastructure

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Roads	3	Cost approach using current replacement cost	Independent valuation	June 2020	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Drainage	3	Cost approach using current replacement cost	Independent valuation	June 2020	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Footpaths	3	Cost approach using current replacement cost	Independent valuation	June 2020	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Other engineering infrastructure (including bridges)	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Reserves	3	Actual cost of acquisition	Actual cost	June 2022	Actual cost
Reticulation & other parks	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Lighting	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Assets under construction	2	Historical cost of acquisition	Actual cost	June 2022	Purchase costs and current stage of works

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure (continued)

e) Significant accounting policies

Fixed assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment are recognised at cost on acquisition in accordance with Financial Management Regulation 17A. Where acquired at no cost the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for indicators of impairment annually.

Initial recognition and measurement between mandatory revaluation dates

Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with Financial Management Regulation 17A (5). These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Property, Plant and Equipment and Infrastructure assets with a value exceeding $5,000 are capitalised on date of acquisition or in respect of internally constructed assets from the time asset is ready for use. Infrastructure Assets ready for use are capitalised annually, with depreciation commencing from first reporting period after capitalisation. The impact on depreciation as a result of capitalising infrastructure assets annually instead of periodically is not considered material.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are land, buildings and infrastructure acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next revaluation consistent with *Financial Management Regulation 17A(4).*

Revaluation

The fair value of land, buildings and infrastructure is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

At the end of each period the carrying amount for each asset class is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with Local Government (Financial Management) Regulation 17A(2) which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

For property, plant and equipment and infrastructure, increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure (continued)

e) Significant accounting policies (continued)

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on Revaluation

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

a) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or

b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income and in Note 9.

Impairment

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

8. Property, plant, equipment and infrastructure (continued)

e) Significant accounting policies (continued)

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Artwork	Not Depreciated
Artwork - public	50 years
Buildings	10 to 50 years
Furniture & equipment	3 to 10 years
Plant & equipment	6 to 20 years
Mobile vehicles & plant	1 to 10 years
Recreation equipment	5 to 10 years
Roads	20 years to infinite
Drainage	30 to 100 years
Footpaths	15 to 60 years
Other engineering infrastructure	15 to 150 years
Reticulation & other parks infrastructure	10 to 75 years
Lighting	20 to 35 years
Reserves	Not Depreciated
Right-of-use (plant and equipment)	Based on the remaining lease term
Intangible assets - computer software licence	5 years

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Fully depreciated assets still in use

The gross carrying value of assets held by the City which are currently in use yet fully depreciated are shown in the table below:

By asset class	2023 $	2022 $
Plant & Equipment	1,233	1,711
Mobile Vehicles & Plant	2,020,850	2,957,421
Furniture & Office Equipment	990	70,463
Recreation Equipment	23,848	6,548
	2,046,921	**3,036,143**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

9. Intangible assets

Intangible assets	Computer Software $	Work in progress $	Total $
Balance as at 1 July 2021	2,283,163	311,547	2,594,710
Additions	813,243	-	813,243
Amortisation	(384,163)	-	(384,163)
Work in progress	-	134,391	134,391
Balance as at 30 June 2022	**2,712,243**	**445,938**	**3,158,180**
Balance as at 1 July 2022	**2,712,243**	**445,938**	**3,158,181**
Additions	288,506	-	288,506
Amortisation	(504,865)	-	(504,865)
Work in progress	-	87,659	87,659
Balance as at 30 June 2023	**2,495,884**	**533,597**	**3,029,481**

Significant accounting policies

Computer Software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the City are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software.
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

Information on useful life, amortisation rates and amortisation methods can be found in Note 8e.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

10. Leases

a) Right-of-use assets

Movement in the carrying amounts of each class of right of use asset between the beginning and the end of the current financial year.

	Right of use assets – land $	Right of use assets - plant and equipment $	Right of use assets – Total $
Balance as at 1 July 2021	**2,200**	**117,423**	**119,623**
Additions/terminations	(100)	30,883	30,783
Depreciation expense	-	(57,055)	(57,055)
Balance as at 30 June 2022	**2,100**	**91,251**	**93,351**
Balance as at 1 July 2022	**2,100**	**91,251**	**93,351**
Additions/terminations	(100)	126,221	126,121
Depreciation (expense)	-	(76,823)	(76,823)
Balance as at 30 June 2023	**2,000**	**140,649**	**142,649**

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2023 Actual $	2022 Actual $
Depreciation of right-of-use assets	76,823	57,055
Interest expense on lease liabilities	9,298	8,815
Gains from sale and leaseback transactions	-	180
Total amount recognised in the statement of comprehensive income	**86,121**	**66,050**
Total cash outflow from leases	9,298	8,815

The right of use asset of Land relates to a parcel of land for use by the City for 50 years. The City does not have the option to purchase the leased land at the expiry of the lease period.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

10. Leases (continued)

b) Lease liabilities

	2023 Actual $	2022 Actual $
Current	79,514	46,998
Non-current	67,092	50,805
	146,606	**97,803**

The City has various leases relating to plant and equipment. The lease term varies between 2 and 5 years. The measurement of lease liabilities does not include variable lease payments and any future cash outflows associated with leases not yet commenced to which the City is committed.

Refer to Note 26 for details of lease liabilities.

The City has not revalued the right of use assets relating to plant and equipment as the difference between the fair value and carrying amount is immaterial.

Significant accounting policies

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease. Leases for right of use assets are secured over the asset being leased.

Right-of-use assets - valuation measurement

Right of use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured zero cost (i.e. not included in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 8 under revaluation for details on the significant accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right of use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right of use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

10. Leases (continued)

c) Lessor - Property, Plant and Equipment Subject to Lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

	2023 Actual $	2022 Actual $
Less than 1 year	2,655,343	2,490,740
1 to 2 years	2,723,587	2,655,343
2 to 3 years	2,945,294	2,723,587
3 to 4 years	3,029,453	2,945,294
4 to 5 years	3,116,137	3,029,453
> 5 years	17,847,104	17,393,820

Amounts recognised in profit or loss for Property, Plant and Equipment Subject to Lease

	2023 Actual $	2022 Actual $
Rental Income	2,490,740	2,854,648

The City leases premises to clubs and other community institutions with rentals payable monthly. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. These premises are not considered investment property as they are leased for use in the supply of services to the community.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Although the City is exposed to changes in the residual value at the end of the current leases, the City group typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the properties.

