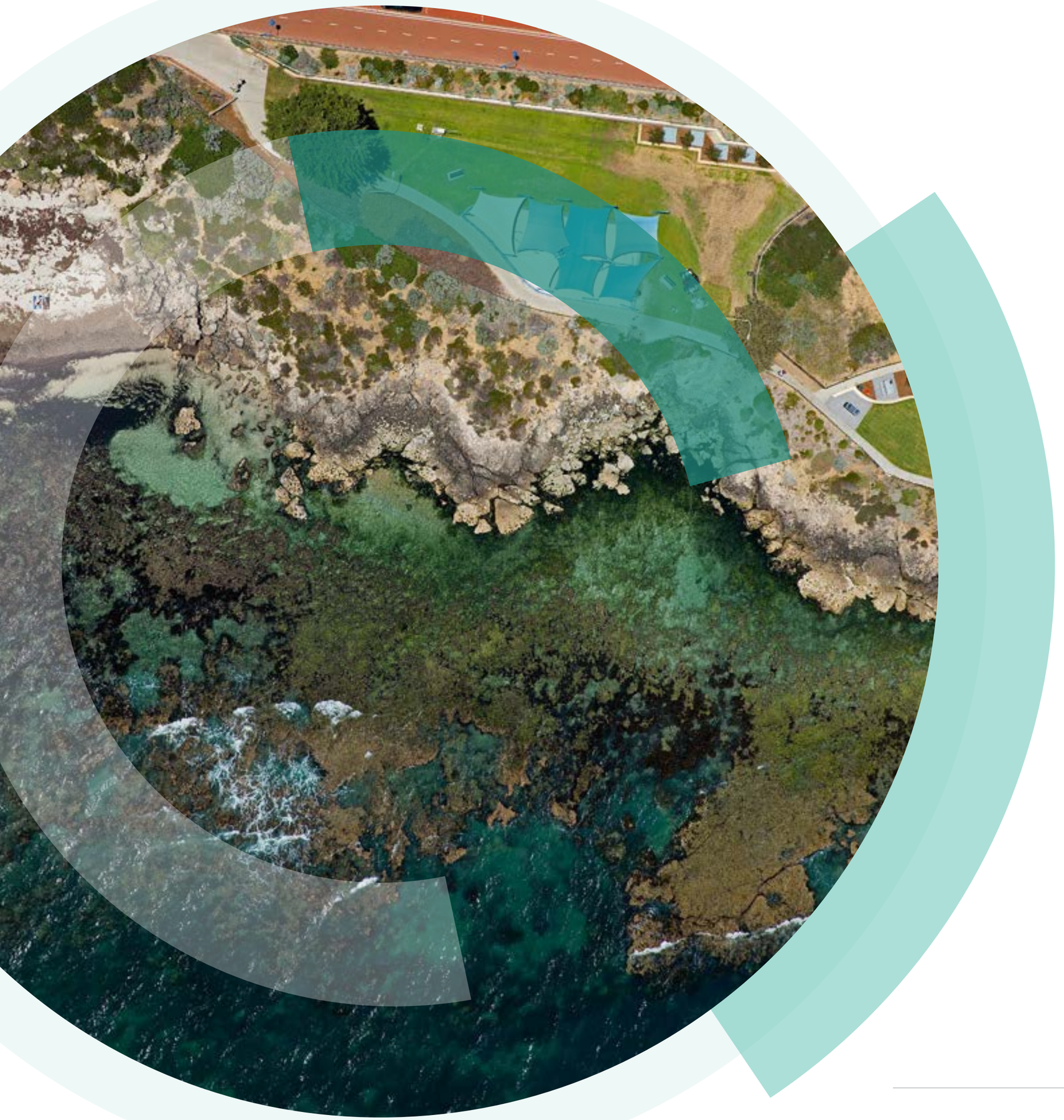


City of Stirling
City of Choice

Annual Report
2019/20



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Where to get a copy

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

(www.youtube.com/user/cityofstirlingwa).

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

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

Από πού να πάρετε αντίγραφο

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

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

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

Dove ottenerne una copia

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

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

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

何处可获取年度报告

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

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

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

何處可獲取年度報告

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

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

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

Каде да побарате копија

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

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

Có thể lấy một bản ở đâu

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

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

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

ش‌رازگ ن‌ا هب ی‌سرتسد

ت‌ی‌اس‌ب‌و ق‌ی‌ر‌ط ز‌ا گ‌ن‌ی‌ل‌ر‌ت‌س‌ا ی‌ر‌ا‌د‌ر‌ش ن‌ا‌ی‌ل‌ا‌س ش‌ر‌ا‌ز‌گ ش‌ر‌ا‌د‌ر‌ی (www.stirling.wa.gov.au/annualreport) ر‌د ن‌أ ی‌ر‌ص‌ب‌ی ه‌ب‌ع‌ی ه‌س‌چ‌ن‌ی‌ن ن‌ی‌چ‌م‌ه ،ت‌س‌ا د‌و‌ل‌ن‌ا‌د ل‌ب‌ا‌ق ی‌ر‌ا‌د‌ر‌ش ه‌ب‌و‌ی‌ت‌و‌ی ل‌ا‌ن‌ا‌ک (www.youtube.com/user/cityofstirlingwa) ت‌ح‌ت ع‌ن‌و‌ن ا‌ن “The Year in Review” ق‌ا‌ب‌ل د‌ر‌ی‌ا‌ف‌ت‌ ی‌م ا‌ب‌ش‌د.

ب‌ا‌ر‌ا‌س‌ا‌س ج‌ع‌ت‌س، ز‌ی‌ط‌ح‌ی ز‌ا‌ی‌ت‌ ا‌ز ح‌م‌ا‌ی‌ت ر‌د ی‌ر‌ا‌د‌ر‌ش ه‌و‌ا‌د‌م ش‌ر‌ا‌ز‌گ ا‌ن‌ا‌ی‌ل‌ا‌س ش‌ر‌ا‌ز‌گ‌ن‌ی‌ل‌ر‌ت‌س‌ا ی‌ر‌ا‌د‌ر‌ش ه‌ب‌و‌ی‌ت‌و‌ی ن‌ی‌ر‌ه‌خ ه‌چ‌ا‌پ ی‌ب‌ه‌ی‌ت‌ ه‌د‌ش‌ ا‌ت‌س. ی‌ا‌ن ن‌ی‌ر‌ه‌خ ا‌ت‌ن‌ ا‌ع‌د‌ا‌د ح‌د‌و‌د‌ی‌ن‌ی‌ر‌ه‌خ ه‌چ‌ا‌پ ی‌ب‌ه‌ی‌ت‌ ه‌د‌ش‌ ا‌ت‌س. ع‌و‌ا‌ن ب‌ا‌ر‌ا‌ی‌ن ا‌ز ط‌ر‌ی‌ق ب‌ا‌ر‌ا‌س‌ ا‌ت‌ف‌ا‌د‌ه‌ ه‌و‌م‌ ه‌و‌چ‌و‌م ی‌م ا‌ب‌ش‌د. ب‌ا‌ر‌ا‌ی ا‌ط‌ل‌ا‌ع‌ ا‌ز ه‌ر ک‌د‌ا‌م ا‌ز ا‌ی‌ن ک‌ت‌ا‌ب‌خ‌ا‌ن‌ ا‌ص‌ت‌ر‌ل‌ی‌ن‌گ ش‌ش ش‌ع‌ب‌ه‌ ک‌ت‌ا‌ب‌خ‌ا‌ن‌ ا‌ص‌ت‌ر‌ل‌ی‌ن‌گ ز‌ک‌ر‌م ر‌د ا‌ه (08) م‌ر‌ا‌ش‌ ه‌ب ا‌د‌ا‌ر‌ه‌ ک‌ل ش‌ه‌ر‌ د‌ا‌ر‌ی‌ د‌ر‌ ا‌ی‌ن ز‌م‌ی‌ن‌ه‌ ا‌ط‌ل‌ا‌ع‌ ب‌ه‌ ص‌و‌ر‌ت ر‌ا‌ی‌گ‌ا‌ن ا‌ز ط‌ر‌ی‌ق ت‌ل‌ف‌ن 13 14 50 ب‌ا ا‌ی‌ن م‌ر‌ک‌ز ت‌م‌ا‌س ب‌گ‌ی‌ر‌ی‌د.

من أين الحصول على نسخة

يمكن تحميل التقرير السنوي لمدينة ستيرلينج (City of Stirling) من موقع الانترنت على (www.stirling.wa.gov.au/annualreport)، كما أن التقرير متاح أيضا للصوت والصورة على قناة مدينة ستيرلينج على اليوتيوب (www.youtube.com/user/cityofstirlingwa) تحت مسمى «مراجعة السنة»: "The Year in Review" واتساقا مع سياسة مدينة ستيرلينج المتبعة باستمرار بخصوص الاستدامة، يتوافر عدد محدود من النسخ الورقية، حيث يمكن للجمهور تصفحها في مركز الادارة وكذلك في المكتبات الستة التي تتبع المدينة. كما يمكن أيضا طلب نسخة ورقية من التقرير من خلال الاتصال بمركز تواصل العملاء على هاتف (08) 9205 8555.

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

Acknowledgement of Country

Ngalak kaadatj Nyoongar nedingar wer birdiya, baalap barn boodja-k wer kaaratj boodja-k koora koora wer yeyi.

Ngalak kaadatj baalabang malayin wer nakolak baalap yang ngalany-al City of Stirling dandjoo Nyoongar moort-al kolbang koorliny.

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

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

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





Introduction

Welcome to the City of Stirling's Annual Report for the 2019/20 financial year. This report presents the City's financial and operational performance for the year against the key objectives, strategies and priorities outlined in our Strategic Community Plan and Corporate Business Plan.

The Strategic Community Plan 2018 – 2028 and its supporting Corporate Business Plan 2019 – 2023 form the vision for the development of the City of Stirling. These two publications detail the community's aspirations and the approaches in place to achieve them. The 2019/20 Annual Report informs the reader of how the City is delivering on its vision to be a place where people choose to live, work, visit and invest. Divided into five main sections, this Annual Report comprises the following:

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

The City strives to build a sustainable future for its community. To achieve this, the City has adopted the Global Reporting Initiative (GRI) as a means of monitoring progress towards sustainability and outlining a strategy to realise its goals. The GRI process enables the City to deliver on reporting commitments in a transparent, consistent and internationally credible framework. The City has chosen GRI indicators that are most relevant to its activities. The GRI index can be found on page 248 of this report.

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

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

Performance highlights

The City of Stirling's 2019/20 Annual Report details the organisation's progress towards the strategic objectives outlined in its Strategic Community Plan 2018 – 2028 and Corporate Business Plan 2019 – 2023.

The City's vision is divided into five key result areas and the following section highlights some of our major achievements and challenges in relation to these. A detailed report of each key result area begins on page 69.

Key result area: Social

500+ active volunteers

Successfully advocated the state government to introduce legislation against wheel clamping practices

32 job readiness workshops delivered to 114 newcomers as part of the Kaleidoscope Initiative

664 early childhood literacy sessions delivered to **13,506** children at Stirling Libraries

849,000+ visitors across three aquatic facilities including **8,716** children enrolled in Learn to Swim classes

4,017 organised sports teams and 13,804 junior program attendances at Stirling Leisure Centres

589 rescues, **817** first aid treatments and **23,076** preventative actions performed by beach inspectors

95,500 kilometres patrolled by Security Service and **11,600+** service requests attended

4 vibrant murals painted on community facilities across the City.

Key result area: Economic

16,500 people attended Sunset Veranda events across 20 days

$43.7m approved for an Economic Stimulus and Community Recovery Package for the community in response to COVID-19

1st parklet installed in Inglewood

Introduced the **Small-Business-Friendly Approvals project** to reduce red tape and streamline customer service in development approvals

Key result area: Built Environment

$48m+ in capital projects delivered across the City

5 kilometres of new footpaths constructed

The design for **Stage one** of the Stephenson Avenue extension project completed

6,000 maintenance requests completed, including 1,960 path requests and 790 drainage requests

Key result area: Natural Environment

18 schools participated in the Living Green Schools program

83,945 tonnes of waste and recyclables collected

13 per cent of energy demand supplied by renewable energy

15,000 native plants provided to 731 homes through the annual plant giveaway

118 home sustainability audits conducted, identifying opportunities for residents to reduce energy and water bills

334 volunteers, contributed 800 volunteer hours to help plant 1,300 street trees across the City

30 per cent increase in population numbers for endangered quendas

53 per cent of all waste collected via the three-bin system was diverted from landfill, an increase of seven per cent compared to last year

Key result area: Governance

1,667 new Australians naturalised at citizenship ceremonies

'Your Say' launched on the City's website, aimed at engaging residents, visitors, stakeholders and employees on key City projects

76 employees completed the City's 'Developing Service Leaders' program

Live streaming introduced at Council meetings

1st Community and Stakeholder Engagement Policy adopted by Council

18 ordinary council meetings conducted along with three special council meetings and 22 committee meetings attended by **684** members of the public

36 processes and 150 sub processes digitised as part of the Relationship Management System (RMS) project



Council

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

The City is divided into seven wards, each with two elected members. The 2019 local government elections saw the first popularly elected Mayor, increasing the total number of elected members to 15. The City of Stirling Council is responsible for making decisions on behalf of the local community.

Democracy in the City of Stirling

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

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

Local government elections

Local government elections are held every two years, with the next election to be held on 16 October 2021. All those registered on the state electoral roll are eligible to vote for their local government. Non-resident owners and occupiers can also apply for eligibility to vote. Any eligible elector can stand to nominate for election, with no requirement for a candidate to belong to a political party or other organisation.

Elected members are voted in for a four-year term, with Council electing the Deputy Mayor. The 2019 local government election saw the introduction of the Mayor being elected by the electors of the City for a four-year term.



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. Cr Bianca Sandri is the serving Deputy Mayor of the City of Stirling.

Elected members take into account 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 since: 2015 – 2019
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 elected members in October 2017 and was re-elected as the City's first popularly elected Mayor in 2019. Mayor Irwin is married with three children, who all enjoy getting involved in local community groups and sporting clubs. 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 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.

Mayor Irwin has also held positions in community-based roles as President of Scarboro SLSC and Surf Life Saving WA, and on the board of Doubleview Primary School. Through these roles, he has forged successful relationships with local, state and national bodies.

Mayor Irwin provides strategic leadership to the Council and is dedicated to improving relationships and providing guidance to the community. He is proud to be leading a progressive local council and community.

Inglewood Ward

Deputy Mayor Councillor Bianca Sandri



City of Stirling Deputy Mayor since: 2019
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

Deputy Mayor 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. Deputy Mayor Sandri prides herself on being an advocate for her community to ensure the right decisions are made.

Deputy Mayor Sandri has a degree in urban planning and business qualifications and is also an owner of a micro-consultancy. She understands first-hand the challenges faced by local businesses and the importance of good governance, community consultation and supporting local community groups. Deputy Mayor Sandri won the '40 under 40' Business News award in 2019. Deputy Mayor Sandri aims to bring fresh ideas to Council with a strong focus on local community, integrity, service, community engagement and fiscal responsibility.

Councillor David Lagan



City of Stirling Councillor since: 2011

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

Councillor David Lagan has been a councillor since 2011. Cr Lagan has two teenage children; one attending school within the City of Stirling and another attending Curtin University. Both children work part-time in local businesses. Cr Lagan has a bachelor's degree in teaching and physical education and has contributed to Western Australian schools and the community on a number of levels, while working for the Australian Sports Commission. Cr Lagan is a board member of St Andrew Grammar Dianella and is the vice patron of a number of local sporting clubs within the Inglewood Ward. Cr Lagan grew up in a family heavily involved in the Western Australian wine industry, which contributes to his strong belief in encouraging and growing small businesses. Cr Lagan believes in thinking 'outside the box' to create more business opportunities within the community. Cr Lagan is committed to creating a progressive and stronger Stirling and is always available to support community members.

Balga Ward

Councillor David Boothman JP



City of Stirling Councillor since: 1994

M 0419 047 224 | **E** david.boothman@stirling.wa.gov.au

Councillor David Boothman JP is a retired police officer and enjoyed three terms as Mayor. In addition to his role on Council, Cr Boothman is passionate about crime prevention, sustainability, the environment and community safety issues.

Cr Boothman is the Chairperson for the Mindarie Regional Council.

Councillor Keith Sargent



City of Stirling Councillor since: 2011

M 0402 202 149 | **E** keith.sargent@stirling.wa.gov.au

Councillor Keith Sargent has lived in Stirling his entire life, calling Balga and Mirrabooka home. He has a background in supermarkets, having worked in the local Mirrabooka area for over 20 years. He became a Councillor in 2011 and served one term as Deputy Mayor.

With a passion for improving support for children and parents, Cr Sargent has been involved in roles at the Gladys Newton School for special needs, Balga Primary School and Balga Action Group. You'll also find Cr Sargent at the Balga Friday Market where he is the current treasurer.

For his role as a Councillor, Cr Sargent strongly believes in bringing the community together through sports and events in which everyone can participate. He has a focus on keeping our streets clean, security initiatives and preservation of 'bush forever' sites.

Coastal Ward

Councillor Karen Caddy



City of Stirling Councillor since: 2013

Bachelor of Metallurgical Engineering
Graduate Diploma in Business
Graduate, Australian Institute of Company Directors

M 0419 477 757 | **E** karen.caddy@stirling.wa.gov.au

Councillor Karen Caddy has a long association with the City of Stirling, having lived in Nollamara, Doubleview and now Scarborough. She is thrilled to have been a part of the Scarborough foreshore revitalisation, and is very proud of the world-class facilities that have been delivered. She loves our unique coastal environment and is committed to preserving its natural beauty.

Cr Caddy has worked for a range of international companies and currently runs her own management consulting company. Her aim on Council is to use her professional expertise to improve Council decision making. She currently represents the City as chair of the Tamala Park Regional Council.

She is community-minded and an active volunteer. A former Chairman of the Scarborough Tennis Club, Cr Caddy is a strong supporter of all our local clubs and community organisations. Cr Caddy is committed to developing strong, inclusive communities where everyone can contribute. She promotes sustainable development that achieves a balance between the needs of the environment, residents and businesses.

Councillor Felicity Farrelly



City of Stirling Councillor since: 2019

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

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

Councillor Felicity Farrelly was born and has lived around the coastal area of Scarborough all her life, where she has raised her family. She is a strong community advocate for a coastal approach to urban strategies and preservation of landscape with sensitive environmental design.

Cr Farrelly continues to promote authenticity in landscape, recognising the Coastal Ward occupies a unique position in the City of Stirling, not only within the landscape and natural areas, but also in the urban matrix where there are significant changes in infrastructure, whereby community consultation is paramount to good planning.

Cr Farrelly understands the need to remain available to the community to listen to the community's sense of place, be able to represent all issues with patient negotiation, clear-headedness and insight, and to keep the community informed of issues which will affect them. She is collaborative and listens to our community, approaching all issues for the benefit of community members. Cr Farrelly loves the beach and the wetlands, and she is proud to be a representative of the great people living in the Coastal Ward.

Doubleview Ward

Councillor Stephanie Proud JP



City of Stirling Councillor since: 2007

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

Councillor Stephanie Proud JP has owned and operated a small business since 1989 and has enjoyed a diverse administrative career path in small, medium and corporate business enterprises as well as the local government sector. She has resided in the City of Stirling with her family since 1993 and represented the local community on various issues since 1998 through various community organisations, schools and local action and reference groups. Cr Proud has been a past member of the Murdoch University Animal Ethics Committee and more recently served as a Royal Automobile Club of Western Australia (RACWA) councillor. She is an active Justice of the Peace. Cr Proud is a strong advocate for community recreation – both passive and active pastimes – including development of skate and BMX parks City-wide. She was fundamental to the delivery of the outdoor exercise equipment installed at Jackadder Lake in Woodlands and Luketina Reserve in Wembley Downs. She has a strong interest in the preservation of public open space and the protection of the natural environment, increasing tree-canopy coverage, sustainable and moderate residential development in accordance with residential guidelines and responsible financial management.

Councillor Elizabeth Re



City of Stirling Councillor since: 2005

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

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

Councillor Elizabeth Re was born in Mount Lawley and has loved living in Woodlands for most of her life. In line with her Bachelor of Science (Environmental Health) and Graduate Diploma in Education, she has championed the creation of footpaths, park activities, improved public transport systems and upgrades for sporting and community buildings. She is also passionate about encouraging more sustainability practices, both inside and outside Stirling. Cr Re has worked for over 30 years for state and local governments in sustainability, environmental health and public health. She was given the honour of being made Fellow of Environmental Health Australia for her services in the field of environmental public health and promotion of women in the workforce. 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 for the Year of Women in Local Government. Cr Re is the founder of several community organisations and believes community consultation and education are paramount to delivering good services and value for ratepayers and families.

Hamersley Ward

Councillor Chris Hatton



City of Stirling Councillor since: 2019

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

Councillor Chris Hatton and his family have lived in Stirling for over 30 years, in the Hamersley Ward. 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 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 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

Councillor Karlo Perkov has been a serving Councillor for the Hamersley Ward since 2017. His parents settled in Osborne Park in 1958 and he was born in the City of Stirling. As a proud, local resident, 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 where impersonal communication has become the norm, Cr Perkov is extremely approachable and prefers to engage in the old-fashioned way, face-to-face, with a big smile and always eager to help. As the Chairperson of the Stirling Environment Advisory Group, Cr Perkov recognises the importance of protecting our natural environment and open spaces. From Lake Gwelup Reserve, Trigg Bushland, Careniup Wetlands and Carine Open Space, Cr Perkov understands how these special areas are so important for the wellbeing of our community.

Cr Perkov has a distinguished management career but becoming a Councillor has given him a far deeper sense of appreciation and he is honoured to be serving our City's residents.

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. Joe feels that while fiscal responsibility and lower rates are important, delivering quality local government services are equally so.

Cr Ferrante feels privileged to work with Stirling residents and encourages the community to contact him with any issues they may have.

Councillor Suzanne Migdale



City of Stirling Councillor since: 2017

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

Councillor Suzanne Migdale is a marketing/digital media professional with over 20 years' experience within the corporate sector. Cr Migdale has lived in the City of Stirling for over 30 years and attended local schools Carmel Primary, Mount Lawley High School and ECU Mount Lawley.

Cr Migdale is passionate about identifying and eliminating wasteful expenditure at the City. She strongly supports the safety concerns of her community and opposes any increase to heights for high-rise developments in Menora, as well as ensuring open spaces are secure and well-maintained. Cr Migdale is a keen supporter of our local sporting clubs and community groups.

Osborne Ward

Councillor Adam Spagnolo



City of Stirling Councillor since: 2017

M 0419 043 174 | **E** adam.spagnolo@stirling.wa.gov.au

Councillor Adam Spagnolo was born and raised in Osborne Park and has been an active community member throughout his life. He has two children with his wife, Mary.

Cr Spagnolo was first elected as a City of Stirling councillor in 1984 and went on to serve for 20 years, including three terms as Mayor. He was re-elected to Council in 2017 after a 13-year break.

Cr Spagnolo is the Foundation President of the Osborne Ward Ratepayers' Association and worked as a local government building surveyor for 15 years for a neighbouring local authority. With his extensive knowledge of the local government sector, Cr Spagnolo understands the importance of providing efficient services to the community.

Cr Spagnolo is committed to ensuring fair governance, consistency in Council decisions and friendly service; and to advocating for the community.

Councillor Lisa Thornton



City of Stirling Councillor since: 2019

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

Councillor Lisa Thornton was born in Mount Lawley, with her family making Western Australia home for eight generations. A long-term Stirling resident working as a science educator, Cr Thornton is an active member of the community. Her work in the fields of genetics and the minerals and resources sector has seen Lisa engaged in industry and academia.

Cr Thornton spends her spare time supporting positive community initiatives and has also run a successful small business. She believes in the power of community and helping the local economy, and that communities thrive when we work together. Cr Thornton considers our environment as one of our biggest assets, and we must look after it by protecting public open space and regulating infill.

Cr Thornton feels strongly that Stirling deserves representatives who work for them, and who fight to make a positive future for everyone. She aims to build resilient communities, support the local economy, prioritise sustainability, work towards zero waste, promote sensible planning, and help rebuild the urban forest for cooler cities and our wildlife.

Council meetings

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

Council is the policy and decision-making body for the City and generally meets on alternate Tuesday evenings at 7.00pm. The Chief Executive Officer and the directors of the City also attend Council meetings to assist the elected members with information as and when required.

Members of the public are welcome to attend Council meetings and may present up to three questions during public question time, but are not permitted to take part in Council debate.

Minutes of Council meetings are available to the public and are published on the City of Stirling website at stirling.wa.gov.au/minutes with the most recent meeting's minutes available in the week following the Council meeting.

COVID-19 impacted on the Committee to Council cycle for a three month period. Committee meetings were cancelled from March 2020 to June 2020 (a total of six Committee meetings) and the reports were presented directly to Council during this time. Meeting attendance was limited, in line with the State Government requirements, with some elected members attending the meeting virtually.

Elected member meeting attendance

Table 1 below shows the elected member's attendance at meetings held between 1 July 2019 and 30 June 2020.

Table 1: Elected members' meeting attendance

Mayor and Elected members	Audit Committee (3)	CEO Performance Review Committee (2)	Community and Resources Committee (7)	Electors' General Meeting (1)	Ordinary Council (18)	Planning and Development Committee (10)	Special Council (3)
M Irwin	3	2	4	1	18	9	3
B Sandri	2	2	6	0	18	9	3
D Boothman JP	1	1	3	1	17	9	3
K Caddy	2	1	7	1	17	7	3
F Farrelly*	1 (2)	0 (1)	2 (4)	1	10 (12)	4 (6)	3
J Ferrante	0	0	6	1	13	8	2
C Hatton*	1 (2)	0 (1)	4 (4)	1	10 (12)	6 (6)	3
G Italiano JP	1	2	3	0	7	4	0
D Lagan	3	1	7	0	18	10	3
S Migdale	1	0	6	1	14	6	3
K Perkov	3	2	6	1	18	8	3
S Proud JP	3	2	7	1	18	10	3
E Re	0	2	7	1	18	1	3
K Sargent	0	2	6	1	18	10	3
A Spagnolo	1	0	5	0	17	6	3
L Thornton*	0 (2)	0 (1)	4 (4)	1	11 (12)	4 (6)	3

In 2019/20, the City of Stirling Council considered 291 reports whereby 276 matters were considered in open session and 15 matters were considered behind closed doors on a confidential basis.

* As Cr Farrelly, Cr Thornton and Cr Hatton were elected in October 2019 the maximum number of council meetings they were able to attended has been noted against each of these elected members.

Table 2 below shows committee members, the Presiding Member and the Deputy Presiding Member where applicable.

Table 2: Committee members

Mayor and Elected members	Community and Resources Committee July 2019 – October 2019	Community and Resources Committee November 2019 – June 2020	Planning and Development Committee July 2019 – October 2019	Planning and Development Committee November 2019 – June 2020	Audit Committee July 2019 – October 2019	Audit Committee November 2019 – June 2020
M Irwin		■	■	■	■	■
B Sandri	■			■	■	■ ■
D Boothman JP			■	■ ■		
K Caddy	■ ■	■			■	■
F Farrelly				■		
J Ferrante			■	■		■
C Hatton				■		■
G Italiano JP			■ ■		■ ■	
D Lagan		■	■		■ ■	■ ■
S Migdale	■	■ ■			■	
K Perkov	■	■	■		■	■
S Proud JP			■ ■	■ ■		
E Re	■	■				■
K Sargent	■ ■	■ ■				
A Spagnolo	■			■		
L Thornton		■				

■ Presiding Member ■ Deputy Presiding Member

Council committees

The City of Stirling has four council committees:

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

Committee members consider information provided in reports submitted by City officers, as well as deputations from community members where provided. A course of action and recommendations are then considered at the following Council meeting.

Audit Committee

The Audit Committee consists of eight elected members, including the Mayor and one external member, with meetings held on a quarterly basis.

The Audit Committee is responsible for advising Council on all matters relating to:

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

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

Chief Executive Officer's Performance Review Committee

The Chief Executive Officer's Performance Review Committee consists of all 15 elected members, with the Mayor as the presiding member, and at least four meetings held from June to September. This committee is responsible for evaluating the City's Chief Executive Officer's performance and for approving changes such as salary.

Community and Resources Committee

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

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

Planning and Development Committee

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

The committee advises and makes recommendations to Council on matters that pertain to the Planning and Development directorate of the City of Stirling and covers items such as development approvals, city planning, environmental health and compliance, and economic development. The committee then makes appropriate recommendations to Council.

Enhancing knowledge of Council

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

In accordance with the *Local Government Act 1995* and the Elected Member Continuing Professional Development Policy, the City maintains a professional development register that provides the details of the professional development courses completed by elected members during the year. A copy of the register can be viewed on the City's website at stirling.wa.gov.au/publicregister

The City also maintains a conference attendance register to provide details of conferences attended by elected members in their official capacity.

It contains details of conferences attended by elected members which have been funded by the City and includes information regarding the elected member attending the conference such as purpose, dates and costs attributed to travel and conference registration.

The conference attendance registers are published in the interest of accountability and transparency on the City's website at www.stirling.wa.gov.au/publicregister



Conference attendance for 2019/20 is found in the Table 3 below:

Table 3: Conference attendance

Name/position	Conference	Location	Dates	Registration	Airfares	Accommodation
Mayor Mark Irwin	2019 Asia Pacific Cities Summit and Mayors' Forum	Brisbane, QLD	7 – 10 July 2019	$1375.00	$931.43	$1417.00
Mayor Mark Irwin	LG Professionals National Conference	Darwin, NT	31 July – 2 August 2019	Nil	$811.10	$610.00
Mayor Mark Irwin	Meetings with federal ministers	Canberra, ACT	4 – 5 December 2019	Nil	$998.88	$324.00
Cr Elizabeth Re	2020 WA Wetland Management Conference	Wembley, WA	31 January 2020	$82.59	Nil	Nil

Elected members' fees and allowances

The Salaries and Allowances Tribunal determines the amount of fees, expenses and allowances to be paid or reimbursed to elected members in order to enable them to fulfil their duties.

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.

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

The City provides effective government to the community through the making of local laws and policies. Decision-making processes support Council and the City with direction to make decisions that are considered impartial and unbiased.

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



Elected members in the community

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


Mayor Mark Irwin at Carine Skatefest


Cr Bianca Sandri at the Inglewood Mural event


Cr David Lagan at the launch of Little Street Libraries project


Cr David Boothman, Anzac Day commemoration


Cr Keith Sargent at the turning of the sod at Bina Parkland Balga


Cr Karen Caddy at the Mettams Pool community forum


Cr Felicity Farrelly at the unveiling of the Stirling Libraries – Karrinyup murals


Cr Stephanie Proud at the launch of Sunset Veranda 2020


Cr Elizabeth Re at the launch of the Stirling Women's Shed project


Cr Chris Hatton attending a Community Tree Planting event in Balcatta


Cr Perkov attending Lake Gwelup Primary School sustainability initiatives tour


Cr Joe Ferrante promoting the City's Access and Inclusion Plan consultation


Cr Suzanne Migdale presenting Mr and Mrs Romano with a 50th wedding anniversary plaque


Cr Adam Spagnolo visiting the Stirling Men's Shed



Cr Lisa Thornton attending the African Fashion Show

Message from the Mayor

I am proud to introduce the City of Stirling's Annual Report for 2019/20 and to provide an overview of some of our major projects and achievements.

Being the City's first popularly elected Mayor and able to lead such a dedicated group of elected members who share the same vision of supporting our community is a real honour.

Major milestones

We started the year by co-signing a statement of intent with the state government to move ahead with the $125 million Stephenson Avenue extension project. Being delivered in collaboration with Main Roads WA, the project will extend Stephenson Avenue from Scarborough Beach Road to Cedric Street and will include a new freeway interchange. It will ultimately open large areas of land for development, offer better access to the Mitchell Freeway and become a central part of our proposed Stirling City Centre project.

Work started on the $6.2 million Princess Wallington Community Parkland project at Princess Wallington Reserve in Balga. Supported by Lotterywest, the three-stage project will deliver a new skate facility, a BMX track and a regional playground. By the end of the financial year, the bulk of the work on the new playground had neared completion.

Our efforts to become WA's first local government to abolish wheel clamping prompted the state government to introduce a state-wide ban on the practice. In the lead-up, Council had voted in favour of putting a stop to wheel clamping and public consultation resulted in 83 per cent of respondents supporting a ban.

Bold vision for trackless trams

Our goal of introducing a trackless tram system between the proposed Stirling City Centre and Scarborough Beach was in the media spotlight after we approached the federal government in March to fast track the project.

We put the $97 million proposal forward in response to an open letter from Deputy Prime Minister, the Hon Michael McCormack MP that called for potential land transport infrastructure projects. The route would ultimately link the Perth CBD to the iconic tourism destination of Scarborough Beach. We will continue to advocate and work with all levels of government to make it a reality.

COVID-19 response

Times of crisis tend to bring out the best in people and that was the case at the City when the COVID-19 pandemic impacted our everyday lives. We established a COVID-19 response and recovery team to share timely information with the community, make modifications to our services as needed and develop programs to support residents in the short term and during the recovery phase.

Employees from City services temporarily suspended due to the pandemic were reassigned to alternative programs. Amongst these projects was a hotline for vulnerable members of the community and a support line for local businesses. We also partnered with charitable groups to distribute food hampers to people experiencing hardship.

Supporting local business

With small business accounting for 98 per cent of the 22,000 businesses in the City, we are always looking for more ways to support them. In the past year, we introduced a series of new initiatives and programs including:

- Offering free access to the 'Localised' digital hub, which links businesses with local customers, fellow enterprises and suppliers
- Introducing new measures to streamline approval processes for small businesses as part of the Small-Business-Friendly-Approvals Project
- Implementing the footpath trading and activation permit to make it easier for businesses to make use of bordering footpaths and verges.

Awards and achievements

The 2019/20 financial year delivered an array of awards that honoured many of the City's services. Here are a couple of awards received during the past year:

Australian Migrant and Settlement Awards
The Welcoming Australia Award for Local Government recognised the City's highly successful Multicultural Framework that supports and welcomes multicultural communities.

Australian Institute of Horticulture Awards
The City's popular Tree Trail family activity that encourages kids to explore the wonders of local trees collected the Green Space Community Award.

Australasian Reporting Awards
The City won gold for the 2018/19 Annual Report and is the only local government in Western Australia to win this for six consecutive years.

Looking ahead, we are committed to supporting the community through the COVID-19 recovery phase. In the coming year, we continue rolling out a stimulus package to alleviate financial pressure on small businesses and local community groups as well as fund a range of capital works projects to boost jobs in related industries.

I would like to say a big thank you to everyone for their support, resilience and positivity during some very challenging times. If I can share one message with the community, it's that we are here for you and will support you any way we can.



Mark Irwin
Mayor



Message from the CEO

The 2019/20 financial year has been challenging on both a local and global scale, primarily due to COVID-19. The City of Stirling met this challenge head-on with tenacity and vision to respond and support our community through this crisis.

As we emerge into the recovery phase, the City will introduce a $43.7 million Economic Stimulus and Community Recovery Package to our ratepayers, businesses and stakeholders in 2020/21. While COVID-19 provided many challenges and hampered some of our plans, there are still many accomplishments to celebrate in 2019/20. This Annual Report provides us with an opportunity to look back and tell the story of our achievements and challenges that make us the City of Stirling.

Social

The City is focussed on developing an inclusive, harmonious and safe City, with an active and healthy community that has access to a range of services.

To this end, we endorsed our first Youth Framework and Youth Ambassador, began our Women's Shed pilot, supported over 500 volunteers, progressed design for the Dianella BMX Park and celebrated 40 years of the Stirling Women's Centre.

Supporting a vibrant arts sector, November marked our biennial Art Awards and we commissioned new artworks by local artists on four City buildings in June. During the year, the City invested in five town teams at our designated local places: Mount Lawley, Scarborough, Main Street, Inglewood and Doubleview town centres. Aligned with neighbourhood activation, we also unveiled our first parklet in Inglewood.

Economic

In December, we commenced a Small-Business-Friendly Approvals project, targeted at reducing red tape associated with development approvals. Enhancing the iconic Scarborough Beach as a must-visit destination, our award-winning Sunset Veranda 2020 brought the FRINGE WORLD Festival to the coast. Attracting record-breaking crowds of 16,500, it supported 144 artists and offered entertainment for all ages.

Further adding to a prosperous economy, we invested $385,000 in events and activation to attract visitation and spend through the year.