Significant accounting policies

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease. The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (e.g. legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term. When a contract is determined to include lease and non-lease components, the City applies AASB 15 to allocate the consideration under the contract to each component.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

11. Trade and other payables

Current	2023 $	2022 $
Trade payables	9,434,805	10,231,055
Accrued creditors	14,947,445	17,456,983
Accrued payroll liabilities	2,883,582	2,246,726
Income received in advance	3,491,719	3,145,411
Bonds and deposits held	13,911,784	14,002,785
	44,669,335	**47,082,960**

Significant accounting policies

Financial liabilities

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

12. Other Liabilities

Current	2023 $	2022 $
Contract liabilities from contracts with customers	1,642,924	1,573,105
Capital grant/contributions liabilities	978,587	952,644
	2,621,511	**2,525,749**

Reconciliation of changes in contract liabilities	2023 $	2022 $
Opening balance	1,573,105	1,548,884
Additions	1,642,924	1,573,105
Revenue from contracts with customers included as a contract liability at the start of the period	(1,573,105)	(1,548,884)
	1,642,924	**1,573,105**

The City expects to satisfy the performance obligations from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.

Reconciliation of changes in capital grant/ contributions	2023 $	2022 $
Opening balance	952,644	1,382,406
Additions	978,587	952,644
Revenue from capital grant/ contributions held as a liability at the start of the period	(952,644)	(1,382,406)
	978,587	**952,644**

Performance obligations for each type of liability are expected to be recognised as revenue in accordance with the following time bands:

	Contract liabilities $	Liabilities from transfers for recognisable non-financial assets $
Less than 1 year	**1,642,924**	**978,587**

Significant accounting policies

Contract liabilities

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent performance obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/ contribution liabilities

Grant liabilities represent the City's performance obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Grant liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

13. Employee related provisions

	Provision for annual leave $	Provision for long service leave $	Total $
Opening balance as at 1 July 2022			
Current	8,029,857	10,448,166	18,478,023
Non-current	-	1,179,049	1,179,049
	8,029,857	**11,627,215**	**19,657,072**
Additional provisions	821,293	1,423,009	2,244,302
Amounts used	(1,467,189)	(769,214)	(2,236,403)
Balance as at 30 June 2023	**7,383,961**	**12,281,010**	**19,664,971**
Comprises			
Current	7,383,961	11,025,292	18,409,253
Non current	-	1,255,718	1,255,718
	7,383,961	**12,281,010**	**19,664,971**

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Amounts are expected to be settled on the following basis:	2023 $	2022 $
Less than 12 months after the reporting date:	2,359,796	2,041,162
More than 12 months from the reporting date	17,305,175	17,615,910
	19,664,971	**19,657,072**

Expected reimbursements of employee related provisions from other local governments included within other receivables.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

13. Employee related provisions (continued)

Significant accounting policies

Employee benefits

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations.

Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

14. Revaluation surplus

	2023 Actual Opening balance $	2023 Actual Changes on revaluation of assets $	2023 Actual Realisation on disposal of assets $	2023 Actual Closing balance $
a) Plant & equipment revaluation reserve	6,265	-	-	6,265
b) Mobile vehicle and plant revaluation reserve	44,917	-	-	44,917
c) Furniture and office equipment revaluation reserve	865,752	-	(13,140)	852,612
d) Recreation equipment revaluation reserve	13,690	-	-	13,690
e) Roads revaluation reserve	614,245,131	-	-	614,245,131
f) Drainage revaluation reserve	149,834,575	-	-	149,834,575
g) Footpaths revaluation reserve	62,891,587	-	-	62,891,587
h) Other engineering infrastructure revaluation reserve	16,886,312	-	-	16,886,312
i) Car parks on reserves revaluation reserve	31,827,308	-	-	31,827,308
j) Other parks infrastructure revaluation reserve	-	-	-	-
k) Reticulation revaluation reserve	-	-	-	-
l) Land revaluation reserve	380,504,835	47,197,000	(849,998)	426,851,837
m) Building revaluation reserve	110,760,187	21,383,545	(5,450,478)	126,693,254
n) Equity accounted investments				
- Tamala Park Regional Council	2,118	302,882	-	305,000
- Mindarie Regional Council	14,588,621	3,421,218	-	18,009,839
Total	**1,382,471,298**	**72,304,645**	**(6,313,616)**	**1,448,462,327**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

2022 Actual Opening balance $	2022 Actual Changes on revaluation of assets $	2022 Actual Realisation on disposal of assets $	2022 Actual Closing balance $
6,265	-	-	6,265
94,834	-	(49,917)	44,917
866,232	-	(480)	865,752
13,690	-	-	13,690
614,245,131	-	-	614,245,131
149,834,575	-	-	149,834,575
62,891,587	-	-	62,891,587
13,130,780	3,755,532	-	16,886,312
31,827,308	-	-	31,827,308
5,066,854	(5,066,854)	-	-
555,012	(555,012)	-	-
395,270,088	(12,575,382)	(2,189,871)	380,504,835
112,038,664	-	(1,278,477)	110,760,187
2,118	-	-	2,118
7,875,197	6,713,424	-	14,588,621
1,393,718,335	**(7,728,292)**	**(3,518,745)**	**1,382,471,298**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

15. Notes to the statement of cash flows

a) Reconciliation of cash

For the purpose of the Statement of Cash Flows, cash and cash equivalents includes cash on hand, cash at bank and investments in short term money market activity. All trust monies are excluded.

Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2023 $	2022 $
Cash at bank	66,932	64,432
Term deposits	161,665,465	142,490,770
Total cash & cash equivalents	**161,732,397**	**142,555,202**

b) Reconciliation of net cash used in operating activities to change in net assets.