Built environment

To ensure our infrastructure continues to meet community need, we invested $48.9 million in capital works projects, including Bina Parkland, Des Penman Reserve, Mount Lawley Tennis Club refurbishment and many more.

Our Local Planning Strategy was endorsed by the Western Australian Planning Commission in October. It will enable growth in local activity corridors and facilitate housing choice for our diverse community. The City's Better Suburbs project is also on track to improving several local suburbs.

In June, we advanced our vision for the Stirling City Centre by appointing an Osborne Park-based contractor for phase one of the Stephenson Avenue extension project. Our successful advocacy previously secured $125 million in federal and state government funding, with construction now afoot.

Natural environment

In 2019/20, the Stirling community disposed of 83,945 tonnes of waste and recyclables into our three-bin system, of which 53 per cent was diverted from landfill – an increase of seven per cent on last year.

We developed a Sustainable Energy Action Plan, which will seek to reduce our carbon emissions by 70 per cent in the next decade. Furthermore, our Living Green initiatives saw 700 residents join workshops to help them reduce energy, water and waste.

Through our community tree-planting initiatives, 344 volunteers planted 1,300 street trees, helping the City to move towards our Urban Forest Strategy target of 18 per cent canopy cover by 2040.

Governance

The City secured more than $22.9 million in grants, subsidies and contributions to deliver projects and programs to the community. In May, Council adopted a policy to livestream meetings. This complements other online processes to further enhance transparency and accountability.

Most importantly, we completed a minor review of the Strategic Community Plan 2018 – 2028 to ensure that we are well-prepared to meet the needs of our community into the future.

I would like to thank the Mayor and elected members for their support and guidance throughout this challenging year. My sincere thanks also go out to the City's Executive team, our employees and volunteers who have shown true resilience and adaptability to ensure our community continues to thrive.

I look forward to 2020/21 with confidence and optimism as the City delivers a wide range of services and exciting projects to support the outcomes in our Strategic Community Plan. We remain committed to our customers and our community to ensure that the City of Stirling continues to be a place where people want to live, work, visit and invest.

Stuart Jardine
CEO





The City's leadership approach

Our commitment to sustainability

The City of Stirling defines sustainable development as meeting the needs of current and future generations through simultaneous social, environmental and economic improvement. The City has the following sustainability principles which will guide its approach to sustainability:

Principle one:
Long-term decision making

All decisions will reflect and give equal importance to the long-term impacts on the community, environment and economy as well as the achievement of shorter-term goals.

Principle two:
Fairness for all generations

The City will manage resources in a way that ensures that our children and grandchildren will also enjoy sufficient resources, and that everyone will have access to those resources.

Principle three:
Improving lives and human rights

The decisions that we make for our benefit today will not be at someone else's expense, and we will work to improve the lives of everyone in our community.

Principle four:
Environmentally and socially responsible development

The planning and development of our City and public places will be done in the most environmentally friendly and people-friendly way possible.

Principle five:
Acting with precaution

When the City identifies a threat of serious or irreversible environmental harm, it will take action based on reasonable knowledge, rather than waiting for absolute proof of the consequences.

Principle six:
Conserving the natural environment and biodiversity

The City will strive to protect, retain, enhance and manage the diversity of animal, plant and human life within the City of Stirling and the rest of the world.

Principle seven:
Minimising the impact of operations, goods and services

In everything it does and buys, the City will consider the environmental and social resources that have been used to produce those things, and the impacts from their disposal and use, as well as cost.

Principle eight:
Accountability, transparency and engagement

The City will report its performance clearly, accurately and fully, and involve the community in decision making.

Our service commitment

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

During all interactions, we are committed to:

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

We are also committed to:

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

About the City of Stirling

The City of Stirling is located eight kilometres north of the Perth central business district (CBD). We are the largest local government by population in Western Australia and the 20th largest in Australia.

population
221,040[1]

55.8% born in Australia[2]

77.6%
have Australian citizenship[2]

33.4%
of residents speak a language other than English at home[2]

92%
overall community satisfaction score

6 leisure centres
3 with swimming pools

6 libraries

20 community centres

1.05%
identify as Aboriginal or Torres Strait Islander[2]

55,000
families[2]

30 suburbs

32%
of adults educated to tertiary degree level or above[2]

22% aged under 20[2]

20.5%
aged over 65[2]

working population of
103,240[2]

36[2]
median resident age group

with over
230
events held in 2019/20 in Stirling

22,486 businesses

99,795
rateable properties

Total area
104.7 km²

7.5 km
of coastline

627 ha
of parks, gardens and developed reserves

738 ha
of natural bushland

58%
of municipal waste diverted from landfill

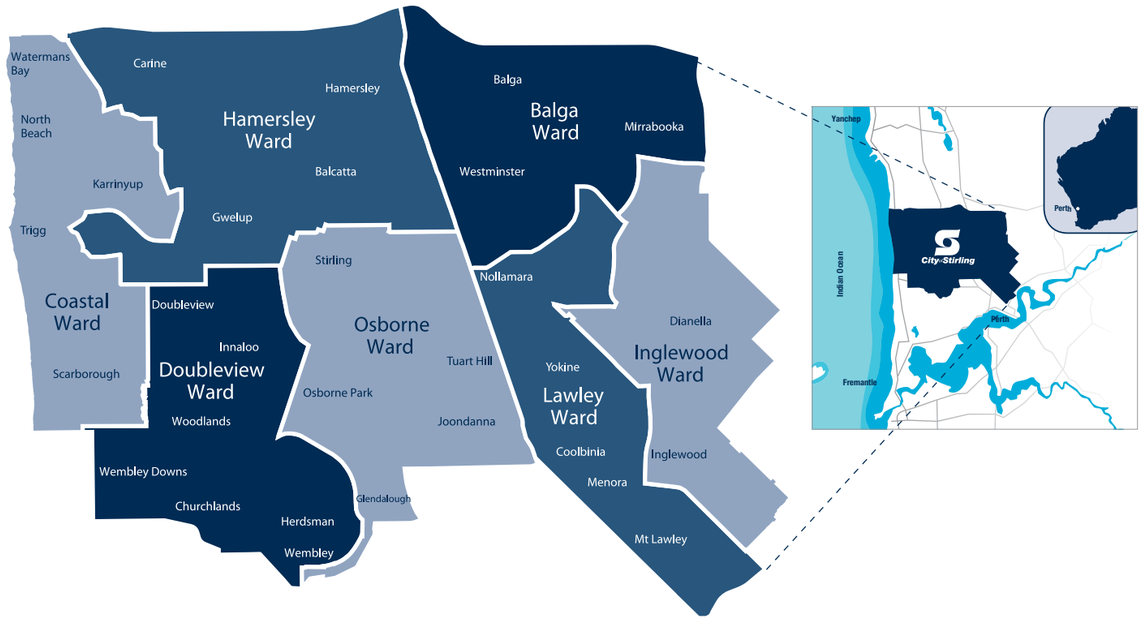
9,040
trees planted in 2019/20

1,078 km of roads

1,071 km of pathways

51 artworks in the City's public art collection

SOURCES
[1] Australian Bureau of Statistics, Regional Population Growth, Australia. Ref 3218.0
[2] 2016 Census



Aboriginal history

The City of Stirling is located in a region that has been home to Wadjak people for over 40,000 years. Wadjak is one of 14 Nyoongar groups, which cover the south-west of Western Australia. The Nyoongar nation is made up of many regions, and the City of Stirling falls within Mooro country.

Mooro country extends from the Indian Ocean in the west and the Swan River in the south to Ellenbrook in the east and beyond Yanchep in the north. When colonisation began in 1829, Yellagonga was the Elder of the Wudjak people who occupied Mooro country.

Yellagonga's people, like their ancestors before them, seasonally migrated from the coastal wetland areas in summer/autumn (bunuru/djeran) to inland areas in winter/spring (djilba/kamberang). A coastal wetlands trail for Nyoongar people extended from the Swan River along a chain of lakes to Yanchep. There are clusters of Aboriginal heritage sites registered at each of the lakes in this chain, making Gwelup, Star Swamp and Herdsman significant sites within the City of Stirling for the Nyoongar people.

Nyoongar people believe that the chain of lakes is fed by an underground water system created by the Waugal (the Rainbow Serpent). The Nyoongar community sees the chain of lakes as really 'all the same water' that is 'one water, many lakes'.



Stakeholders

Mapping and identifying stakeholders allows us to better understand how we can manage and engage with them to effectively deliver our projects, activities or initiatives. The more we understand about those impacted by our work, the easier it will be for us to plan and prioritise who we need to engage with, to what level, and how often. Understanding what drives, interests and motivates our stakeholders, particularly in relation to the City, will not only help build relationships, but also assist in targeting engagement activities. We have identified our key stakeholders and why we are important to each other.

Government	Media	Businesses
Why are they important to us?		
Our community expects us to work collaboratively with other agencies to ensure seamless delivery of joint projects.	The media plays a role in shaping our story to the community.	Stirling businesses are the engine room of our local economy and create local jobs, so we need them to thrive.
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 the media has all the information it needs to report a fair and balanced story on initiatives that will impact and benefit the community.	To ensure businesses are set up for success by communicating with them about projects that may impact them.
How will we know if we are successful?		
Projects are delivered on time and on budget.	We receive more positive media coverage than negative.	We establish multiple ways in which we communicate with our businesses both strategically and on short notice.

Industry associations and peak bodies	Town Teams	Community interest groups
Why are they important to us?		
These organisations provide valuable feedback on industry needs and trends to help us help the industries they represent.	Town Teams are our ‘eyes on the street’ in town centres and can help deliver City-supported, micro initiatives.	Issue-based community groups provide us with insight into what is important to local residents when faced with a changing neighbourhood.
What is the desired engagement outcome?		
To use their feedback to inform and shape how we deliver initiatives that will impact various industries.	To empower and build capacity within our Town Teams to deliver initiatives that will support town centres.	To listen to concerns, take on feedback and adjust our approach, if possible, to reach a mutually agreed outcome.
How will we know if we are successful?		
We build a culture of collegiality with these industry bodies and utilise their expertise strategically and on specific projects.	Town Teams deliver more initiatives and/or more Town Teams are created.	We provide multiple opportunities to engage with interest groups and incorporate their wishes, or elements of their wishes, into the outcome.

Special inclusion groups	Ratepayers and residents	Visitors
Why are they important to us?		
These groups are a valued voice of the groups who need us to think big and think inclusively.	As our captive audience, we owe it to our residents to include them on decisions that affect their daily lives.	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 ensure we are including all parts of our community in both the engagement process and final project outcome.	To ensure our community has an opportunity to have their say in a variety of ways and that they are kept informed about important milestones.	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?		
Our projects and initiatives proactively adhere to inclusive principles.	Residents are more engaged and our customer service satisfaction levels increase.	We get more visitors to our places for longer.

Elected members	City employees
Why are they important to us?	
Elected by the community, they are the City’s decision makers and provide us with valuable feedback on local issues of importance.	A mix of technical specialists are required to balance a number of complex influences when planning and delivering projects.
What is the desired engagement outcome?	
To work with elected members to deliver good community outcomes to benefit all stakeholders.	To work as a team and provide efficient, multi-layered customer service and project-based solutions.
How will we know if we are successful?	
There is more alignment on recommendations from employees and council decisions.	Projects are delivered with a focus on customer service and outcomes.

Calendar of events

With the wonderful climate in Western Australia, the City of Stirling takes advantage of our outdoor lifestyle with a variety of free and affordable community events and activities for both residents and visitors to the area. The below provides an overview of events presented by the City, the community and external organisations in 2019/20. Many of the events organised and run by community groups and external organisations were supported through City funding, with not-for-profit organisations sharing in over $385,000 from the Cultural Development Fund and Community Arts and Events Fund, and an additional $27,500 provided via sponsorship. For more information on City events, go to page 63.

July 2019

5: Perth Comic Arts Festival, Mount Lawley

8 – 14: Katena – Architects of Air, Carine

8: Mirrabooka NAIDOC Week, Mirrabooka







August 2019

17: Perth Eid Festival, Mirrabooka

September 2019

6: Balga Boodja Community Walk, Balga Marmion

October 2019

5 – 6: Groundswell Surf and Skate Festival, Scarborough

9: Churchlands Chamber Concert Series, Churchlands

12: Youth Skate Day, Carine

13: WAMFest 2019, Scarborough

19: Groat Street Festival 2019, North Beach

26: Wembley Downs District Fair, Wembley Downs

Mount Lawley Toy Library 40th Anniversary Celebration, Mount Lawley

27: Paw-some Day Out, Yokine

30 Oct – 3 Nov: City of Stirling Art Exhibition, Stirling

November 2019

2: City of Stirling Art Market, Stirling

2 – 9: A Cappella Go 30th Anniversary, Scarborough

10: Westfield Innaloo Christmas Pageant, Innaloo

11: Remembrance Day Service, North Beach

15 – 16: Osborne Park Agricultural Show, Tuart Hill

16 – 17: Open House Perth, various suburbs

17: Saint Vincent de Paul Welcome to WA Picnic, Carine

24: MSWA Ocean Ride, Scarborough

26: Western Australian Youth Strings Orchestra, Churchlands



December 2019

1: WA Gould League Wildlife Show, Herdsman

8: Scarborough Carols, Scarborough

Hamersley Carols, Hamersley

St Patrick's Mount Lawley Christmas Festival, Mount Lawley

Tee-Ball Lightning Schools Carnival, Yokine

13: Outdoor Movies at Museo, Mount Lawley

14: Perth Beach Touch Football, Scarborough

22: North Beach Carols, North Beach

22: Main Street Co-op Summer Cinema, Tuart Hill

January 2020

13 Jan – 16 Feb: Sunset Veranda (FRINGE WORLD Festival), Scarborough

19 – 24: Summer Early Music Festival, Mount Lawley

26: Australia Day Citizenship Ceremony and Citizen of the Year Awards, Stirling

Lions Australia Day Breakfast, Nollamara

Davey Real Estate Australia Day Barbecue, Scarborough



February 2020

1: Carine Skate Fest, Carine

Football West Beach Soccer, Scarborough

3: Bushfire Relief Comedy Gala, Mount Lawley

8: Sunsmart WA Surf League, Scarborough

15: Fall of Singapore Commemoration, Stirling

Scholarpalooza, Osborne Park

15 – 16: Beach Volleyball Tour, Scarborough

29: Jambo Africa, Stirling



March 2020

2: Open Water Swimming Series, Scarborough

7: Brazilian Beach Carnival, Scarborough

7 – 29: WOMXN: Hard and Soft Exhibition, Mount Lawley

8: Perth Vitality Festival, Scarborough



April 2020

25: RSLWA's Anzac Day Driveway Dawn Service

May 2020

30 May – 5 Jun: Porch Placemaking Week

June 2020

13 – 14: Stirling Street Beats, various suburbs

Markets

May – Aug 2019: Scarborough Sunset Markets – Winter Edition (weekly – Saturdays), Scarborough

Oct – Dec 2019: Inglewood UpMarket (monthly – Saturdays), Inglewood

Oct 2019 – Mar 2020: Inglewood Night Market (weekly – Mondays), Inglewood

Oct 2019 – Apr 2020: Scarborough Sunset Markets (weekly – Thursdays), Scarborough

Dec 2019 – Mar 2020: Mirrabooka Community Markets (monthly), Mirrabooka

Nov 2019 – Mar 2020: Summer X Salt Markets (fortnightly – Saturdays), Trigg

All year: Stirling Farmers' Market (weekly – Sundays), Stirling

All year: Balga Friday Markets (weekly – Fridays), Mirrabooka

Other

Ongoing: Stirling Players Season, Stirling

Ongoing: Jazz in the Park (monthly – last Sunday of each month), Yokine

Ongoing: Livid Skate Community Gallery Space + Laneway Events, Scarborough

October – April: Perth Folk and Roots Club (last Sunday of each month), Inglewood

Major projects

In 2019/20, the City delivered $48.9 million worth of capital works projects. A summary of the more significant projects is shown below.

Table 4: Major projects

Parks, sports and recreation (including pavilions and toilets)	
Administration Centre – pond replacement	$178,000
Administration Centre – security review implementation	$220,000
Balinga Reserve – upgrade	$140,000
Beaufort and Walcott Streets – street tree planting	$150,000
Bennion Beach – beach access ramps and steps	$297,000
Carine baseball batting cages – floodlight upgrade	$120,000
City-wide local reserves minor improvement program	$375,000
City-wide playground renewal	$600,000
Coolbinia Reserve – sports floodlighting upgrade	$278,000
Des Penman Reserve – multi-use sports pavilion	$1,200,000
Dianella Regional Open Space – internal refurbishment of toilets and change rooms	$300,000
Doubleview/Carine Cricket Club – storage shed	$72,000
Empire Reserve, Wembley Downs – floodlight upgrade	$83,000
Lake Gwelup Regional Open Space – Lagonda Street playground and path network extensions	$213,000
Men's Shed, Balcatta – solar panels	$15,364
Men's Shed, Jedda Road – new transportable crib room	$46,000
Mount Lawley Tennis Club – refurbishment	$500,000
Operations Centre – air conditioning renewal	$86,718
Stirling Leisure Centres – Scarborough Beach Pool – swim wall	$120,000
Stirling Community Centres – Balga – air conditioning renewal (stage and dining area)	$28,560
Stirling Community Centres – Kevin Smith – Mirrabooka – air conditioning renewal	$146,722
Stirling Leisure Centres – Hamersley – LED lighting renewal	$76,907
Stirling Food Services – solar panels	$36,900
Wisborough Selsey Reserve – upgrade	$98,000



Roads, footpaths and traffic management	
Alexander Drive – Morley Drive intersection, Dianella – road resurfacing	$434,000
Amberley Way (Wanneroo – Patchem), Westminster – road resurfacing	$200,000
Amelia Street (HN79 – Jones), Balcatta – road resurfacing	$447,000
Appleblossom Drive (Threadleaf – Boyare), Mirrabooka – road resurfacing	$227,000
Balga Avenue (Walderton – Keemore), Balga – road resurfacing	$374,000
Carrick Street/Coronation Street, Woodlands – black spot improvements	$277,000
Culloton Crescent (Wanneroo – Camberwell), Westminster – traffic management upgrades	$199,000
Flora Terrace (Malcolm – Margaret), Watermans Bay – road resurfacing	$192,000
Grand Promenade (Corbett – Alexander), Dianella – road resurfacing	$483,000
Hasler Road (Walters – Hasler), Osborne Park – road resurfacing	$389,000
Hutton Street (Freeway – 180 m east), Osborne Park – road resurfacing	$239,000
Karrinyup Road (Duart – Marmion), Trigg – road resurfacing	$245,000
Main Street (Swan – Morley), Osborne Park – road resurfacing	$461,000
McDonald Street (Albert and Edward), Osborne Park – traffic management upgrades	$360,000
Odin Road (King George – Cedric), Innaloo – road resurfacing	$368,000
O'Malley Street (Scarborough Beach Road – Hector), Osborne Park – road resurfacing	$378,000
Powell/Waterloo Street, Joondanna – black spot improvements	$369,000
Ravenswood Drive (Wardong – Flinders), Nollamara – road resurfacing	$595,000
Strategic Footpath Program – 18 new footpaths	$1,132,000
Walter Road West (Eighth – Hamer), Inglewood – road resurfacing	$232,000
Walter Road West (Wood – Grand Promenade), Dianella – road resurfacing	$321,000
Wanneroo Road/Nugent Street/Amberley Way, Westminster – black spot improvements	$180,000
Yirrigan Drive – Mirrabooka Avenue intersection, Mirrabooka – road resurfacing	$529,000
Yirrigan Drive (Chesterfield – Dianella), Mirrabooka – road resurfacing	$667,000

Drainage upgrades and flood mitigation	
Colin Road, Wembley Downs – drainage upgrade	$557,000
Monyash Road, Carine – flood mitigation	$289,000
Swan Street/Hayes Avenue roundabout, Yokine – drainage upgrade	$312,000

Fleet and plant	
Purchase of new and renewal of the City's fleet	$6,893,000

Strategic projects	
Rights of Way – construction upgrade projects	$2,946,000
Rights of Way – lighting retrofit projects	$387,180

Grant funding

The City secured over $22.9 million in grants, subsidies and contributions from state and federal governments in 2019/20 to deliver projects and programs to the community. Examples of these are featured below:

- The City received $1.9 million in federal and state government grants through the Department of Infrastructure and Regional Development's Roads 2 Recovery Program and Main Roads WA's Metropolitan Regional Road Group program. The grants were obtained to undertake road resurfacing across a number of arterial road sections where the condition of the road was identified as below the accepted standard. The funding received ensured the efficient and effective improvement and rehabilitation of the City's arterial road network, which has contributed to improved road safety and road transport movement across the City.
- The City received almost $700,000 in federal and state government grants through the Black Spot Program. These funds were used to introduce countermeasures that would reduce the risk and severity of crashes at seven intersections in the City, in the suburbs of Woodlands, Osborne Park, Innaloo, Joondanna, Dianella and Balga.
- Over $105,000 in grant funding was secured by the Parks and Sustainability business unit in 2019/20. The federal government (Department of Agriculture, Water and the Environment) provided three grants, each valued at $20,000. These funded the restoration of Banksia Woodland, which has now been classified as a threatened ecological community, on the Swan Coastal Plain; the restoration of the Callitris preissii (Rottnest Island Pine) threatened ecological community in Trigg Bushland Reserve; and the design and installation of signage to depict the Marmion Marine Park within the City's boundaries. A Coastwest grant of over $45,000 was received from the state government (Department of Planning, Lands and Heritage) for the rehabilitation of the calcified dune system in the City from Trigg Point northwards.
- The City received $20,000 in funding from Lotterywest for Sunset Veranda, the City's independent FRINGE WORLD pop-up venue and event series held at Scarborough Beach. The funding received enabled an affordable and accessible program of over 45 free events and low-cost shows with below-average ticket prices for a FRINGE WORLD hub, while still maximising ticket revenue for artists. Lotterywest also provided a $22,000 Emergency Relief Fund grant, to support people experiencing family and domestic violence.
- The Department of Industry, Innovation and Science, through their Stronger Communities Program, provided $15,000 in grant funding to the Inglewood Town Square stage reconfiguration project. The City and community group Inglewood on Beaufort Inc each matched the $15,000 funding received, resulting in a total project budget of $45,000. This project now provides an improved performance space, better equipped to accommodate a range of activities, including live music, library events and Monday night market activations, while also improving Inglewood Library's accessibility, visibility and utilisation.
- The Kaleidoscope Mentoring Program (KMP) received grants totalling $241,000 to deliver mentoring programs to skilled migrants. This comprised $91,715 from the Office of Multicultural Interest and $149,306 from the Department of Social Services (federal) as part of their Strong and Resilient Communities initiative.
- Funding for the City's Settlement Engagement and Transition Support (SETS) program received two grants from the Department of Social Services (Home Affairs). This included $657,467 for service delivery and $54,788 for interpreter services, both aimed to support newly arrived migrants to settle in Australia.
- The Alcohol and Drug Foundation funded a total of $34,826 in 2019/20. This included $21,826 to enable the Stirling Local Drug Action Team to inform and support the reduction of drug and alcohol use in the community. It also included a $13,000 Cultural Connections grant to identify and recruit young Aboriginal high school students to increase their knowledge of and connection to culture.
- The City received $982,809 from the Department of Communities for a variety of grants and programs which are detailed below:
  - Funding of $681,367 for the Stirling Women's Centre to deliver women's refuge services
  - A Safe at Home grant of $285,942 to deliver women's domestic violence support programs for safe return to home (including increased funding of $27,757 during the COVID-19 pandemic)
  - A $31,500 Community Visitors Scheme grant supporting socially isolated people in residential aged care facilities (including increased funding of $10,500 during the COVID-19 pandemic)
  - A $1,000 grant to have an Auslan interpreter attend Storytime at Osborne Community Hub on International Day of People with Disability to enable participation of all children
  - A $10,000 Cultural Connections grant to identify and recruit young Aboriginal high school students to increase their knowledge of and connection to culture (a co-funded initiative with the Alcohol and Drug Foundation).
- The Children's Book Council of Australia (WA branch) provided a Children's Book Week grant of $1,980 to support author visits to Stirling Libraries in celebrating Children's Book Week 2019.
- Be Connected Network: Good Things Foundation and the Australian Government provided the City with two grants in 2019/20. These included a $50,000 digital mentors grant to deliver digital literacy programs for community members over 50 years of age and to provide training to library employees and volunteers to become digital mentors. An additional $5,000 was provided via a digital device grant, funding the purchase of six digital devices for Stirling Libraries to loan out to support socially isolated or disadvantaged community members over 50 years of age.
- The Department of Health funded the City a total of over $4.82 million in 2019/20, $4.6 million of which was via the Commonwealth Home Support program grant, to deliver the program for frail aged people. The remaining grant funds contributed to providing home and community care (HACC) support for younger people with disability transitioning to the National Disability Insurance Scheme (NDIS) ($476,109) and increased funding of $84,662 for food services during the COVID-19 pandemic.
- The City received a $15,000 grant from the Department of Infrastructure, Transport, Cities and Regional Development to support the purchase and installation of defibrillators across the City.

A total of $389,000 was funded by state government as part of the Community Sporting and Recreation Facilities Fund (CSRFF) with additional funding provided by the City and the respective club where appropriate. These projects provide significant improvements to sporting infrastructure across the City for clubs and the wider community. Projects funded include:

- An annual and forward planning grant of $177,268 for sports floodlighting upgrades (stage one) at Carine Regional Open Space
- Funding for green conversion at both the Mount Lawley Bowling Club ($60,967) and the North Beach Bowling Club ($69,601). Carine Regional Open Space baseball catching cages and lighting upgrade funding of $38,000. A total of $42,777 to upgrade sports floodlighting at Empire Reserve, Wembley Downs

The lighting projects help to activate spaces into the evening as night use has become increasingly important given the finite number of reserves and an overall pressure from clubs and the community to provide quality reserves within the City. The bowling green conversions provide clubs the ability to decrease maintenance costs and in turn help to ensure they are sustainable in the long term and continue to thrive.



Director Corporate Services report

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

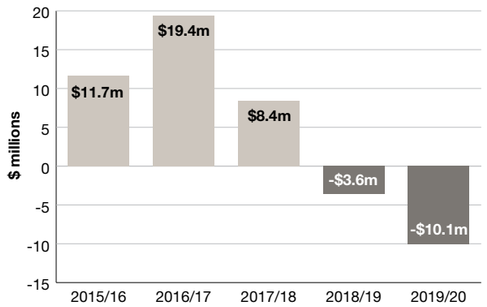
Summary

- Operating deficit was $10.1 million, $0.6 million unfavourable to the budgeted result (compared to $3.6 million deficit in 2018/19). The unfavourable result of $0.6 million was mainly related to the impact of the COVID-19 pandemic. This is reflected in a reduction to the City's revenue from the closure of facilities and services, rent abatement and relief for businesses, and reduction or removal of community support fees and charges. The City received an advance payment of $2.4 million related to the Commonwealth Government 2020/21 Financial Assistance Grant, offsetting this reduction.
- The City's total capital works expenditure was $51.1 million (compared to $95.5 million in 2018/19).
- Rates and charges comprised $183.5 million (81 per cent) of the total operating revenue of $227 million (compared to $180.1 million [78 per cent] of $231.5 million in 2018/19).
- Cash holdings increased by $3.4 million to $125.3 million primarily due to increasing City reserves.
- Net assets are valued at $2.6 billion. This includes infrastructure ($1.7 billion); property, plant and equipment ($754 million); and cash equivalents ($125.3 million).

Net operating result: five-year trend

Figure 1 shows the net operating deficit in 2019/20 was $10.1 million, a decrease from $3.6 million in 2018/19. This decrease is influenced by COVID-19 with reduced revenue across fees and charges and interest earnings. The decrease is also related to increased expenditure in two areas – payment to the Valuer General for the full revaluation of gross rental value (GRV) and accelerated implementation of the City's Relationship Management System (RMS) which will improve customer experience for the members of our community. The RMS implementation has seen a 33 per cent speed increase when processing a customer enquiry.

Figure 1: Net operating result





Expenses against revenue: five-year trend

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

Figure 3 shows the various sources of the City's $227 million revenue during 2019/20. The largest contributions to revenue were provided by general rates (62 per cent), waste service charges (17 per cent), fees and charges (seven per cent), and grants and subsidies (six per cent).

Revenue from general rates and service charges increased by two per cent compared to 2018/19. This included an increase of more than 2,003 ratepayers over the financial year. The increase in waste service charges was influenced by the increased levies and charges associated with providing the service.

Figure 2: Revenue, expenses and net operating result

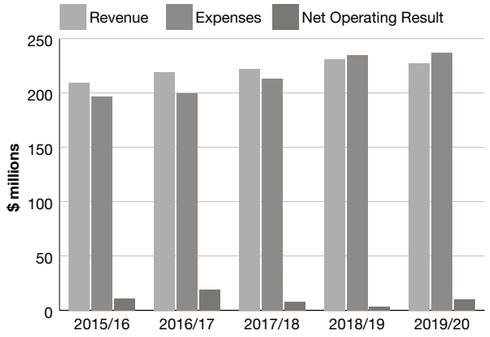
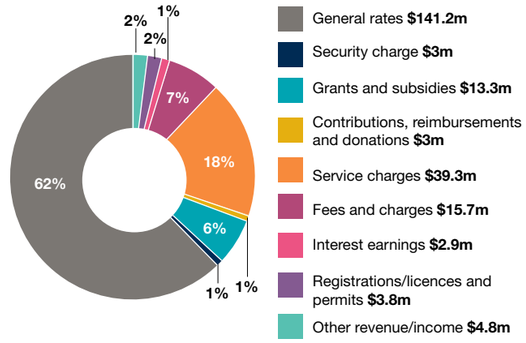


Figure 3: Sourcing the City's revenue

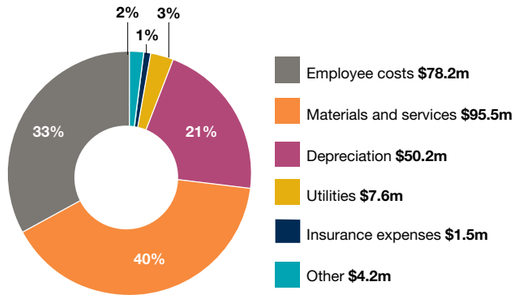


Identifying the City's expenses

The primary expense components shown in Figure 4 include materials and services (40 per cent), employee costs (33 per cent) and depreciation (21 per cent). The materials and services include the ongoing maintenance and running costs of the City including the cost of providing waste services ($39.3 million), and the cost of the maintenance and cleaning of City assets including reserves, roads, footpaths, buildings, drainage and vehicles ($31.2 million).

The City's total expenses have increased by approximately 0.8 per cent since 2018/19. This increase in expenditure is mainly related to three areas – payment to the Valuer General for the full revaluation of the Gross Rental Value ($1 million), accelerated implementation of the City's RMS ($2 million) and higher depreciation in the infrastructure category ($2.1 million). This is offset by a reduction in interest expenses associated with a change to accounting practices in 2018/19 related to trust funds, which is not required to be reflected in 2019/20.

Figure 4: Expenses by type



The City's services: Where rates are spent

The City of Stirling's 1,000.88 employees (full-time equivalent) deliver over 200 services and programs to the community through 10 main service cost centres.

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

The annual expenditure budget for the City of Stirling in 2019/20 was $321 million, including capital works and depreciation. The revenue was forecasted to be received mainly from rates ($140.7 million). The City also projected to receive $49.6 million from grants, subsidies and contributions; $38.6 million from waste services; $4.7 million in interest earnings; and $30.8 million from other fees, charges and revenue.

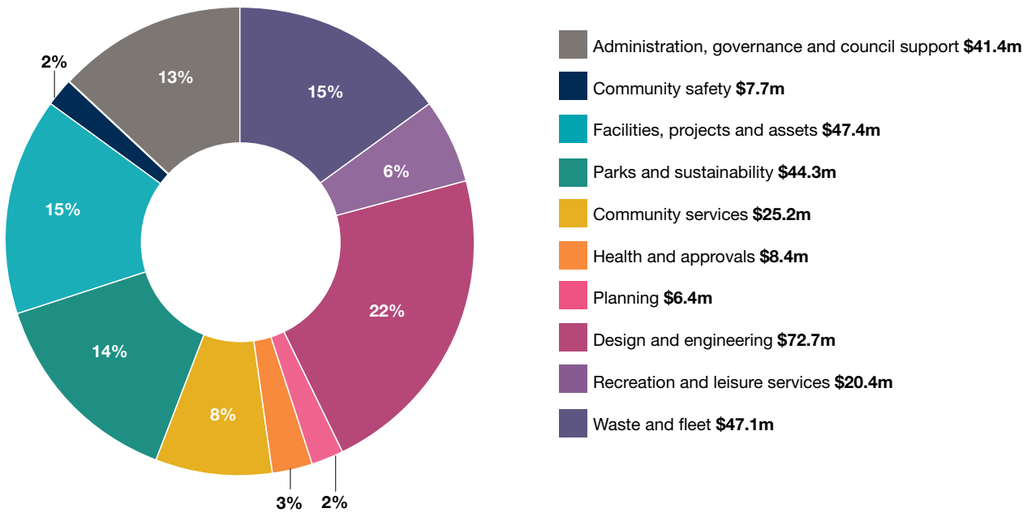
The City had 99,795 ratepayers in 2019/20 and the City's rates rise for the year continued to be one of the lowest in the metropolitan region of Western Australia at 0.9 per cent.

A snapshot of the 2019/20 budgeted expenditure for the main service cost centres is shown in Figure 5 as well as in the City's 2019/20 revenue budget in Table 5 below. For more information about the City's financial performance in 2019/20, refer to the comprehensive financial statements starting on page 166.

Table 5: Revenue budget

The City's revenue 2019/20	Revenue budget $ millions
General rates	140.7
Grants, subsidies and contributions (operating and non-operating)	49.6
Profit on sale of assets	2.2
Fees, charges and other revenue	30.8
Waste services	38.6
Interest earnings	4.7
Total	266.6

Figure 5: Expenditure by service cost centre budget 2019/20



Statement of Financial Position

Table 6 provides a summary of the City's Statement of Financial Position, reporting what the City owns (total assets), what the City owes (total liabilities), the difference in their totals (net assets), and the City's net worth (total equity). Commentary on the City's assets and liabilities is provided below while the full Statement of Financial Position can be viewed in the comprehensive financial statements, starting on page 166.

Table 6: Summary of the Statement of Financial Position

	2020 $	2019 $
Total assets	2,595,573,462	3,182,386,725
Total liabilities	49,397,682	50,412,244
Net assets	2,546,175,780	3,131,974,481
Total equity	**2,546,175,780**	**3,131,974,481**

Assets: What the City owns

The major components of the City's assets include:

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

Together, these components account for almost all assets.

Reviewing our liabilities: What the City owes

The City's liabilities include amounts owing to suppliers and amounts owing to employees for leave entitlements. The City's total liabilities were $49.4 million as at 30 June 2020, a decrease of $1 million from 2018/19. Of the total liabilities, $20 million relates to amounts owing to suppliers and $18.8 million to amounts owing to employees, the majority of which relates to annual and long-service leave. The City currently has 1,000.88 full-time equivalent employees.

Statement of Changes in Equity

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

- The profit or loss from operations described as surplus or deficit in the income statement
- The use of monies from the City's cash-backed reserves, which were $82.2 million as of 30 June 2020, compared to $73.9 million in 2018/19. The main reason for the increase is the increased holdings in the strategic waste development and capital investment reserves
- A change in the value of non-current assets, resulting from a revaluation of these assets.

The 2020 valuation of infrastructure assets has given rise to a significant decrease in the value of assets due to a change in estimate in accordance with AASB 108.

This reduction was within the road and drainage assets due to a change in the estimation of unit rates and change in the pattern of consumption applied to estimate the remaining useful life.

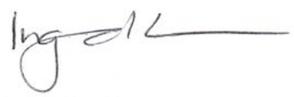
Statement of Cash Flows

The Statement of Cash Flows summarises the City's cash payments and receipts for the year and the level of cash at the end of the financial year. The statement shows the City's ability to pay its bills to continue normal operations and have money available for the construction of assets. In total, the City's cash holdings increased by $3.4 million from 2018/19 due to an increase in the City's reserves.

Future outlook

The City's prudent financial management continues to deliver a high level of service, while the City remains debt-free. The COVID-19 crisis has presented unforeseen impacts to our community, and Council has committed to easing the financial burden on our community with a $43.7 million Economic Stimulus and Community Recovery Package, primarily funded from City reserves and operational savings. More information on this package can be found on page 44.