	2023 $	2022 $
Net result	987,331	5,533,201
Non-cash items:		
Increase in impairment	22,957	343,502
Gain on LG Unit trust	(9,215)	(9,992)
Loss on revaluation of assets	-	8,514,209
Net (Profit)/ loss on disposal of non-current assets	20,686,604	482,295
Gifted and acquired assets	(10,000)	-
Depreciation	50,352,901	51,425,071
Changes in assets and liabilities:		
Increase/(decrease) in employee entitlements	7,900	(559,724)
Increase/(decrease) in payables & provisions	(2,413,665)	2,619,399
Increase/(decrease) in income in advance	(827,308)	(65,374)
(Increase)/ decrease in receivables	401,871	(1,001,195)
(Increase) in prepayments	(428,273)	(299,769)
(Increase)/decrease in inventory	176,955	(5,059,537)
(Increase)/ decrease in investments	(5,948,467)	591,641
Increase/(decrease) in contract liabilities	95,762	(405,541)
(Increase) in contract assets	(134,933)	(112,558)
Decrease in lease liabilities	18,021	34,232
Capital grants and subsidies	(11,651,820)	(21,322,703)
Net Cash from Operating Activities	**51,326,621**	**40,707,157**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

15. Notes to the statement of cash flows (continued)

c) Credit standby arrangements

	2023 $	2022 $
Bank overdraft limit	500,000	500,000
Bank overdraft at reporting date	-	-
Total amount of credit unused	**500,000**	**500,000**

16. Contingent liabilities

Contaminated sites

In compliance with the Contaminated Sites Act 2003, the City has two road reserves adjacent to privately owned sites that are listed in the Department of Water and Environmental Regulation (DWER) contaminated site register. The road reserves are considered as affected sites and are located:

- Adjacent to a site classified as "Contaminated – Remediation Required" in North Beach Road, Gwelup, and
- Adjacent to a site classified as "Possibly Contaminated – Investigation Required" in Walter Road West, Dianella

Until the City investigates to determine the presence and scope of contamination, assess the risk, and agree with DWER on the need and criteria for remediation of a risk-based approach, the City is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the DWER Guidelines.

17. Capital commitments

Capital expenditure commitments	2023 $	2022 $
Contracted for:		
- capital expenditure projects	10,665,010	9,596,439
- plant & equipment purchases	21,995,290	29,092,728
	32,660,300	**38,689,167**
Payable:		
- not later than one year	32,660,300	38,689,167

The capital expenditure projects outstanding at the end of the current and previous reporting period represent various constructions works throughout the City.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

18. Related party transactions

a) Elected member remuneration

	2023 Actual $	2022 Actual $
Meeting fees	495,166	510,228
Mayors allowance	91,997	89,753
Deputy mayors allowance	22,999	22,438
Travelling expenses	11,798	15,056
Telecommunications allowance	52,500	28,000
	674,460	**665,475**

b) Key Management Personnel (KMP) compensation

The total of remuneration paid to KMP of the City during the year are as follows:

	Note	2023 Actual $	2022 Actual $
Short-term employee benefits		1,541,183	1,455,751
Post-employment benefits		127,067	124,305
Other long-term benefits		35,523	143,058
Termination benefits		-	79,843
Council member costs	18a)	674,460	665,475
		2,378,233	**2,468,432**

Short-term employee benefits

These amounts include all salary, paid leave and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to elected members.

Post-employment benefits

These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

18. Related party transactions (continued)

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel

ii. Other Related Parties

Outside of normal citizen type transactions with the City, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the City

There were no such entities requiring disclosure during the current or previous year.

iv. Associated entities accounted for under the equity method

The City is involved in associated arrangements with Tamala Park Regional Council and Mindarie Regional Council. See details of transactions in notes 18c and 18d.

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

The City's main related parties are as follows:

c) Tamala Park Regional Council

The following related party transactions occurred with the Tamala Park Regional Council for the financial year ending 30 June:

	2023 Actual $	2022 Actual $
Fees and charges	602,727	501,507
Materials & contracts other works	627,461	465,794
Distributions received	6,666,664	3,333,332

d) Mindarie Regional Council

The following related party transactions occurred with the Mindarie Regional Council (MRC) for the financial year ending 30 June:

	2023 Actual $	2022 Actual $
Fees and charges	305,212	333,125
Materials & contracts other works	10,000,939	9,870,485
Investments	-	28,333,333
Amounts Payable to Related Parties:		
Trade and Other Payables	267,062	365,469

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

19. Investment in associates

a) Investment in associates

Set out in the table below are the associates of the City. All associates are measured using the equity method. Western Australia is the principal place of business for all associates.

Name of entity	% of ownership interest	2023 Actual $	2022 Actual $
Mindarie Regional Council	33.33	44,238,270	38,673,710
Tamala Park Regional Council	33.33	15,613,307	18,171,964
Total equity accounted investments		**59,851,577**	**56,845,674**

Share of profit/(loss) of associate accounted for using the equity method	Note	2023 Actual $	2022 Actual $
Share of profit/(loss) of Mindarie Regional Council	19b	2,143,342	(4,217,209)
Share of profit/(loss) of Tamala Park Regional Council	19c	28,990	(229,625)
		2,172,332	**(4,446,834)**

b) Mindarie Regional Council

The City, along with 6 other Councils is a member of the Mindarie Regional Council. The Mindarie Regional Council's objective is to establish and operate a long term refuse disposal site on Mindarie Super lot 118.

The City has contributed one third of the land and establishment costs of the refuse disposal facility and it uses the refuse disposal facility at Mindarie to deposit non recyclable waste collected by the City's domestic and commercial waste services.

The City currently has a contingent liability in relation to the Mindarie Regional Council

Details of this contingent liability are provided in note 19(d).

The table below reflects the summarised financial information of the material investments in associates based on the audited results of the Mindarie Regional Council. This does not reflect the City's share of those amounts. They have been amended to reflect adjustments made by the City when using the equity method, including fair value adjustments and modification for differences in accounting policy.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

19. Investment in associates (continued)

Summarised statement of comprehensive income	Note	2023 Actual $	2022 Actual $
Revenue		39,111,122	43,272,034
Expenses	22	(32,681,096)	(56,069,051)
Profit on disposal of assets		-	145,389
Net Result for the period		6,430,026	(12,651,628)
Other comprehensive income		10,263,654	20,140,272
Total comprehensive income Mindarie Regional Centre		**16,693,680**	**7,488,644**
City's share of total comprehensive income		**5,564,560**	**2,496,215**

Summarised statement of financial position	2023 Actual $	2022 Actual $
Current assets	64,273,412	50,281,492
Non current assets	100,324,693	95,598,663
Total assets	**164,598,105**	**145,880,155**
Current liabilities	(5,528,381)	(5,605,777)
Non current liabilities	(26,354,914)	(24,253,248)
Total liabilities	**(31,883,295)**	**(29,859,025)**
Net assets	**132,714,810**	**116,021,130**