The City is in a solid financial position, as demonstrated by the financial ratios that are presented on page 233 of the financial statements and its finances remain aligned to strategic priorities.



Ingrid Hawkins
Director Corporate Services

COVID-19 response and recovery

During the COVID-19 pandemic, the City has made timely, strategic decisions and provided support to residents, community groups, businesses and our workforce. Throughout this rapidly evolving situation there has been a strong focus on responsiveness to Australian and state government directives, and clear communication of City decisions.

The City appointed Michael Quirk, Director Community Development, as the interim Director COVID-19 Response and Recovery to lead a COVID-19 team which included representatives from across the organisation bringing with them a range of relevant skills and expertise.

The team was responsible for implementing the City's response actions and monitoring daily developments to ensure the City was able to quickly respond to government advice and disseminate this information to our community members. Detailed below is an overview of the main priorities for the City to respond to throughout each phase of the pandemic.

Emergency management

The City's Human Epidemic (Pandemic) Management Plan was used to guide the response of the organisation. The plan has been continually updated throughout the pandemic and will continue to guide the response of the organisation and any actions taken to mitigate the spread of COVID-19.

As a member of the Department of Fire and Emergency Services Operational Area Support Group, the City has been able to engage with the relevant emergency management authorities to ensure we were well-equipped with up-to-date information. The support group consists of combat agencies, support organisations, essential services and representatives from emergency management districts. This group conducted weekly meetings to ensure the accurate dissemination of information and a consistent response to the pandemic.

As part of the Emergency Management Plan, the City developed a COVID-19 Community Recovery Action Plan that includes key measures that will support our ratepayers, stakeholders and community throughout the recovery process moving forward. This Action Plan remains an evolving document adapting to the COVID-19 situation and identified community needs.

Services and facilities

Following advice from the Department of Health, the City closed public facilities including the City's recreation and leisure centres, libraries, community centres, community hubs, day centres, playgrounds, public outdoor recreation areas and parts of the recycling centre.

Non-essential activities and support services were suspended with essential services continuing in a modified delivery model.

Over 50 employees from those areas where services were suspended were redeployed to alternative roles, usually fulfilled by volunteers. With the majority of the City's volunteer base considered high-risk and under advice of Volunteering WA, the City did not call upon our usual volunteers during this period.

The City promptly reopened affected facilities and services in line with the state government's easing of restrictions. This enabled employees to resume their usual roles, and provide much needed support and services to community members. The City's Roadmap to Recovery was developed in line with the state government's phased easing of restrictions to provide clear and concise information to the community about when services and facilities were expected to reopen.

Community and business support

The City's strong connection with local community leaders and groups enabled the City to promptly understand the increased social needs of our community and provide the support required. While many of our facilities and services were suspended, the City saw an increase in demand for essential support services. Resources were quickly redeployed into these areas to ensure we were able to meet the needs of our community.

A community support hotline was established which received over 600 calls from community members with queries relating to disability, loneliness, mental health, accessing government assistance and requests for emergency relief.

The City, in partnership with St Vincent de Paul, Second Bite and Share the Dignity, operated an emergency relief food centre. Over 18,000 people were supported with access to food, blankets, nappies, toiletries and jackets during the Emergency Relief operation from this drive-through service. For those who were unable to access the service, a home delivery service was quickly established.

The City established a small business support hotline and offered one-on-one business counselling to support small businesses affected during the pandemic.

As the City identified community needs and financial relief required, a number of changes were made to the City's policies.

Employees engaged under the City's Inside Workforce Agreement (around 1,100 employees including the Executive and Managers) collectively agreed to forgo their pay increase for 2020/21. Assisted by retaining wages at their 2019/20 level, the City was able to continue much needed and valued community services, introduce immediate relief measures, retain employees and support local businesses.

Details of these measures are available on the City's website at www.stirling.wa.gov.au/financialsupport



Workforce

The City's workforce transitioned to work from home or remote working arrangements during the pandemic. Employees delivering core services remained at their usual workplaces with strict social distancing and increased cleaning and hygiene measures in place.

All full-time and part-time employees with roles that were affected due to the closure of facilities and services were redeployed to assist with increased demand in community support areas.

City employees promptly delivered improvements to IT infrastructure to enable a remote workforce. This allowed for a range of virtual and digital communication methods going forward. The City's corporate health solution, including employee assistance programs (EAP), was available to support employees and their families through this time. Regular communication from the CEO ensured employees were well informed in relation to the City's response to the pandemic as both a local government and an employer.

Following advice issued from the state government, and the easing of restrictions, the City conducted workplace risk assessments and developed a Return to Work Plan whereby the workforce commenced a phased return to their usual place of work over a four-week period. Increased cleaning and social distancing measures remain in place at City workplaces.

Communicating with residents and businesses

The COVID-19 pandemic resulted in the City adapting to challenging times with existing marketing channels, putting a strong emphasis on digital communications to ensure timely information was distributed to community members.

The City provided updates, often on a daily basis, in regards to our response and recovery efforts. This included information about affected facilities and services, relief efforts such as our community services hotline, and our Roadmap to Recovery whereby the City mirrored the state government's easing of restrictions and provided a clear and comprehensive roadmap for the reopening of facilities and services.

A highly visible, dedicated page on the City's website provided information about facilities, services and support to businesses, ratepayers, households and vulnerable community members.

Regular video updates from the Mayor were used to reinforce some of this key information and ensure the community were well informed about the strategic decisions the City was making.

Media channels and highly visible signage were used to disseminate information to community members that were not able to utilise our online channels along with highly visible signage and mail-outs.

With the closure of fitness facilities during COVID-19, the City launched 'At Home Wellness'. This initiative provided pre-recorded workouts the community could follow while under restrictions. The video series had over 15,000 views on the City's YouTube channel.

The City launched 'Tag Your Local', an online campaign encouraging users to engage with their local business reaching more than 77,000 residents. A dedicated business, directory was developed for businesses to advertise changes to their services on the City's website.

Community engagement surveys were undertaken to understand how residents and businesses were impacted and what their priorities were in the recovery phase. The surveys were completed either online or via SMS with significant promotion to ensure all areas of our community were represented. We engaged with new migrant community leaders to encourage participation within their community groups. The information gathered informed the City's recovery plan.

Looking forward

As Western Australia moved from the response to the recovery phase of COVID-19, the Response and Recovery team was superseded by the Local Recovery Coordination Group (LRCG) consistent with the City's local emergency management arrangements. The City's Director Community Development has also been appointed as the Local Recovery Coordinator in accordance with these local emergency management arrangements.

The LRCG comprises the Mayor as Chairperson, Executive team and relevant business unit managers, environmental health and emergency management employees. The role of the LRCG is to coordinate recovery activities in accordance with State Emergency Management Committee decisions and the City's COVID-19 Recovery Action Plan. Importantly, the LRCG will also monitor implementation of the COVID-19 Economic Stimulus and Community Recovery Package.

The Recovery Action Plan will guide decision making and ensure agile service delivery during the recovery phase. The Recovery Action Plan is continually reviewed and adjusted given the responsiveness required to meet the ever-changing situations that COVID-19 presents to the organisation and our community.

A $43.7 million Economic Stimulus and Community Recovery Package was adopted by Council in May 2020 to ensure the City is able to provide to provide maximum relief for households, businesses, community health and wellbeing and to generate employment opportunities throughout the recovery phase of the pandemic. The Economic Stimulus and Community Recovery Package is primarily funded by drawing down on the City's reserves. The City has strategically reprioritised projects to provide this level of support.

This package builds on some of the immediate relief measures that were put in place from March 2020 to provide relief to residents and businesses. The package focusses on four key areas: ratepayer financial relief, business and activation, community services, and an extensive capital investment package to stimulate the local economy. For a breakdown of these inclusions visit the City's website at www.stirling.wa.gov.au/escrp

The City's Human Epidemic (Pandemic) Plan will be evaluated throughout and at the final stages of the COVID-19 pandemic to ensure we are well-equipped to deal with any future human emergencies.

Our future: The year ahead

Committed to progress, we are forging ahead to create a bright future for everyone living, working or visiting the City of Stirling in 2020/21.

The COVID-19 crisis has presented unforeseen impacts to our community and new priorities have emerged to support those most affected to plan for recovery. Council has committed to easing the financial burden on our community with a significant Economic Stimulus and Community Recovery Package focussed on four key areas: financial relief for ratepayers, business and activation, community, and capital investment. In addition to our capital works program, an array of projects and initiatives are planned for the next year to alleviate pressure on the local economy and support the community in these trying times.

In a suite of measures to support ratepayers, the City will introduce a support package in 2020/21 to alleviate pressure on the local economy by providing:

- $4.9 million for ratepayer relief
- $7 million for business and activation
- $2.9 million in community support
- $28.9 million in capital investment.

Over 22,000 businesses operate within the City of Stirling, establishing the second-largest employment district in Western Australia after the Perth CBD. To ensure Stirling's economy is supported, the City will provide a number of projects to give opportunities to small business. Additionally, more job opportunities will be created through a variety of capital projects, including:

- Major refurbishment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood
- Upgrade to Hamersley Public Golf Course
- Development of Bina Parkland, Balga
- Upgrades to parks, refurbishments to sporting facilities and cycle ways.

Work will also begin on the Stephenson Avenue extension, a key component of the vision for the Stirling City Centre. It will help unlock private investment, relieve traffic congestion, create 100 construction jobs and support a future light rail/trackless tram.

The City will also invest in $23.4 million for road networks (including upgrades, street landscaping, footpaths, rights-of-way upgrades and cycle ways) and $7.8 million for reserve development, recreation and sporting facilities, revegetation, and irrigation replacement.

Further information on activities and projects in future years is outlined by key result area in the 'Our Performance' section from page 69.





About the organisation

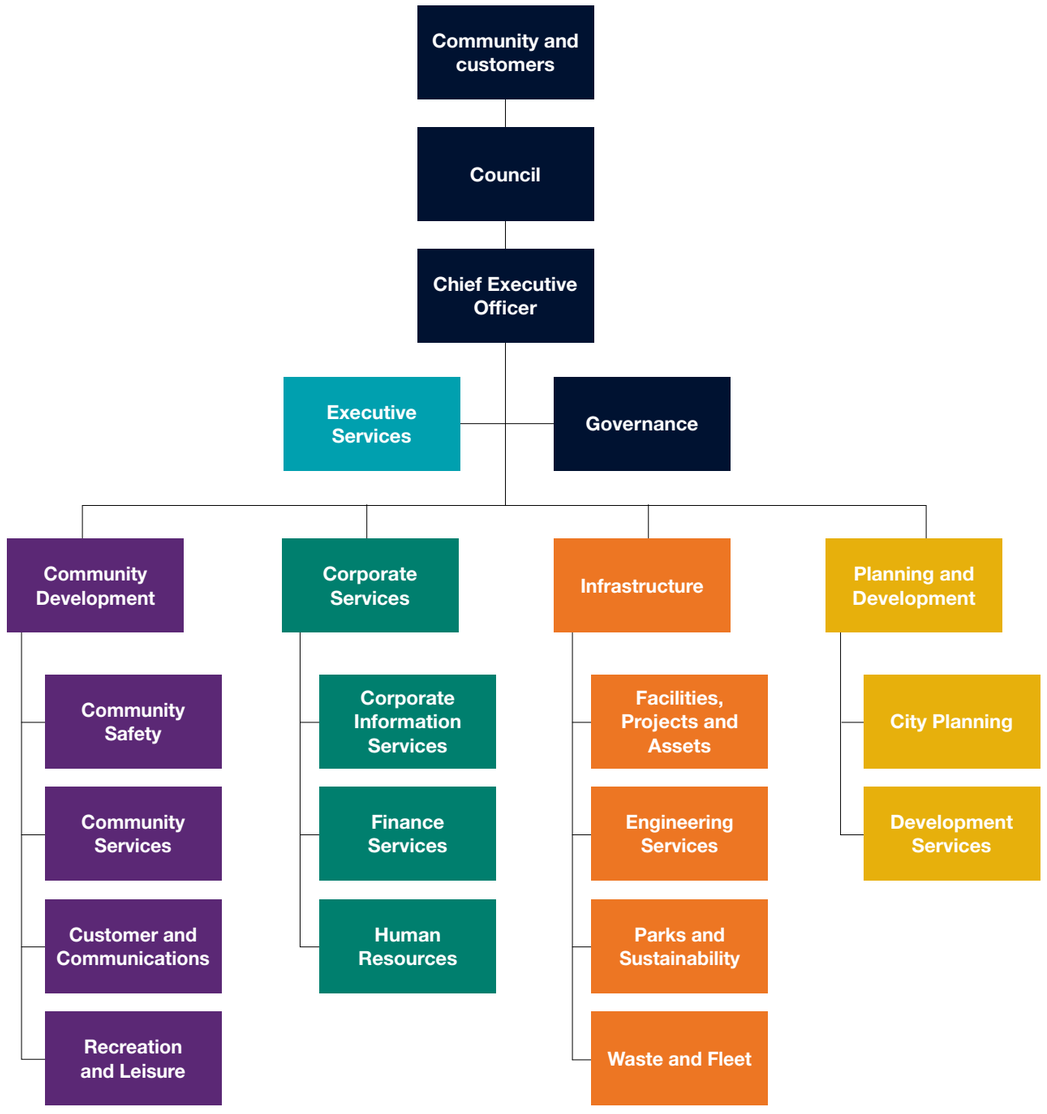
The City of Stirling is one of the largest and most diverse local governments in Western Australia, spanning over 100 square kilometres and including 30 suburbs. The organisation provides a variety of services to over 220,000 residents. As the community is our priority, we strive to meet the changing needs of our residents. As a City 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 our 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 lead by a business unit manager, each overseeing their individual areas of responsibility while working collaboratively across the organisation. The CEO also has a business unit under his leadership. The CEO is appointed by and directly accountable to Council, who are elected by the City's residents.

Diagram 1: *Organisational chart as at 30 June 2020*





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 Managers Association Professionals Australia

Stuart has been the Chief Executive Officer of the City of Stirling, Western Australia's largest local government, for 13 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 project
- 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 35 years. He has played a key role in several local governments in Australia and the United Kingdom. Prior to joining the City of Stirling, Stuart was the Chief Executive Officer at the City of Gosnells, where his passion and drive delivered substantial and sweeping changes, attracting international praise and recognition.

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



Ingrid Hawkins

Director Corporate Services

Bachelor of Arts in Commerce

Chartered Public Finance Accountant

Certified Practising Accountant

Ingrid joined the City of Stirling in 2013 as Manager Finance Services. She has held senior financial management roles across the public sector for over 16 years, working within local government, state government, health and education.

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



Michael Quirk

Director Community Development

Bachelor of Social Science

Graduate Certificate in Public Sector Management

Graduate Certificate in Development Planning

Michael re-joined the City of Stirling in July 2019 and has worked within the local government sector for more than 15 years. With proven performance in the areas of facility management, stakeholder engagement, strategic planning, and community health and wellbeing, Michael leads the dynamic Community Development team. This includes responsibility for the City's community safety, community services, customer and communications, and recreation and leisure services. Michael also led the City's COVID-19 response and recovery to ensure coordinated, timely decision making on behalf of our workforce and community.



Michael Littleton

Director Infrastructure

Master of Business Administration

Graduate Diploma in Technology

Graduate Diploma in Management

Bachelor of Technology (Civil Engineering)

Graduate, Australian Institute of Company Directors

Michael joined the City of Stirling in November 2014. He has held senior executive roles within the local government sector for over 20 years. Michael manages a diverse portfolio with primary responsibility for the engineering, technical, and operational functions of the organisation. The Infrastructure team has a substantial capital and operating program to deliver which will see significant improvement of community assets over the coming years.



Stevan Rodic

Director Planning and Development

Bachelor of Arts (Urban and Regional Planning)

Diploma in Project Management

Stevan began his town planning career at the City of Stirling in 1997 and re-joined the City of Stirling in June 2019. He has over 22 years' experience in local government and is highly experienced in managing development services and engaging with the community and industry groups. Stevan is responsible for the Development Services functions of the organisation, including urban planning, building, health and economic development.

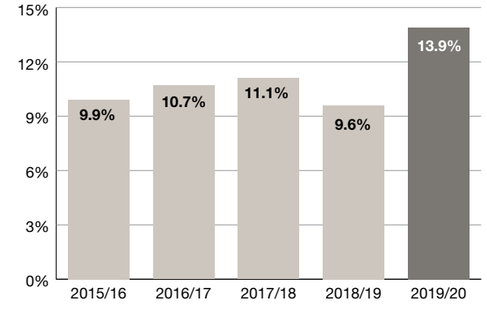
Our people

The City of Stirling's workforce of 1,000.88 (full-time equivalent positions) is one of its most valuable resources. Employees are highly talented and experienced in their fields of expertise, and possess the skills and abilities to deliver the exceptional services that our residents and businesses have come to expect.

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

The City is recognised for supporting work-life balance through a range of different initiatives, including flexible working and job-share arrangements, plus offering a range of ancillary opportunities to deliver a holistic and fulfilling employment experience. Employee turnover levels remain at a satisfactory level, in line with the City's target of below 15 per cent. Employee turnover during the 2019/20 financial year was 13.9 per cent.

Figure 7: Employee turnover rate



Workplace philosophy

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

Figure 6: Male and female apportionment (to first-tier supervisor level) at 30 June 2020

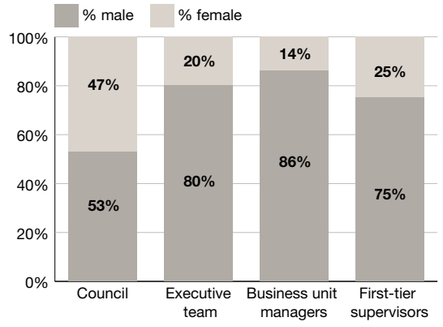
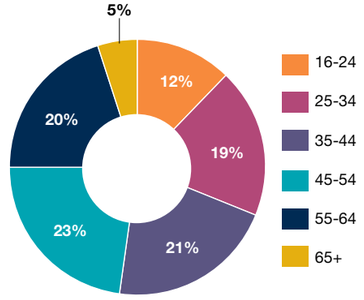


Figure 8: Established workforce – age profile as at 30 June 2020



Workforce profile

Figure 8 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 backgrounds, levels of experience and perspectives.

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 $100,000 or more
- The number of those employees with an annual salary entitlement that falls within each band of $10,000 over $100,000.