Reconciliation to carrying amounts	2023 Actual $	2022 Actual $
Opening net assets 1 July	116,021,130	23,532,486
Profit/(Loss) for the period	6,430,026	(12,651,628)
Contribution to equity	-	85,000,000
Other comprehensive income	10,263,654	20,140,272
Closing net assets 30 June	**132,714,810**	**116,021,130**

Carrying amount of equity accounted investments	2023 Actual $	2022 Actual $
Carrying amount at 1 July	38,673,710	7,844,162
- share of associate's net profit/(loss)	2,143,342	(4,217,209)
- share of associate's other comprehensive income	3,421,218	6,713,424
- contribution to equity in associate	-	28,333,333
Carrying amount at 30 June	**44,238,270**	**38,673,710**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

19. Investment in associates (continued)

c) Tamala Park Regional Council (TPRC) (Renamed as Catalina Regional Council on 1 August 2023)

The City has a 1/3rd interest in Tamala Park Regional Council (renamed as Catalina Regional Council on 1 August 2023). The Regional Council was formed to manage the development and sale of land at Catalina Estate on behalf of six local governments.

The City has determined it has significant influence over the Regional Council as it holds 33.33 percent of the voting rights as the City has representation on Council and participates in policy-making decisions including the decisions regarding contributions and distributions.

The Tamala Park Regional Council's activities centre around the development of part Lot 118 Mindarie. Lot 118 was initially purchased in 1981 to provide a refuse landfill site for member councils of the Mindarie Regional Council, this lot is now being developed with a purpose of creating a new urban land development and a new urban community.

The investment in the Tamala Park Regional Council has been recognised at the value of its equity contributions. The City has undertaken a revaluation of its investments to fair value according to *Local Government (Financial Management) Regulations 1996.*

Summarised statement of comprehensive income	2023 Actual $	2022 Actual $
Revenue	1,277,146	322,628
Expenses	(1,166,159)	(1,008,002)
Finance costs	(3,614)	(1,757)
Profit/(loss) on disposal of assets	(20,403)	(1,744)
Net Result for the period	86,970	(688,875)
Other comprehensive income	908,647	-
Total comprehensive income Tamala Park Regional Council	**995,617**	**(688,875)**
City's share of total comprehensive income	**331,872**	**(229,625)**

Summarised statement of financial position	2023 Actual $	2022 Actual $
Current assets	44,873,314	53,079,035
Non current assets	2,640,157	1,786,027
Total assets	**47,513,471**	**54,865,062**
Current liabilities	(559,922)	(216,486)
Non current liabilities	(113,627)	(132,683)
Total liabilities	**(673,549)**	**(349,169)**
Net assets	**46,839,922**	**54,515,893**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

19. Investment in associates (continued)

Reconciliation to carrying amounts	2023 Actual $	2022 Actual $
Opening net assets 1 July	54,515,893	54,969,292
Profit/(loss) for the period	86,970	(688,875)
Contribution to equity	(8,671,588)	235,476
Other comprehensive income	908,647	-
Closing net assets 30 June	**46,839,922**	**54,515,893**

Carrying amount of equity accounted investments	2023 Actual $	2022 Actual $
Carrying amount at 1 July	18,171,964	18,323,097
- share of profit/(loss)	28,990	(229,625)
- share of other comprehensive income	302,882	-
- contributed equity in associate	(475,581)	262,110
- capital contributions - net	4,251,716	3,149,714
- distributions received	(6,666,664)	(3,333,332)
Carrying amount at 30 June	**15,613,307**	**18,171,964**

The City's share of the land held for re-sale in relation to Tamala Park has been recognised in Note 6.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

19. Investment in associates (continued)

d) Contingent liabilities from investments in associates

i) Contaminated site - Tamala Park landfill site

The most recent 2021 Mandatory Auditor's Report (MAR) report recommended that further works were required to close out the following:

- The adequacy of the landfill gas monitoring network including confirmation of screening intervals.
- Assessment of the potential for off-site migration of landfill gas particularly with relation to preferential pathways.
- Ongoing assessment of landfill gas and groundwater as part of an ongoing site management plan to inform long term trends and to inform the need or otherwise for mitigation measures.
- The MAR noted further long-term assessment of PFAS (in addition to other COPCs in groundwater including arsenic, nickel, ammonia, benzene and pathogens) would be appropriate.

The October 2023 MAR reports on those further investigations completed and provides an update on the conditions of the source site and affected site. The MRC MAR report is required by the Department of Water and Environmental Regulation (DWER) in respect of the Tamala Park Waste Management Facility site.

The purpose of the 2023 MAR audit was to:

- Confirm that the investigations undertaken adequately characterized the contamination status of the site.
- Confirm whether potentially significant risks to human health, the environment or environmental values exist on-site or off-site.
- Confirm the suitability of the site for the current and proposed land uses.
- Recommend a site classification under the Contaminated Sites Act 2003

The MAR auditor has determined, based on the analysis contained in the assessed reports, that:

- Source Site: Remains suitable for ongoing use as a Class II landfill, subject to implementation of a site management plan to prevent exposure to landfill gas, soil and groundwater contamination
- Affected Site: Remains suitable for current use as a development "buffer zone". The site is situated to the north of the MRC landfill.

The MAR report summary of findings for the Source and Affected sites are listed below:

<u>Source Site:</u>

- Soil – No soil investigations were completed in 2021 and 2023
- Groundwater – Groundwater results indicate impact to aquifer immediately below the landfill. Elevated levels of contaminants were above the relevant drinking water guidelines, some also exceeded the criteria for non-potable water use. No contaminants of potential concern (COPCs) were detected in samples collected from the onsite abstraction bore above the non-potable criteria.

Landfill gas – The site is considered capable of generating a significant quantity of landfill gases and vapours. Methane was detected at elevated levels in boreholes outside the waste mass and along the northern wall of the landfill. The extraction system appears to be effectively mitigating methane with negligible detections outside of the extraction well network. There are indications of fugitive emissions through damages areas of the cap which would require repair and maintenance.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

19. Investment in associates (continued)

d) Contingent liabilities from investments in associates (continued)

Affected Site:

- Groundwater results indicate some contaminants above the relevant drinking water guidelines but were below criteria for non-potable water uses. Certain COPCs detected above drinking water criteria were considered to be a reflection of natural site conditions.
- No methane has been recorded in recent events at monitoring wells outside the site boundary.