This information is illustrated in Table 7 below.

Table 7: Senior officers' remuneration

Salary band	Number of officers
$100,000 – $109,000	3
$110,000 – $119,000	56
$120,000 – $129,000	50
$130,000 – $139,000	6
$140,000 – $149,000	4
$150,000 – $159,000	3
$160,000 – $169,000	0
$170,000 – $179,000	1
$180,000 – $189,000	5
$190,000 – $199,000	6
$200,000 – $209,000	3
$220,000 – $229,000	2
$250,000 – $259,000	1
$270,000 – $279,000	1
$360,000 – $369,000	1
Total	142

The City's Workforce Plan

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

In July 2018, the City's Workforce Plan 2018 – 2022 was implemented and this plan was reviewed in May 2019. This plan describes a range of initiatives and actions in the areas of recruitment and retention, cross-functional collaboration, leadership and decision making, informing studies, customer service, communication, diversity, safety, and health and wellbeing.

The City aims to ensure that it is an equitable and diverse workplace. In an effort to improve the understanding of equity and diversity, the City recognised and celebrated a range of events throughout the year, including Harmony Day and National Aborigines and Islanders Day Observance Committee (NAIDOC) Week to support, acknowledge and celebrate diversity in all its forms. The City is proud of its diverse workforce with 16 per cent of our employees from a wide variety of ethnic backgrounds.

All new employees attending corporate orientation with the City receive an access and inclusion summary that provides information on the purpose of the Access and Inclusion Plan.

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

Culture and leadership development

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.

Our recruitment processes

The City has a specialist in-house resourcing team that facilitates merit-based selection processes to ensure that it remains an equal-opportunity employer. The City of Stirling recognises its employees as one of its most valuable assets, which makes it imperative to recruit effectively and select the right people. In 2019/20, the Human Resources operations team undertook 285 recruitment processes, managing over 10,186 applications.

Conditions of employment

Employees at the City are covered by two industrial agreements: the Outside Workforce Agreement and the Inside Workforce Agreement.

The City finalised negotiations for its Inside Workforce Agreement and this agreement was endorsed by the Fair Work Commission on 15 November 2019. The inside workforce covers the majority of the City's employees.

The City is currently negotiating the Outside Workforce Agreement for 2020.

The City contributes the statutory component of each employee's salary to a complying superannuation fund of their choice and will increase the superannuation contributions in line with legislation. 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.

Recognising employee achievements

The City celebrates the achievements of all employees through various initiatives. Stirling Stars recognised nine employees for outstanding performance, one Rising Star and a Team of the Year in September 2019.

In addition to recognising performance, the City recognises long-serving employees, with a monetary award after every five years of service. In 2019/20, over 146 employees were acknowledged for service milestones.

Identifying performance and development needs

All employees have a formal performance review undertaken by their manager between July and October. There is an online performance review platform system that is utilised to capture and report on performance.

A total of 97 per cent of employees completed a formal performance review. The appraisal process provides an opportunity for the manager and employee to plan for outcomes linking to the City's Strategic Plan and identifies any further development required to achieve these outcomes.

Development opportunities

The City's has a Developing Stirling Leaders program which 76 leaders completed during 2019/20. The City's annual corporate training calendar offered all employees an opportunity to improve technical and professional skills through online learning and onsite face-to-face training, with a highlight being the WorkAbility Project of 2019, which aimed to build the skills of leaders in employing people with disability.

Further studies program

In addition to City-led development opportunities, the City also offers further study opportunities. Employees can access support for external studies through study leave or financial reimbursement of study fees. In 2019/20, the City supported 24 employees to achieve tertiary qualifications.

Traineeship program

The City welcomed three trainees and one apprentice in 2019/20. These arrangements enable employees to study for and complete nationally recognised qualifications while working, with the costs partly offset by federal and state funding.

Health and wellness

As part of the City's commitment to improving the health and wellness of its employees, the following initiatives were implemented in 2019/20:

- Health and Wellness Expo held over three days in August 2019, with approximately 530 employees in attendance
- Provision of corporate health solutions (including employee assistance programs [EAP]) for all employees and immediate family
- 'Wellness Seminars' sessions held for City employees
- INCA 10,000 Step Corporate Health Challenge held, involving 253 employees
- Employee gymnasium (Administration Centre) refurbishment completed
- Drug and alcohol testing of employees continued in 2019/20
- Hepatitis A and B vaccinations provided to at-risk employees
- Body composition scanning and measurements undertaken by 357 employees
- Bone density screening of 195 employees held over five days
- Influenza vaccinations – 567 provided to elected members and employees in 2020 during the COVID-19 crisis
- Skin screening – provided to 448 employees and elected members
- Office ergonomics, vehicle ergonomics and manual handling training conducted.

Casual for a Cause

The City has a free-dress day each month where employees can contribute by way of a gold coin donation to wear free dress. The funds raised through this initiative support a different local or national charity each month.

Safety leadership

The Executive team has established an Executive Safety Leadership Group (ESLG), meeting monthly to develop a strong and positive safety culture within the City, both strategically and operationally. In addition to the ESLG, three safety leadership teams have been established, representing all directorates and based on the occupational safety and health (OSH) risk exposure faced. The model has simplified interaction and communication and allows information to flow between the ESLG and each safety leadership team, with the OSH team's support. The model strives for best practice in safety to keep and implement OSH strategy and initiatives across the City.

OSH Management Framework

The intent of the OSH Management Framework is to set out the structure and relationship of documents within the City of Stirling's Occupational Safety and Health Management System (OSHMS) and to define the integration between corporate and business requirements.

The hierarchical relationship of safety and health processes and documentation as part of the City's OSHMS includes the strategic integration – corporate structure, which outlines the City's minimum standards. At the same time, business integration allows for individual business units to develop their own processes to meet their individual needs, while meeting the minimum requirements of those at the higher level. The standards for OSH management are mandatory for all business units, sites and operations managed by the City.

Partnerships

The City continues to work with the Cities of Joondalup, Swan and South Perth in a strategic OSH partnership, in alliance with the Local Government Insurance Service (LGIS) to provide benchmarking opportunities and synergies across the four councils.

Emergency management committees

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

Contractor OSH management

The City has developed a contractor OSH 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, which work closely with the procurement function of the City.

The on-boarding process includes a contractor induction which has been developed in draft and will be delivered online to all prospective contractors wishing to work for the City. This process will involve consultation with stakeholders and business units before implementation in 2020/21.

Online safety management system

In February 2020, the City went to tender for the supply of an online safety management system. The successful tenderer was MYOSH, which is a local company based in Osborne Park.

Organisations across the globe have been using MYOSH to manage and improve work safety for over 15 years. MYOSH is a highly configurable, cloud-based safety solution featuring over 100 core modules whose features include 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 employees to contribute to the safety program.

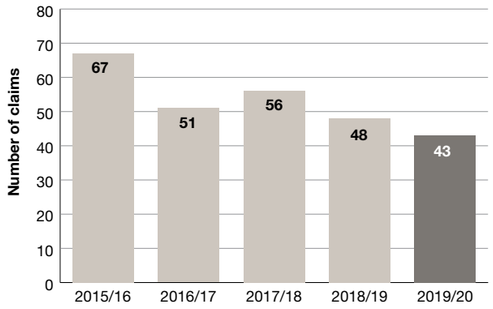
Risk Management Framework

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' booklet, Workplace Risk Assessment Plan (WRAP), and Safe Work Method Statement to assist employees to identify hazards and mitigate risk as much as is reasonably practicable.

Workers' compensation

In 2019/20, the number of workers' compensation claims reported and lodged with LGIS was 43, with one declined. Injury management training for supervisors was delivered to 26 employees and will become part of the annual calendar of OSH training to ensure the City delivers a high standard of care to its employees while effectively managing its workers' compensation responsibilities.

Figure 9: Workers' compensation claims lodged with Local Government Insurance Services



Lost-time injuries

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

The following formula is applied:

Number of lost-time injuries in accounting period) x 1,000,000

(Total hours worked in accounting period)

For the City of Stirling in 2019/20, the result is as follows:

(17 lost-time injuries in accounting period) x 1,000,000

(1,581,253 hours worked in accounting period)

Therefore, the lost time injury frequency rate is 10.75 which is an improvement on last year's rate of 11.04.

OSH learning and development

A range of specialist learning opportunities were coordinated and implemented across the City, including:

- Health and safety representative training
- Manual task training
- Ergonomic training
- Injury management training
- Resilience workshops
- Driver awareness training
- JSEAsy – new online Safe Work Method Statement (SWMS) and safe operating procedure (SOP) tool
- ChemWatch database and implementation of online system
- OSH Risk Register incident cause analysis method basic investigation training
- Incident Cause Analysis Method (ICAM) basic investigation training
- Hazard identification risk assessment and control training.

Our volunteers

The City of Stirling currently has over 500 active volunteers who assist in a large variety of services that are delivered across the City. With just over 50 volunteer roles, there are a wide range of rewarding opportunities available to meet the interests of our volunteers, availability and skills.

Our dedicated volunteers contribute more than 70,000 hours of their time each year to help the City of Stirling community. Our volunteers are the backbone and heart of our community and assist in a vast array of programs and services to residents who need them most. This year, due to the COVID-19 virus outbreak, some of our volunteer programs were unable to continue for a period of time. Alternatively, some volunteers assisted in other areas such as telephone welfare checks in order to support our community.

During 2019/20, the City has continued to develop new volunteer roles to meet community needs. The City has successfully increased the number of younger volunteers in a variety of services and has further developed relationships with local schools for the Youth Work Placement program. The Community Visitors Scheme program has seen a pool of dedicated volunteers improve the quality of life for residents in aged care facilities who have limited family and social contact.

The volunteer team continued to follow the nationally recognised volunteering standards, as outlined by Volunteering Australia, to help guide the development of the volunteer management program and ensure best practice at all times.

Volunteers are a vital link in providing essential services to residents in the City of Stirling, especially people who are socially isolated, elderly, living with a disability or new to the community. There are a large range of volunteer programs at the City, some of which are detailed below.

Animal care facility

The City of Stirling provides an animal care facility (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.

Books on Wheels

Books on Wheels, supported by Stirling Library Services, caters to residents unable to visit their local library due to age or physical disability. Volunteers help provide this service by selecting books or delivering/returning books using the Books on Wheels mobile service.

Community centres

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

Community day clubs

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

Community food services

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

Community gardens

Interest and participation in community gardens in the City of Stirling has reached an all-time high this year. The City currently has five active community gardens: Hamersley Habitat, Joondanna Community Food Garden, Westminster Community Food Garden, Inglewood Mount Lawley Community Garden and the Brighton Road Community Bush Garden, which is located on Water Corporation-owned land.

Community Men's Shed

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



Community transport services

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

Community tree-planting program

This seasonal program aims to increase community awareness and participation in the care of and benefits of street trees to our lives and our community. Volunteers and local residents plant trees together to create a sense of ownership of the streetscape.

Community visitors scheme

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

Conservation volunteers

The City provides opportunities for community members to participate in activities to protect wildlife and natural habitats in the City of Stirling. The City's Bushcare and Coastcare groups include 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 and Friends of Willeton Kestrel. In 2019/20, in spite of COVID-19 restrictions, the City's eight Bushcare and Coastcare groups contributed 10,043 volunteer hours. Volunteers assisted with site surveys, pre-plant site preparations, planting, post-planting care (weeding and watering), rubbish removal, and flora/ fauna surveys.



Family services

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

Job Shop

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

Justice of the Peace

The City provides a Justice of the Peace (JP) service at the City of Stirling Administration Centre, Stirling Libraries – Karrinyup, and the Mirrabooka Community Hub.

Local committees and groups

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

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

Mount Flora Museum

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

Special events

Seasonal events that are presented or supported by the City of Stirling have short-term event volunteers who assist in making them a great success. Examples include volunteering for Australian Surf Lifesaving Championships and Katena by Architects of Air.

Stirling Youth Advocates

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

Support for volunteers

The City undertakes annual programs and improvements to ensure its volunteers are supported in their roles. In 2019/20, these included:

- Review of the induction program to include information from the Department of Health relating to COVID-19
- Annual volunteer satisfaction survey
- Review of the Volunteer of the Month program and Volunteer of the Year to include a new selection panel and web form
- Training opportunities for volunteers, such as first aid and defensive driver training
- Gift to all volunteers during Volunteer Week
- Provision of new uniforms to incorporate a new breathable material with pockets
- Updates and support throughout the COVID-19 shut-down period
- Reinstatement of the volunteer bi-monthly newsletter.

Surf lifesaving

The City's beach services team have developed a strong relationship with the two surf clubs located within the City's boundaries. Trigg Island Surf Life Saving Club and Scarboro Surf Life Saving Club have a combined membership base of approximately 2,300 people and provide volunteer surf patrols throughout the summer months. The City's beach inspectors provide guidance, advice and assistance to volunteer surf lifesaving club patrol members, the provision of semi-permanent lookout towers at both Scarborough and Trigg Beaches, and financial support to each club through an annual grant for the provision of surf lifesaving services. During 2019/20, these three teams working together performed 926 rescues and 29,246 preventative actions, and tended to 1,368 beach goers requiring first aid. Both volunteer groups were recognised at the 2020 Surf Life Saving WA Awards of Excellence, with Scarboro named Club of the Year, and Trigg taking out third place.

Volunteer of the Year: Tom Christensen

Tom (pictured below) has been volunteering for the City of Stirling Community for approximately 13 years. Tom volunteers for Books on Wheels at Stirling Libraries – Dianella and has also become an essential support to the Books on Wheels program. Employees, volunteers and customers love interacting with Tom due to his friendly and helpful nature. Tom's ability to step in on short notice has ensured regular clients remain connected and engaged.



City awards and recognition

The City was recognised for its achievements throughout 2019/20 across a variety of projects, emphasising the high quality of services and initiatives being delivered to the community. The following are some key awards won by the City this financial year.

Australasian Reporting Awards (ARAs)

For the sixth consecutive year, the City won gold at the ARAs for its Annual Report. This is a commendable achievement as the City now holds more gold awards than any other local government in Western Australia.

The ARAs are designed to give organisations a forum to benchmark their report against world best-practice. The awards recognise excellence in annual and financial reporting standards and have been presented for 70 years across the government, business and not-for-profit sectors. They attract entries from organisations across Australia, New Zealand and Asia, with criteria based on world best-practice. Entries received include some of Australasia's largest private and public organisations.

FRINGE WORLD Independent Program Award

Sunset Veranda received the Independent Program Award as part of the highly successful FRINGE WORLD Festival, a summer celebration held at multiple venues across Perth. This beachside pop-up venue located at Scarborough featured over 100 individual events, including 30 sold-out shows. With an attractive mix of free, low-cost and affordable acts and activities to suit all ages, Sunset Veranda saw 16,500 people attend over the month-long season during January and February 2020, its largest audience to date. For more information on Sunset Veranda refer to page 63.

Institute of Public Works Engineering Australia (IPWEA) Awards of Excellence

The City of Stirling and Asphaltech were jointly awarded Best Public Works Project (under $2 million) for the project titled '100% Recycled Emulsion Asphalt'. The award was for the road rehabilitation of Walter Road West, between Hamer Parade and Eighth Avenue, and involved the removal and replacement of failed road pavement with 100 per cent recycled asphalt (enriched with emulsion). This award recognises excellence in the design and construction of a significant public works infrastructure project that demonstrated benefits to the community. For more information on this project refer to page 118.

Parks and Leisure Australia (WA)

Sunset Veranda 2020 was awarded Major Event of the Year at the Parks and Leisure Australia (WA) state awards. The category recognises community events that receive third-party sponsorship and promote community participation. Sunset Veranda 2020 will now be considered in the Parks and Leisure Australia national awards later this year.

Migration Council Australia (MCA) Australian Migration and Settlement Awards

In recognition of delivery of our Multicultural Framework, the City won the Local Government Award, recognising great work assisting new migrants to settle in the Australian community. The City developed its Multicultural Framework to build on what had already been achieved, formalising its focus into three key areas: our newcomers, our community and our organisation. The development of this framework has assisted in supporting a range programs, initiatives and services that have contributed to the effective settlement of migrants and refugees within the City.

MobileMuster Local Government Awards

Ongoing efforts from the community to recycle their old mobile phones has won the City its fourth consecutive Top Recycler Award for Western Australia. To win the award, the City was successful in collecting the most mobile phones across Western Australian local governments between 1 May 2019 and 30 April 2020, being 271 kilograms-worth of discarded mobiles diverted from landfill this year. The program is managed by the Australian Mobile Telecommunications Association (AMTA) on behalf of more than a dozen major handset manufacturers.

Public Health Advocacy Institute of Western Australia (PHAIWA) Local Government Policy Awards

The City was recognised for its Youth Framework consultation and was announced the winner of the Children's Consultation category. With young people representing 17 per cent of the City's population and featuring a high degree of socio-economic and cultural diversity, the Youth Framework was developed to ensure young people are supported in making a meaningful contribution to the community. To do this, the City of Stirling facilitated significant consultation with over 350 children and young people aged 10 – 24 years who live, work, go to school, or visit within the City of Stirling. The consultation was designed to understand the needs of young people in the City and their vision for the future.

Total Green Recycling

Continuing its e-waste recycling record, the City has once again recycled the most e-waste of any local government in Western Australia. Calculated per calendar year, a total of 591,450 kilograms of e-waste was recycled in 2019/20, over four times more than any other facility in the state. E-waste is collected via the City's on-demand requests and residential drop-offs at the Recycling Centre Balcatta.

Community Citizen of the Year Awards

The City of Stirling awarded exceptional citizens at its Australia Day Community Citizen of the Year Awards ceremony. The awards, which are held in conjunction with Auspire – Australia Day Council of Western Australia, recognise local individuals and community groups who have made an outstanding contribution to the community in the past year. Details of this year's award recipients are below.

Community Citizen of the Year: Ken Shorto

Ken has been a member of the Balga Soccer and Social Club since 1992, coaching players ever since, and is still actively playing himself. Ken became treasurer for the club in 1993 and has been on the executive committee ever since, either as treasurer, secretary or president. He has held the position of president for the last six years.