Site management plan (SMP)

A SMP was developed and received by the MRC in May 2020 and updated in May 2022. The SMP was required to provide a management plan for the site to ensure that potential hazards associated with soil, landfill gas, and groundwater contaminants are appropriately managed for the site's continued use as a landfill facility and leachate management. There are no "results" associated with this SMP, it is an ongoing document that continues to evolve to address the comprehensive management of landfill gas and groundwater in light of the most recent information obtained from periodic tests results.

The October 2023 MAR report concludes that:

- The auditor is satisfied that the information contained in the reviewed reports, considered as a whole, is sufficient to inform the current site and surrounding site condition and restrictions that may be applicable.
- Expectations of concerted effort to improve future reporting and reports to comply with relevant standards and guidelines.
- The assessments were sufficient to define the potential extents and types of contaminated media with an appropriate level of confidence.
- Investigation methodologies were sufficient to assess and manage risk.
- Ongoing assessment of landfill gas and groundwater as part of an ongoing Site Management Plan should be undertaken to inform long term trends and to inform the need or otherwise for mitigation measures.

Based on the above, MRC has no new information indicating that an additional landfill rehabilitation provision is required to address any specific remediation requirements nor do the October 2023 MAR report recommend such action.

Significant accounting policies

Investment in associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying the equity method of accounting, whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

20. Financial risk management

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate	Carrying Amounts	Fixed Interest Rate	Variable Interest Rate	Non Interest Bearing
	%	$	$	$	$
2023					
Cash and cash equivalents	4.54	161,732,397	161,665,465	-	66,932
2022					
Cash and cash equivalents	1.06	142,555,202	142,490,770	-	64,432

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

20. Financial risk management (continued)

b) Credit Risk

Trade and other receivables

The City's major receivables comprise of rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The expected loss rates are based on the payment profiles of fees and charges over a period of 12 months before 1 July 2023 and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables.

No provisions are made for Rates debtors as the City has provisions under Schedule 6.3 of the *Local Government Act 1995* to assist in recovering rates or service charges which remain unpaid.

The loss allowance as at 30 June 2023 and 30 June 2022 was determined as follows for trade and other receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
As at 30 June 2023					
Trade and other receivables					
Expected credit loss	0.084	0.093	0.083	0.008	
Gross carrying amount	3,605,802	1,079,605	180,997	14,964,365	19,830,769
Loss allowance	**304,566**	**100,503**	**15,028**	**121,122**	**541,219**
As at 30 June 2022					
Trade and other receivables					
Expected credit loss	0.092	0.591	0.529	0.004	
Gross carrying amount	3,296,663	166,359	80,889	16,371,470	19,915,381
Loss allowance	**304,417**	**98,344**	**42,799**	**72,702**	**518,262**

For consistency purposes the gross carrying amounts for the prior year have been amended to be more in line with the current financial year.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

20. Financial risk management (continued)

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade and other receivables		Contract Assets	
	2023 Actual $	2022 Actual $	2023 Actual $	2022 Actual $
Opening loss allowance as at 1 July	453,574	609,419	64,688	21,370
Increase in loss allowance recognised in profit or loss during the year	(17,446)	(109,509)	150,510	43,318
Receivables written off during the year as uncollectible	(108,991)	(46,336)	(1,116)	-
Closing loss allowance at 30 June	**327,137**	**453,574**	**214,082**	**64,688**

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments for a period of greater than 120 days past due. Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within other expenditure. Subsequent recoveries of amounts previously written off are credited against the same line item.

Contract Assets

The City's contract assets represent work completed, which have not been invoiced at year end. This is due to the City not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The City applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The City has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

20. Financial risk management (continued)

c) Liquidity risk

Payables

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 15 c.

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Total contractual cash flows	Carrying values
	$	$	$	$
2023				
Trade and other payables	44,669,335	-	44,669,335	44,669,335
Lease liabilities	79,514	67,092	146,606	146,606
	44,748,849	**67,092**	**44,815,941**	**44,815,941**
2022				
Trade and other payables	47,082,960	-	47,082,960	47,082,960
Lease liabilities	46,998	50,805	97,803	97,803
	47,129,958	**50,805**	**47,180,763**	**47,180,763**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

21. Subsequent event

There have been no subsequent events of a material nature to report since the end of the financial year.

Following the end of the financial year the City withdrew from the container deposit scheme program with the last operating date being 31 July 2023.

With a scheme commencement date of 2 October 2020, the City has been a foundation refund point operator in the State Government's Container Deposit Scheme by running and operating a refund point facility under a five year agreement with WA Return Recycle Renew Ltd (WARRRL). WARRRL is the scheme's appointed not-for-profit organisation created to establish and run the Containers for Change program throughout Western Australia.

The City's refund point facility has produced positive community benefits and has made a valuable contribution to improving recycling rates, supporting circular economy principles, enabled the City to provide employment opportunities, and enables fundraising opportunities for local schools, clubs and organisations.

Despite the positive outcomes, the City determined that it was the right time to step out of the scheme which is better suited to be managed by a social enterprise.

In late 2022 the City entered discussions with Good Samaritan Industries (trading as Good Sammy Enterprises – Good Sammy) about the potential to collaborate with the operation of the service

These discussions led to Good Sammy Enterprises taking over the scheme effective from 1 August 2023.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

22. Other significant accounting policies

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

22. Other significant accounting policies (continued)

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

22. Other significant accounting policies (continued)

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the City's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

23. Function and activity

a) Service objectives and description

The City is dedicated to providing high quality services to the community through the various service orientated programs which it has established.

Objective	Description
Governance	
To provide a decision making process for the efficient allocation of scarce resources.	Administration and operation of facilities and services to members of the City; Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific City services; All other governance related activities in areas such as City Support, Administration, Finance and Information Services have been allocated down to the Programs that these costs support.
Law, order and public safety	
To provide services to help ensure a safer community.	Supervision of various local laws, security, fire prevention, emergency services and animal control.
Health	
To provide an operational framework for environmental and community health.	Food quality and pest control, health education, health related emergency response.
Education and welfare	
To provide services to disadvantaged persons, the elderly, children and youth.	Provision, management and support services for families, children and the aged and disabled within the community, assistance to schools, senior citizens support groups and meals on wheels.
Community amenities	
To provide services required by the community.	Town planning and development, rubbish collection services, noise control, stormwater drainage, the provision of public conveniences, bus shelters, roadside furniture and litter control.
Recreation and culture	
To establish and effectively manage infrastructure and resources which will help the social well-being of the community.	Provision of facilities and support for organisations concerned with leisure time activities and sport, support for the performing and creative arts and the preservation of the national estate. This includes maintenance of halls, aquatic centres, recreation and community centres, parks, gardens, sports grounds and the operation of libraries.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

23. Function and activity (continued)

a) Service objectives and description (continued)

Objective	Description
Transport	
To provide safe, efficient and effective transport services to the community.	Construction, maintenance and cleaning of streets, roads, bridges, drainage works, footpaths, parking facilities, traffic signs and the Council Operation Centre, street lighting, traffic lights, including development, plant purchase and maintenance.
General purpose funding	
To collect revenue to allow for the provision of services.	Rates income and expenditure, general purpose government grants, pensioner deferred rates and interest revenue.
Economic services	
To help promote the local government and its economic well-being.	To plan facilities and regulate land use consistent with community expectations and environmental considerations.
Other property and services	
To provide effective and efficient property services to the community and to monitor and control Council's overheads operating accounts.	Private works operations, public works overheads, City plant operations and repair costs, land and property services and others that cannot be assigned to one of the preceding programs.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

23. Function and activity (continued)

b) Income and Expenses by program

	2023 Budget $	2023 Actual $	2022 Actual $
Income excluding grants, subsidies and contributions			
General Purpose Funding	152,710,311	161,882,681	145,600,962
Governance	1,558,672	2,392,286	1,521,253
Law, Order & Public Safety	4,194,100	4,178,465	3,747,991
Health	192,220	384,974	158,395
Education & Welfare	3,300,349	2,400,869	4,304,505
Community Amenities	46,465,820	46,927,944	46,391,775
Recreation & Culture	15,202,949	16,186,814	13,613,414
Transport	2,376,100	2,085,299	2,289,733
Economic Services	3,460,794	1,874,286	7,763,582
Other Property & Services	6,001,854	14,924,155	2,421,005
	235,463,169	**253,237,772**	**227,812,615**
Total grants, subsidies and contributions			
General Purpose Funding	6,830,000	10,580,216	9,512,708
Law, Order & Public Safety	145,025	55,025	69,020
Education & Welfare	7,708,397	7,974,847	7,577,838
Community Amenities	2,350,000	2,700,000	-
Recreation & Culture	3,211,486	3,472,774	3,998,624
Transport	5,140,784	5,877,334	3,787,547
Economic Services	-	-	128,486
Other Property & Services	2,500,000	2,655,784	12,809,875
	27,885,692	**33,315,980**	**37,884,098**
Total Operating Revenue	**263,348,861**	**286,553,752**	**265,696,713**
Expenses from operations			
General purpose funding	(1,100,000)	(758,136)	(3,407,896)
Governance	(14,662,328)	(49,286,741)	(36,065,220)
Law, order & public safety	(9,615,671)	(8,706,616)	(6,990,576)
Health	(2,960,764)	(2,249,826)	(1,952,582)
Education & welfare	(18,559,580)	(15,302,598)	(17,437,215)
Community amenities	(51,960,003)	(46,294,957)	(45,171,788)
Recreation & culture	(78,146,044)	(84,908,915)	(70,299,729)
Transport	(59,408,746)	(55,550,540)	(53,460,647)
Economic services	(7,202,303)	(4,829,653)	(9,943,554)
Other property & services	(13,707,756)	(17,678,439)	(15,434,305)
Total expenditure	**(257,323,195)**	**(285,566,422)**	**(260,163,512)**
Net result	**6,025,666**	**987,331**	**5,533,201**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

23. Function and activity (continued)

c) Total assets

	2023 Actual $
General purpose funding	95,810,560
Governance	21,799,956
Law, order & public safety	3,507,023
Health	418,314
Education & welfare	16,016,996
Community amenities	88,216,916
Recreation & culture	429,073,667
Transport	1,454,745,689
Economic services	4,464,718
Other property & services	533,154,326
Unallocated	31,607,764
Total assets	**2,678,815,929**

The classification of the 2022 balances by function and activity could not be reliably measured so have not been included here for comparison.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

24. Rates

Rating information

Rate description	Basis of valuation	Rate in $	Number of properties	Rateable value* $	2023 Budget $	2023 Actual $	2022 Actual $
Residential	Gross rental valuation	0.059659	58,056	1,366,532,328	81,525,952	81,727,410	77,575,051
Industrial	Gross rental valuation	0.060546	1,848	225,571,757	13,657,470	13,336,764	12,808,954
Commercial	Gross rental valuation	0.054898	1,622	316,878,563	17,395,999	17,657,572	16,973,916
Vacant	Gross rental valuation	0.082347	1,294	30,893,230	2,382,324	2,413,154	2,470,534
Total general rates					**114,961,745**	**115,134,900**	**109,828,455**
Minimum payments		**Minimum**					
General minimum	Gross rental valuation	893	38,925	475,024,420	34,760,918	34,828,786	33,468,853
Parkland villas (under 36m²)	Gross rental valuation	742	7	76,440	5,194	5,194	5,005
Strata titled storage units	Gross rental valuation	579	59	290,166	33,582	34,161	82,947
Interim rates					1,169,112	4,257,257	1,048,781
Total general and minimum payments rates					**150,930,551**	**154,260,298**	**144,434,041**
Plus:							
Late payment penalties					250,000	351,653	297,661
Arrears rates					2,000	1,950	4,020
Instalment charges & interest					250,000	158,293	160,308
Total general purpose funding					**151,432,551**	**154,772,194**	**144,896,030**

For the 2022/23 financial year, and in accordance with the provisions of Section 6.33 of the *Local Government Act 1995*, the City of Stirling have adopted a Differential Rates strategy with a different rate in the dollar applied to each of the four property categories. The key values of objectivity, fairness, equity and transparency have been applied when setting the rate in the dollar.

The rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

*Rateable Value at time of raising of rate.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

25. Determination of surplus or deficit

a) Non-cash amounts excluded from operating activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32.*

Adjustments to operating activities	2023 Budget $	2023 Actual $	2022 Actual $
Less: Profit on asset disposals	(464,237)	(684,009)	(1,438,305)
Less: Acquired assets	-	10,000	-
Add: Loss on disposal of assets	380,483	21,370,613	1,920,600
Add: Depreciation	51,793,718	50,352,901	51,425,071
Non-cash movements in non-current assets and liabilities:			
Financial assets at amortised cost	-	(9,215)	(9,992)
Trade and other receivables	-	773,596	6,987,499
Investment in associates	-	(3,005,903)	(30,682,107)
Contract Assets	-	-	2,185
Inventory - Land held for resale	-	20,121	(188,067)
Employee benefit provisions	-	7,899	(559,723)
Lease liabilities	-	16,287	(22,010)
ROU	-	(49,298)	26,272
Non-cash amounts excluded from operating activities	**51,709,965**	**68,802,992**	**27,461,423**

b) Surplus or deficit after imposition of general rates

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets	Note	2023 Budget $	2023 Actual $	2022 Actual $
Less: Reserve accounts	27	(79,907,274)	(94,897,412)	(70,153,272)
Add: Current liabilities not expected to be cleared at end of year				
- Current annual leave	13	7,519,785	7,383,961	8,029,857
- Current long service leave	13	11,279,678	11,025,292	10,448,166
Total adjustments to net current assets		**(61,107,811)**	**(76,488,159)**	**(51,675,249)**
Net current assets used in the Statement of Financial Activity				
Total current assets		135,568,601	187,668,681	166,908,998
Less: Total current liabilities		(74,460,790)	(65,779,613)	(68,133,730)
Less: Total adjustments to net current assets		(61,107,811)	(76,488,159)	(51,675,249)
Surplus or deficit after imposition of general rates		**-**	**45,400,909**	**47,100,019**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

26. Lease liabilities

	2023 $ Current	2023 $ Non-current	2023 $ Total	2022 $ Current	2022 $ Non-current	2022 $ Total
Plant and equipment	79,414	65,192	144,606	46,898	48,805	95,703
Land	100	1,900	2,000	100	2,000	2,100
	79,514	**67,092**	**146,606**	**46,998**	**50,805**	**97,803**

		Plant and equipment		
		Lease liability Current $	Lease liability Non-current $	Lease liability Total $
1 July 2021	Balance at start of year	50,602	70,715	121,317
	New lease liability	6,533	27,797	34,330
	Movement from non-current to current	49,707	(49,707)	-
	Repayment/ termination	(68,759)	-	(68,759)
	Lease interest	8,815	-	8,815
30 June 2022	**Balance at end of year**	**46,898**	**48,805**	**95,703**
1 July 2022	Balance at start of year	46,898	48,805	95,703
	New lease liability	26,792	99,431	126,223
	Movement from non-current to current	83,044	(83,044)	-
	Repayment/ termination	(86,618)	-	(86,618)
	Lease interest	9,298	-	9,298
30 June 2023	**Balance at end of year**	**79,414**	**65,192**	**144,606**

Plant equipment leased is either for larger printers/scanners or golf carts.

Land - peppercorn lease			Total - plant & equipment and land		
Lease liability Current $	Lease liability Non-current $	Lease liability Total $	Lease liability Current $	Lease liability Non-current $	Lease liability Total $
100	2,100	2,200	50,702	72,815	123,517
-	-	-	6,533	27,797	34,330
100	(100)	-	49,807	(49,807)	-
(100)	-	(100)	(68,859)	-	(68,859)
-	-	-	8,815	-	8,815
100	**2,000**	**2,100**	**46,998**	**50,805**	**97,803**
100	2,000	2,100	46,998	50,805	97,803
-	-	-	26,792	99,431	126,223
100	(100)	-	83,144	(83,144)	-
(100)	-	(100)	(86,718)	-	(86,718)
-	-	-	9,298	-	9,298
100	**1,900**	**2,000**	**79,514**	**67,092**	**146,606**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

27. Restricted reserves - cash backed

		2023 Actual Opening Balance $	2023 Actual Transfer to $	2023 Actual Transfer (from) $	2023 Actual Closing Balance $
a)	Asset acquisition reserve	1,886,771	76,249	(1,863,837)	99,183
b)	Capital investment reserve	4,492,554	13,417,514	(225,246)	17,684,822
c)	Cash in lieu of public open space reserve	229,060	699,417	-	928,477
d)	Corporate projects reserve	4,895,967	20,499,717	(1,349,375)	24,046,309
e)	Development contribution right of way improvement works reserve	-	-	-	-
f)	Edith Cowan Reserve lighting reserve	40,690	1,644	-	42,334
g)	Investment income reserve	3,036,815	993,846	(1,035,715)	2,994,946
h)	Payment in lieu of parking reserve	2,927,523	118,308	-	3,045,831
i)	Plant replacement reserve	7,167,158	289,641	(1,960,687)	5,496,112
j)	Previous employees long service leave provision	775,168	55,410	-	830,578
k)	Public parking strategy reserve	6,429,402	259,827	(11,960)	6,677,269
l)	Road widening reserve	139,689	5,645	-	145,334
m)	Security service charge reserve	946,033	637,753	(1,108,263)	475,523
n)	Staff leave liability reserve	13,376,137	540,560	-	13,916,697
o)	Strategic waste development reserve	9,460,488	5,193,646	(131,079)	14,523,055
p)	Tamala Park reserve	9,852,680	-	(9,852,680)	-
q)	Tree reserve	1,055,936	368,610	(201,430)	1,223,116
r)	Workers' compensation reserve	3,441,201	-	(673,375)	2,767,826
		70,153,272	**43,157,787**	**(18,413,647)**	**94,897,412**

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserves - cash/financial assets backed.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