Ken has been instrumental in the club's initiative for 'Fee Free Football' for players, where parents can volunteer their time to help out the club in exchange for their children's playing fees. The club has thrived with renovation upgrades and increased memberships, now boasting 300 registered players, 200 juniors, 100 seniors and 17 teams. These include a senior team in state league two, a reserve side, a masters side, a metro team, a women's team, junior sides in the Smarter Than Smoking League and ALDI MiniRoos, supported by Healthway. The club has players from around 40 different countries and ambitious plans have not stopped, with the club now looking at getting a third pitch to meet the increased demand.

The 'Fee Free Football' has been instrumental for people who have just arrived in the country and are looking for community connections. Ken's initiative supports the City's strategic theme of liveable City and thriving neighbourhoods through engaged communities, as well as incorporating the City's values of community participation and diversity.

Young Community Citizen of the Year (under 25 years): Naomi Blitz

Naomi has been a key stakeholder in the consultation with young people for the Youth Framework undertaken by the City of Stirling in October 2018. Naomi was awarded for her participation and contribution to the engagement strategy. Naomi has been a Stirling Youth Advocate ever since the Youth Framework was undertaken. Naomi assisted the group to develop an engagement strategy at the 2019 NAIDOC Mirrabooka event and hosted information sessions for the community.

Naomi took a leadership role planning Groundswell 2019. Groundswell is a two-day youth and family surf competition, skate competition and a 3x3 basketball competition at Scarborough Beach. The event was very successful. Naomi worked with key stakeholders at the City to create five arts and activation spaces for young people to enjoy throughout the event.

Naomi is also a member of her religious community, volunteering in schools several times a week. Naomi runs youth movement programs and camps for young people in the community. Naomi also volunteers and is on the committee for the Friendship Circle, a support group for children with special needs.

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

For the last four decades, Rae has been active in her local community. Rae's sustained commitment to the vision of improving the City of Stirling's coastal zone extends over the past 10 years. Her long contribution to improving natural assets has been outstanding. Rae volunteers all year with manual labour on the dunes and she draws together others to assist with the maintenance, weeding, re-vegetation and monitoring of the coastal zone. Rae is the inaugural Convenor of Stirling Natural Environment Coastcare Inc, and continues to fulfil that office after 10 years. Rae facilitates education and mentoring groups for volunteers, passing on her knowledge to others.

Rae's vision for the coastal zone is to enhance its natural beauty by revegetating with indigenous coastal vegetation, monitor the stability of the dunes, and provide safe access to the beaches. Rae works with key stakeholders to achieve remarkable outcomes through the Coastal Zone Management Strategy. Rae's accomplishments have been evident as she has achieved significant grant funding over the past 10 years, which has further enhanced the coastal zone.

Active Citizen Award (Community Group): Wembley Downs District Fair

The Committee of the Wembley Downs District Fair has organised the Wembley Downs Fair for 51 years. The committee is made up from members of the First Wembley Downs Scout Group, local churches, schools and members of the local community.

The fair enhances community life by allowing churches, schools, guide and scout groups to come together to meet friends and have fun, while helping each other raise money for much-needed projects. It is the sense of community which keeps the fair going strong every year, growing from a modest eight stalls in 1968 to almost 100 stalls today. The fair is a large-scale community event that engages with a large portion of the City of Stirling community and surrounds. The fair provides local stall holders the opportunity to promote their local produce and craft, which generates income for them.

The fair contributes to the community by providing a way to connect and draws people together in a fun and engaging environment which is always well-attended.

Connecting with the community

The City of Stirling is committed to communicating openly and transparently with its ratepayers, residents, stakeholders, customers and community. Communications are delivered through a variety of platforms and methods to ensure the community can easily access information they need about organisational activities, services and council decisions. Some of the specific methods used to communicate with our community are detailed below.

Media relations

The media is one of the many stakeholders the City works with to convey important information to the community. This financial year, the City proactively engaged with the media to promote projects, services, events, council decisions and more.

The communications team issued 70 media releases and responded to more than 225 media enquiries from local, state and national media outlets. With the goal of protecting and enhancing the City's reputation, the team generated at least 547 free media items of positive or neutral sentiment through proactive and reactive media relations. This resulted in $665,025 in free media coverage.

All media releases are added to the news page of the City's website, which attracted more than 38,000 page views in 2019/20. The news item about the City's Economic Stimulus and Community Recovery Package generated the highest traffic of all news during this period.

Council decisions continue to attract a high level of interest from local media (including print, radio, broadcast and online). The City's advocacy for trackless trams attracted media coverage worth $58,138 and Council's move to ban wheel clamping drew $100,557 in media coverage value. Other topics of particular media interest included the City's first popular mayoral election, the Bina Parkland development in Balga (formerly known as Princess Wallington Community Parkland project), Sunset Veranda and City initiatives in response to the pandemic.

The communications team continues to ensure its spokespeople are provided with relevant information when addressing the media or in an official capacity, providing 106 sets of speech notes and talking points this year. In addition to preparing for media, the team coordinated media interviews with radio, television and print media. The team also managed press conferences and reporting on media relations.

The City has adopted a new method to distribute media releases, which now offers insight into readership and engagement in the coming year. Collaboration with other agencies to connect and communicate with the community will a focus of the City's approach to media engagement in future.

Publications

In 2019/20 the City produced four editions of its hard-copy magazine, Stirling Scene, featuring information about community-centric services, projects and news. The eight-page publication was distributed to 98,000 ratepayers every two months, with a readership of more than 70 per cent. Due to the rapidly evolving situation during the pandemic and the need for more timely communications, digital platforms were identified as the most effective way to deliver news. Further planned hard-copy editions were cancelled.

In the new financial year, Stirling Scene will take the form of an engaging monthly e-newsletter that will deliver the latest City updates and events straight to email inboxes. This platform will allow enable the City to provide the most relevant and dynamic content for its residents. The City will continue to use data and analytics to guide its communications activities to ensure it meets the changing needs of the Stirling community. Through the website, community members can subscribe to Stirling Scene online and other e-newsletters across 16 topics to stay informed. Also featured on the website, the Mayoral Blog continues to share news and priorities of Council, with 21 blogs published throughout the year.

The City partners with other stakeholders to share relevant content through platforms such as Western Councillor, a bi-monthly magazine by the Western Australian Local Government Association (WALGA). City initiatives were published in five of the six publications, promoting its Meals on Wheels team, the Wonders of Waste school competition, the sod-turn for the Bina Parkland project, the emergency relief drive-through service during COVID-19 and the City's sixth consecutive MobileMuster award featured on page 58.

Digital

With the increasing technological expectations from our customers, the City continues to invest in adopting new digital communication strategies to deliver information, faster and more efficiently. In 2019/20 the City saw growth across all digital channels with an increase in demand for both paid and organic media.

The City's website is home to a wide variety of information and online services to meet the needs of our community 24 hours a day, seven days a week. The City continued to monitor key website data and make usability and feature improvements in 2019/20. There was a significant increase in website users during the financial year, representing the shifting demand for online information and services.



The City continues to implement innovative communication strategies across our existing digital channels: organic social media (Facebook, Instagram, LinkedIn and Twitter), paid social media (Facebook and Instagram ads, LinkedIn advertising) and the Google Ads networks (search, display and video) are engaging our community and generating awareness of key events and services.

Throughout 2019/20, the City saw significant growth in all its digital channels, illustrated in the table below. This is attributed to adopting new interactive media formats such as Instagram and Facebook stories, video creatives, integration with YouTube content and community-based competitions. The City also adopted a live streaming policy, allowing members of the public to watch Council meetings live, direct from the City's YouTube channel.

Table 8: Growth in online platforms

Channel	Unit measured	Growth
Website	Users	+24.8%
Facebook	Followers	+9.1%
YouTube	Subscribers	+881%
Instagram	Followers	+76.4%
Twitter	Followers	+3.5%
LinkedIn	Followers	+41.6%

The COVID-19 pandemic resulted in the City adapting to challenging times with existing marketing channels, putting a strong emphasis on digital communications. For further information on the City's online activities during this time, refer to page 44.

The City continues to make it easier to stay updated, with 24 e-newsletters available across 16 categories. This allows community members to tailor their subscriptions based on personal City interests. There are currently approximately 89,000 individual subscribers to our newsletters.

In 2019/20, the City began classifying its digital data streams to launch a robust analytical tool for 2020/21, alongside new and improved social media management software that is road-mapped to integrate with the Relationship Management System (RMS) project. The reporting tool is the initial step to becoming a data-first organisation to better attribute data and quantify return on investment for digital communications.

Community engagement

In 2019/20, the City of Stirling took significant steps to embed the principles of the Community and Stakeholder Engagement Policy, adopted by Council in 2019, throughout the organisation. These key principles are illustrated in figure 10.

The City's vast urban and social landscape means there are a large number of projects in various stages of planning or delivery that affect day-to-day life of the community.

The City has used the internationally recognised engagement spectrum from the International Association of Public Participation (IAP2) as the foundation of an end-to-end engagement framework that has been implemented for projects deemed to have an impact on stakeholders or the community.

The framework identifies five stages of engagement and includes decide and analyse, plan and design, develop and prepare, implement and engage, and finally close off and evaluate.

The City has developed a suite of resources to support each stage of engagement that is now fully functional to embed community engagement best-practice principles into all project teams across the organisation. One of the key features of this approach is a new e-tool for use by employees when planning their engagement approach. Further information on this e-tool is featured on a case study on page 164.

The e-tool allows project managers to interrogate each project and uses metrics and an intuitive line of questioning to help employees assess the level of impact their project has on the community, elected members and administration. Once the level of impact has been established, the e-tool creates a tailored engagement plan that recommends specific actions for all three groups to respond to the likely level of interest and impact.

To support the engagement plan, the City's 'Your Say' webpage continues to be the central hub of information where the public, elected members, media and employees can access up to date information about projects that affect them.

The community engagement service area works in close partnership with the digital, communications and marketing team to deliver on engagement objectives for other business units that are now aligned with Council and community expectations. Due to COVID-19, the City made urgent changes to the way in which engagements were undertaken with the community. For further information on this refer to page 44.

Figure 10: Key principles of stakeholder engagement



Customer service

The City continues to strive to deliver positive customer experiences, in line with the City's Customer Service Charter.

While our communication channels were impacted at the end of the financial year, there were a number of significant improvements made to improve the experience of our customers and colleagues. These improvements include:

- Refurbishment of the Administration Centre's front-of-house, providing more self-service access to our customers, and the introduction of increased safety measures to protect the wellbeing of our front counter employees and visitors
- Enhancements to the City's Relationship Management System (RMS), which provides employees with more effective tools to manage diverse customer enquiries, including the ability for call backs to be assigned to specific individuals for effective case management
- A knowledge base built in RMS to ensure all customers are provided accurate and up-to-date information from any City employee.

Continuous improvement in the City is an ongoing focus, with a number of internal processes reviewed to create smoother customer experiences.

Although our independent mystery shopping program ceased at the end of March 2020 due to COVID-19 restrictions, the City is researching new methods for capturing customer satisfaction and real-time customer feedback. Further information relating to the City's customer service performance can be found on page 156.

Arts and events

The City continues to provide and support events, arts and activation to create vibrant, engaged and prosperous communities with a strong sense of place.

The City's independent FRINGE WORLD pop-up venue and event series, Sunset Veranda, returned to the sunny shores of Scarborough Beach. The series offered a fun-filled season of world-class entertainment attracting over 16,500 people to more than 100 events throughout the month. Over 144 local and national artists performed throughout the season, entertaining crowds through comedy, music, cabaret and more. Sunset Veranda was awarded the FRINGE WORLD 2020 Independent Program Award, as detailed on page 58.

The City was delighted to present Katena by Architects of Air, returning to Western Australia for the first time in 10 years. This immersive art installation offered a dazzling maze of winding paths and soaring domes, enjoyed by over 10,000 people from across Perth, a response far exceeding all expectations.

The City's biennial Art Award and Exhibition provided an opportunity for local artists to exhibit and sell original 2D and 3D works in the public realm. In addition to the traditional opening night awards presentation, this year's exhibition featured two special events. These included a partnership event with Balcatta Senior High School featuring Shaun Tan and the inaugural Art Market on the weekend of the exhibition. Further information on this event features on page 80.

In addition to those delivered by the City, a number of events and activities are organised and run by community groups and commercial operators. In 2019/20, approximately 230 events were held within the City, including community initiatives, markets and large-scale musical and cultural celebrations. A calendar of events features on pages 32 and 33.

COVID-19 had a significant impact on events, with restrictions and closures causing cancellations or postponements for more than 35 events.

The City supports our creative and diverse community through the Cultural Development Fund (CDF). In early 2020, the new Community Arts and Events Fund (CAEF) was launched, replacing the CDF as the City's main resource for funding arts and events projects. The City funded 27 arts projects and events in 2019/20, including community favourites the Inglewood Night Markets, Scarborough Sunset Markets, Wembley Downs District Fair, Rotary Carine Community Fair, Osborne Park Show, Groat Street Festival, Scarborough Beach Carols, Mount Lawley Christmas Festival, Perth Eid Festival, Jambo Africa and the Stirling Players, as well as the Brazilian Beach Carnaval, WAMFest, and the inaugural Mirrabooka Multicultural Markets.

The City also sponsors events and organisations that have a significant community benefit but don't currently qualify for grant funding. Sponsored activities in 2019/20 included the Community Christmas Pageant Innaloo, Rock Scholars Scholarpalooza, Open House Perth, MSWA Ocean Ride, Twin Cities radio station, Perth Vitality Festival, Bushfire Comedy Gala and the Balga Friday Markets. These projects provided a wonderful opportunity for the City to make further connections within our community and support some great initiatives contributing to a thriving connected City.

Visual and public art

The City's public art collection has increased to 51 artworks and is currently valued at $2,844,830.

In 2019, the Robinson Reserve redevelopment provided the opportunity to install a major public artwork by artist Mehdi Rasulle. The City also commissioned Rebecca Cool to extend her mural at Osborne Park Community Hub, improving the streetscape and public visibility. The City commissioned four additional murals at public facilities while they were closed due to COVID-19, with designs chosen to reflect the unique identity of each facility.

All murals were completed in time to welcome the community back to these facilities and have been celebrated for their vibrancy and transformative nature. A case study on the Robinson Reserve public art project features on page 96, and information on the new mural projects features on page 79.

Work also commenced on major public art commissions for the newly renamed Bina Community Parkland and the Des Penman Sporting Pavilion. In addition to works commissioned by the City, the Arts and Activation team have supported the community through funding, advocacy and expertise, resulting in the installation of several murals on private land and leased City assets.

The City's visual art collection of 194 works is currently valued at $460,500. Works were rotated through City facilities in response to facility upgrades and to improve the visibility and accessibility of the collection. Acquisitions for 2019/20 focussed on increasing the representation of local artists in the collection, with the addition of eight works from seven local artists, including two City of Stirling residents. Details of each new acquisition feature on page 80.

In September 2019, the City launched a new online gallery on the City's website, representing a major improvement in the accessibility of the City's public and visual art collections to the community, and increased benefits to artists represented in the collection. The gallery provides details of each artwork and can be viewed at www.stirling.wa.gov.au/artcollection

Place activation

The City has supported the five Town Teams currently activating our designated places in Scarborough, Doubleview, Osborne Park, Inglewood and Mount Lawley, by providing advice and funding for activation and initiatives.

The Scarborough Beach Association's third season of the Scarborough Sunset Markets was a great success, despite being cut short due to COVID-19 public gathering restrictions. Held every Thursday night from November to March each year, the markets have become an iconic beachside event for locals and visitors to meet, connect, eat and socialise. The addition of the new winter edition was warmly received, complete with fire pits and toasted marshmallows.



The Bend in the Road brightened up Scarborough Beach Road through Doubleview and into Scarborough by painting 61 power poles and coordinating a public art competition for two public noticeboards. They also introduced their micro-grant initiative, with residents developing neighbourhood projects such as verge gardens, little libraries, book trolleys and grow-free carts and neighbourhood events.

The Main Street Co-op continued their activation efforts in hosting a successful high tea event at the Osborne Park RSL hall and a summer Christmas movie at Robinson Reserve. They also initiated planning for an exciting travelling piazza project set to activate the Main Street town centre.

Inglewood on Beaufort embraced the world of Fringe once more with a new offering at the already successful Inglewood Monday Night Markets. The satellite event 'Fr'Inglewood' featured a fun mix of child-friendly dance, singalongs, circus, acrobatics and music as part of the FRINGE WORLD Festival over four weeks. It was awarded the FRINGE WORLD 2020 Best Free Community Event Award. Inglewood on Beaufort also helped breathe new life into the Beaufort Street shopping precinct with the construction of two beautifully landscaped civic spaces. Dubbed 'Inglenooks', the vibrant public open spaces face Beaufort Street, directly opposite the Inglewood Town Square and library.

Inglewood also has a new spot for relaxing, with the City installing its first parklet named 'Dundas' outside Finlay and Sons café on Dundas Road. The parklet features 'Jenga'-style seating, greenery, eco-decking, a swing bench and artistic balustrading.

The Beaufort Street Network provided some Christmas joy for Mount Lawley residents and visitors by hosting a Christmas movie night in the carpark of local business Museo Day Spa as part of their Christmas Festival on Beaufort.

The City also prepared the Mount Lawley Streetscape Study and associated implementation pan, which included a number of improvements to better activate the Beaufort Street town centre, increase community visitation and support local economic development.

Corporate governance

Ethical and best-practice governance processes are a high priority for the City of Stirling. The City is focussed on continual improvement in a number of areas, including community-minded and effective decision making, risk management and probity. A number of measures are in place for all elected members and employees to prevent misconduct, corruption and fraud. This includes the City's Code of Conduct, which also applies to consultants and contractors engaged by the City. A Statement of Business Ethics provides guidance for all sectors of the community when conducting business with the City.

Code of Conduct

The Code of Conduct provides guidance for elected members and employees to apply appropriate, acceptable and ethical standards of behaviour.

The code defines expected behaviours, which seek to preserve the integrity of public service and decision making in local government. It promotes respectful conduct among colleagues and the community and encourages greater transparency and accountability. The code outlines principles and responsibilities for the conduct of individual and collective behaviour, and encourages a commitment to maintaining a consistent standard of behaviour.

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

Ombudsman's Office of Western Australia

In 2019/20, the City received nine enquiries and investigation notifications from the Ombudsman's Office of Western Australia. Of those nine enquiries, four related to the handling of complaints and two regarding trees. Other enquiries related to the return of a bond payment, high interest charges on rates payments and neighbour disputes. All nine enquiries were resolved in favour of the City by the Ombudsman's Office.

Records management

The City's Record Management Plan and Information Management Policy prescribe the manner in which corporate records are managed.