2023 Budget Opening Balance $	2023 Budget Transfer to $	2023 Budget Transfer (from) $	2023 Budget Closing Balance $	2022 Actual Opening Balance $	2022 Actual Transfer to $	2022 Actual Transfer (from) $	2022 Actual Closing Balance $
1,899,392	221	-	1,899,613	2,369,972	8,856	(492,057)	1,886,771
4,530,932	9,686,014	-	14,216,946	4,860,521	-	(367,967)	4,492,554
229,060	2,175	-	231,235	195,689	33,371	-	229,060
4,895,968	7,293,772	-	12,189,740	2,314,835	2,656,468	(75,336)	4,895,967
-	-	-	-	-	263,995	(263,995)	-
40,692	386	-	41,078	40,539	151	-	40,690
2,233,302	10,571	(120,000)	2,123,873	2,529,159	831,128	(323,472)	3,036,815
2,927,524	27,796	-	2,955,320	2,901,680	25,843	-	2,927,523
7,308,158	4,746,299	(3,606,273)	8,448,184	3,774,650	3,918,508	(526,000)	7,167,158
713,184	100,000	(100,000)	713,184	713,184	61,984	-	775,168
6,429,401	59,215	(192,800)	6,295,816	6,684,643	24,980	(280,221)	6,429,402
139,688	1,326	-	141,014	139,169	520	-	139,689
760,000	704,312	(975,000)	489,312	765,338	946,033	(765,338)	946,033
13,438,121	127,592	-	13,565,713	13,326,337	49,800	-	13,376,137
9,688,166	3,755,378	(315,000)	13,128,544	34,261,357	3,689,942	(28,490,811)	9,460,488
8,186,014	5,000,000	(13,186,014)	-	6,495,077	3,357,603	-	9,852,680
1,147,664	9,021	(197,566)	959,119	1,018,156	307,516	(269,736)	1,055,936
2,508,583	1,137,333	(1,137,333)	2,508,583	2,508,583	1,865,237	(932,619)	3,441,201
67,075,849	**32,661,411**	**(19,829,986)**	**79,907,274**	**84,898,889**	**18,041,935**	**(32,787,552)**	**70,153,272**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

27. Restricted reserves - cash backed (continued)

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of Reserve	Purpose of the reserve
a) Asset acquisition reserve	Created in 2004/05 to accommodate anticipated revenues from land sales which are an integral part of the City's overall asset rationalisation program.
b) Capital investment reserve	The Capital Investment Reserve will hold proceeds of any sale of investment property, funds allocated by Council for investment purposes, surplus funds from investment purposes and any other funds as determined by Council.
c) Cash in lieu of public open space	This reserve was established in accordance with the *Local Government Act 1995* and section 154 of the Planning and Development Act to account for the contribution and payment in lieu of public open space received after 12 September 2020.
d) Corporate projects reserve	Created in 2004/05 to accommodate future development needs of the City. The finalisation of the Strategic Community Plan, together with the long term works plan will assist in identifying appropriate uses for these funds.
e) Development contribution right of way improvement works reserve	This reserve was established in accordance with the *Local Government Act 1995* to account for the contribution and payment of any right of way improvement work undertaken by the City.
f) Edith Cowan Reserve lighting reserve	These funds were provided by the developer of the estate surrounding the Churchlands Reserve. Council resolved to place the funds in a financial reserve fund to pay for future maintenance and running costs associated with the lighting on this reserve.
g) Investment income reserve	The Investment Income Reserve will hold rent from investment properties, dividends and distributions from other investments and interest earned on Capital Investment Reserve
h) Payment in lieu of parking reserve	These funds are provided by developers where it is impractical to provide the number of parking spaces generally required for a particular development/use. These are held until an opportunity arises where suitable parking may be provided. Care is taken to ensure that the funds are separately identified to enable them to be applied only to works within the specific areas from which the revenue was sourced.
i) Plant replacement reserve	This Reserve account is designed to eliminate the need for substantial allocations from rates in any year. The principle behind the Reserve is that a proportionate payment will be made from the general fund annually that relates to utilisation (consumption) of existing plant and provides for plant replacement.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

27. Restricted reserves - cash backed (continued)

Name of Reserve	Purpose of the reserve
j) Previous employees long service leave provision reserve	The purpose of this Reserve is to provide for liabilities for long service leave payments that may need to be made to other local governments in respect of the transferred service entitlement of past employees of the City. Regulations provide that long service leave entitlements are transferable from Council to Council for an employee's uninterrupted service in local government.
k) Public parking strategic reserve	This reserve was created to fund the City's Paid Parking Strategy.
l) Road widening reserve	The Road Widening Reserve was set up within the 2012/13 financial year to be used for compensation payments associated with the compulsory acquisition of land for road widening along Beaufort Street and Harborne Street.
m) Security service charge reserve	This reserve was created to accommodate excess funds from the charge levied for the Property Surveillance and Security services. In accordance with the provisions of Section 6.38 of the Local Government Act 1995 any surplus generated from this charge is to be allocated to a Reserve and used for Security Services, or be repaid to owners.
n) Staff leave liability reserve	It is the function of this Reserve to cash-back the liability of the City for long service leave and annual leave for continuing employees. The liability is calculated based on legal and contractual entitlements. The Reserve will be maintained at a minimum of 50% of the liability.
o) Strategic waste development reserve	The reserve was created in 2015/16 by renaming the 3-Bin Replacement Reserve and is to be used to fund strategic waste related projects.
p) Tamala Park reserve	The City will be receiving funds over the next few years for the sale of land developed at Tamala Park. It is proposed that the funds be used for income generating projects which in turn will help create a sustainable City.
q) Tree reserve	The Tree Reserve will hold any funds set aside under the City's Street and Reserve Trees policy.
r) Workers' compensation reserve	The scope of this reserve is the payment of premium obligations and common law claims with respect to work related injuries for which the City as employer has a statutory or common law liability.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2023

28. Trust funds

Trust funds allocated interest

Funds over which the City has no control and which are not included in the Financial Statements are as follows:

Purpose of trust fund	Opening balance 1 July 2022	Receipts	Paid out	Interest Earned	Closing balance 30 June 2023
	$	$	$	$	$
Other bonds	511,578	-	-	17,600	529,178
Town planning scheme no 18	4,281,599	-	-	147,390	4,428,989
Town planning scheme no 25	581,851	-	*(572,622)	20,030	29,259
Town planning scheme no 27	416,149	-	-	14,326	430,475
Town planning scheme no 28	630,993	-	-	21,721	652,714
Laneways	671,606	-	(146,219)	21,867	547,254
Other trusts	855,011	-	-	29,416	884,427
Payment in lieu of public open space	9,296,113	-	-	319,822	9,615,935
	17,244,900	**-**	**(718,841)**	**592,172**	**17,118,231**

* Represents $572,622 transfer to the municipal fund





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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.

Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555
Enquiries www.stirling.wa.gov.au/enquiries
Web www.stirling.wa.gov.au | /citystirlingwa

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