It is the responsibility of all elected members and employees to maintain complete, accurate and reliable evidence of all business transactions and to ensure all corporate documents are retained within the City's official recordkeeping system at the point of creation, being in accordance with:

- *State Records Act 2000*
- *Evidence Act 1906*
- *Freedom of Information Act 1992*
- *Local Government Act 1995*
- *Local Government Accounting Directions 1994.*

The City delivers information management training to all employees in a variety of ways. These include induction training to outline recordkeeping responsibilities to new employees, and online recordkeeping system training to ensure compliance with managing corporate information. During 2019/20, 314 employees were successfully trained in the use of the City's official recordkeeping system.

Risk management

The City has implemented risk management practices across the organisation to support the delivery of the City's Strategic Community Plan and Corporate Business Plan.

Risk management is the responsibility of all employees and is an integral part of the management function in the organisation, with business unit managers being accountable for assessing and managing risk within the context of their business environment. The City's risk management ethos has been developed to support business units. It acknowledges the need for assessment, management, recording and reporting of risks within all functions and processes across the City.

Risk Management Framework

The City has developed a comprehensive Risk Management Framework and is constantly monitoring all areas within the organisation to improve risk management. The Framework includes the City's Risk Policy and management practice, and provides the foundations, key principles and processes for managing risk across all areas of the City. It is aligned with the Australian and New Zealand Standard AS/NZ ISO 31000.

The Corporate Risk Management Group oversees the framework and reports to the Executive team. The Audit Committee receives these reports in respect to the requirements of the *Local Government (Audit) Regulations 1996* regulation 17.

Key risk activities completed during 2019/20

In 2019/20, the City achieved the following key priorities in the City's Risk Management Plan 2019 – 2021:

- Reviewed the City's Strategic Risk Register
- Defined the City's risk appetite and Risk Appetite Statement against the City's risk tolerance level
- Developed key risk indicators (KRIs) to benchmark the City's current behaviour against the key risks, facilitating action to align processes (including controls) and behaviours
- Implemented risk reporting to the Audit and Risk Management Committee and ordinary meetings of Council.

The City's Strategic Risk Register identifies the key risks that affect or are created by the City's business strategy and strategic outcomes. Effective strategic risk management supports the achievement of the City's strategic objectives.

Compliance

The Audit Committee provides recommendations to Council on the City's annual compliance audit return. The compliance audit return is required to be adopted by Council, signed by the Mayor and Chief Executive Officer and forwarded to the Department of Local Government, Sport and Cultural Industries by 31 March each year.

The internal compliance self-assessment report is received by the Audit Committee on an annual basis. This report provides detail on compliance in a number of areas that are no longer part of the Department of Local Government, Sport and Cultural Industries' annual compliance audit return.

Reports from the internal auditor in relation to the Chief Executive Officer's triennial reviews of the City's financial management, internal control, risk and legislative compliance processes are also received by the Audit Committee.

Internal audit

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

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

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

During 2019/20, the Audit Committee received internal audit reports on:

- Asbestos and pesticide
- Parking services
- Engineering services
- Customer service
- Occupational safety and health.

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

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

Asset management

The City of Stirling 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. The City achieves this through best-practice leadership and management of all assets and service portfolios.

The City owns, operates and maintains community infrastructure assets valued at approximately $2.5 billion, including transport, storm water, building and park assets. These assets support community access to services and facilities, enhancing the wellbeing of the City of Stirling community. The City's assets represent an investment of $2.5 billion, built up over many decades.

Failure of these assets can have dramatic and far-reaching consequences for the community we serve. At the heart of the City is the efficient management of these assets in order to maintain safe, reliable and effective services that help achieve the City's strategic priorities and service goals.

Through its asset management practices, the City ensures that it continues to provide agreed and desired levels of services for its community, and guarantees the City remains sustainable in the long term. The City has in place an Asset Management Framework that consists of the following:

- An Asset Management Policy which broadly outlines the principles and mandated requirements for undertaking asset management across the City in a systematic and coordinated way
- An Asset Management Strategy which is committed to improving its alignment to the International Standard for Asset Management, ISO 55000, and sets out the high-level asset management activities within the City
- Asset Management Plans which collectively outline the asset activities and programs for each service area and its resources. The plans are applied to provide a defined level of service in the most cost-effective way. Factors that underpin the City's asset management plans include:
  - » Knowing what the City owns or has legal responsibility for
  - » Recording assets in a register to an identifiable level
  - » Monitoring the condition, functionality, capacity, performance, utilisation and costs of assets, down to the managed component level, and aggregating this data to give outputs of cost and performance at the portfolio levels
  - » Understanding the current levels of service in terms of cost, reliability, and provision and quality of service, as well as the City's responsiveness to asset failures
  - » Understanding the likely future levels of service required based on population growth, demographic changes and community expectations
  - » Understanding the long-term (10 years plus) funding needs of the City in order to meet community expectations in capital expenditure.

The City's Asset Management Framework contributes significantly to the achievement of the City's strategic priorities and service goals.





Our performance

The following section outlines the City's Integrated Planning and Reporting Framework and its approach to strategic and corporate business planning. The City's progress and performance is reported by each key result area (KRA) as stated within its Strategic Community Plan. This is followed by the City's detailed financial statements commencing on page 166.

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:

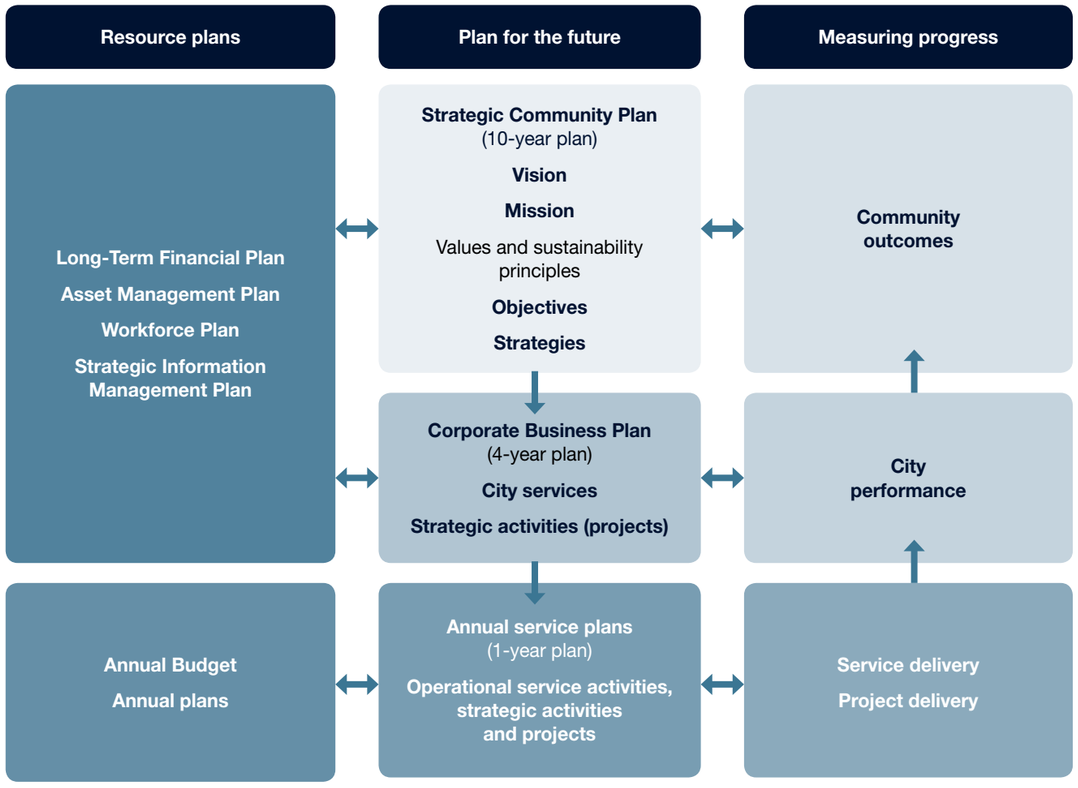
- Strategic Community Plan
- Corporate Business Plan.

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 Diagram 2 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 2: *Integrated Planning and Reporting Framework*



Strategic Community Plan

The City of Stirling's Strategic Community Plan sets out an ambitious and achievable vision for the development of the City over the next 10 years and beyond.

The Strategic Community Plan 2018 – 2028:

- Outlines the program of community consultation that informed the development of this plan
- Provides an overview of emerging priorities following the major review of this plan
- Identifies some of the key state and federal plans and policies that will shape Stirling's future
- Describes the 10-year vision for the future, the City's mission, values and commitment to sustainability
- Further elaborates 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
- Broadly outlines the City's resources to address the City's Plan for the Future.



The Strategic Community Plan 2018 – 2028 meets all regulatory requirements. It will drive 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

Minor review of the Strategic Community Plan

In line with state government requirements, the Strategic Community Plan underwent a minor review in 2019/20.

This gave the community and stakeholders an opportunity to provide their feedback on the City's strategic priorities.

In light of the COVID-19 pandemic, further research was also undertaken to understand the changing needs of the community and evaluate the City's future strategic direction, organisational capability and preparedness for the next 10 years.

As a result of this minor review, some changes to key result area titles and wording within the plan have been made to improve understanding and direction. New baseline measures have been developed to align with the revised plan. The City's success and performance in future years will be measured against these.

The City's reviewed Strategic Community Plan 2018 – 2028 was endorsed by Council by absolute majority on 30 June 2020 and the City is confident that is well-placed to meet future challenges and deliver the priorities of our community.

Corporate Business Plan

The Corporate Business Plan outlines how the City plans to deliver the objectives and strategies set in our long-term planning document, the Strategic Community Plan 2018 – 2028. The Corporate Business Plan 2020 – 2024 outlines the projects and services that will be delivered over the next four years and has been directly influenced by the City's Long-Term Financial, Asset Management and Workforce Plans. The Corporate Business Plan, in turn, guides the development of the annual budget, service plans and annual project plans.

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

The Corporate Business Plan:

- States the City's long-term vision, mission and values
- Links the Strategic Community Plan 2018 – 2028 outcomes to the delivery of key projects and services
- Provides an overview of Council and organisational structure
- Lists the services and projects that the City will deliver
- Outlines how the City will measure and report progress of key projects and services
- Provides an overview of the City's informing strategies such as the Local Planning Strategy, Long-Term Financial Plan, Workforce Plan and Asset Management Plans
- Describes the City's commitment to risk management
- Summarises the City's operational budget and capital works program for the financial year
- Provides a forecast of the rate setting statement for the next 10 years.

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



The City expects that 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

Balanced scorecard

Reporting progress towards the achievement of the objectives in the Corporate Business Plan and the Strategic Community Plan is an integral part of the City's Integrated Planning and Reporting Framework. The City uses quarterly and annual reports to inform the community of its achievements and progress. The City of Stirling has adopted a 'balanced scorecard' approach to measure the progress, performance and quality of the planned projects and services that are outlined in the Corporate Business Plan. This balanced scorecard shown in Diagram 3 measures the City's service performance across four key areas:

Customer service

Indicators are used to measure customer and community satisfaction through independent surveys, mystery shopping programs 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 are used to target internal compliance relating to purchasing.

Human resources

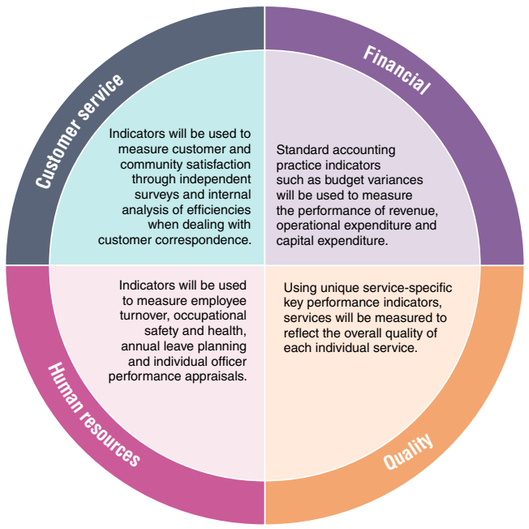
Indicators are used to measure employee turnover, occupational safety and health, annual leave planning and individual officer performance appraisals.

Quality

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

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

Diagram 3: Balanced scorecard



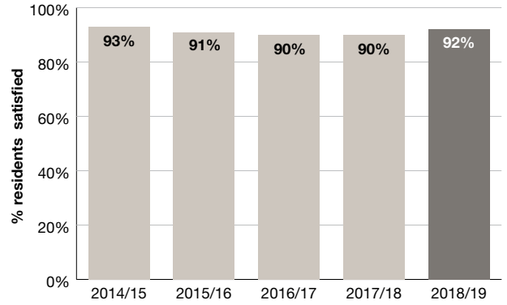
Measuring community satisfaction

Community satisfaction is of paramount importance to the City and since 1999 we have conducted a comprehensive annual survey of residents to help understand their views, opinions and levels of satisfaction with our services. The survey is undertaken by an independent research consultancy to ensure that an appropriate cross-section of the community is represented and that rigorous statistical approaches are applied[1].

The survey is normally undertaken during the second half of the financial year but due to the then-evolving situation with COVID-19 the City determined that it would not be appropriate or beneficial to conduct the survey in 2020.

Although the survey was not undertaken during the year, data collated for prior years still has relevance, therefore the most recent results and trends published in the 2018/19 Annual Report will simply be presented again throughout this report.

Figure 11: Overall community satisfaction



A key question within the survey asks residents how satisfied they are overall with the services provided by the City. We are delighted that for five years in a row we have been able to report that over 90 per cent of residents have responded as being satisfied or very satisfied with the City's services overall. The City strives to maintain strong satisfaction results and continually makes adjustments and improvements to its operations where necessary.

[1] The research sample of 700 residents 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.

Strategic Community Plan 2018 – 2028 at a glance

The Strategic Community Plan responds to key areas of interest to the community and outlines a vision, mission and objectives for the next 10 years. The vision is further described by five key result areas.

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

The remainder of this section will report the City's progress and performance during 2019/20, following the structure outlined below (the Strategic Community Plan structure as at 1 July 2020).

Key result area	Outcomes
Social	
Vision: Thriving local communities	S1: Inclusive and harmonious City
	S2: Active and healthy City
	S3: Accessible services
	S4: Safer City
Economic	
Vision: Prosperous and vibrant City	E1: Destination City
	E2: A great place to work, invest and do business
Built environment	
Vision: Liveable and accessible City	B1: Places to live, work and enjoy
	B2: Accessible and connected City
	B3: Built infrastructure that meets community needs
Natural environment	
Vision: Sustainable natural environment	N1: Sustainable natural resources
	N2: Greener City
Governance	
Vision: Making it happen	G1: Good governance
	G2: Partner of choice
	G3: Customer-focussed organisation
	G4: Sustainable organisation



Key result area: Social

Vision: Thriving local communities

In light of the challenges brought about by COVID-19, it is arguable that one of the most critical factors impacting society today is the ability to maintain social cohesion. With over 220,000 residents and significant diversity in the City, our strategic vision, to ensure thriving local communities, brings both opportunities and challenges. We have a proud history of working closely with our community to build connectedness and a sense of belonging, but we acknowledge that there is always more to be done, particularly given our recent challenges. The City has adopted many approaches to encourage and nurture a supportive, healthy, harmonious and safe community as a whole. These are outlined within this key result area.

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

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

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

Outcome S1: Inclusive and harmonious City

Outcome S2: Active and healthy City

Outcome S3: Accessible services

Outcome S4: Safer City

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

Service performance

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

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Customer service	Financial	Human resources	Quality
Aged and disability care services	✸	✓	✓	✓
Arts and activation	✓	✓	✓	✓
Community development	✸	✓	✓	✓
Emergency management	✓	✓	✓	✓
Environmental health services	✓	✓	✓	✓
Family services	✸	✓	✓	✓
Leisure services	✸	✓	✓	✓
Libraries and lifelong learning	✓	✓	✓	✓
Multicultural services	✸	✓	✓	✓
Parking services	✓	✓	✓	✓
Ranger and security services	✓	✓	✓	✓
Recreational facilities	✸	✓	✓	✓
Youth and children services	✸	✓	✓	✓

Total net key result area cost: Social

	Budgeted 2019/20	Actual 2019/20
Total net key result area cost	$39,164,153	$38,347,980

Total net key result area cost consists of directly attributed revenue and operating expenses offset by corporate overheads.

Strategic project performance

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

Kaleidoscope Initiative	On track
To create partnerships with skilled new migrants and businesses to build a skilled and diverse workforce	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Local area hub place management	Behind schedule
Research and develop options for community development and place management in the City	
Progress in 2019/20	Place management approach endorsed Social Planning Strategy developed
Plans for 2020/21	This is part of usual business with specific community hub facilitation and social plan facilitation roles embedded

Strategic Plan for Library Services	Delayed to 2020/21
Research and develop implement the Strategic Plan for Library Services	
Progress in 2019/20	This project was deferred with the reduced budget as a result of COVID-19
Plans for 2020/21	Project completion

Radio frequency identification (RFID) technology	Behind schedule
Introduce RFID security/loans system into the City of Stirling libraries	
Progress in 2019/20	Majority of milestones complete All equipment ordered and delivery delayed due to COVID-19
Plans for 2020/21	Installation of SmartShelves in 2020/21, following delivery

Transition to CHSP, Aged Care and NDIS	On track
Transition to the Commonwealth Home Support Program (CHSP), Aged Care and National Disability Insurance Scheme (NDIS)	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones.
Plans for 2020/21	Will be embedded in usual business Stage 2 of the Aged Care Reforms will commence following the Royal Commission.

City of Stirling Social Strategy	Delayed to 2020/21
Develop a Social Strategy for the City which examines trends and issues which impact on the community	
Progress in 2019/20	Delayed due to redirection of Community Services resources during COVID-19 response
Plans for 2020/21	Will be delivered within existing budget resources.

Mount Lawley streetscape	Delayed to 2020/21
To enable quick wins from the Mount Lawley Streetscape Study to be implemented as a priority, including street furniture, tree planting or public art	
Progress in 2019/20	The Mount Lawley Streetscape Study report was delayed although presented to Council in early 2020/21
Plans for 2020/21	Final report endorsed by Council with new milestones The creation of the town plaza has now moved from 2019/20 to 2020/21 – 2021/22

Parklets trial	On track
To trial a prototype of a mobile parklet in the Inglewood town centre and, based on the result of the trial, develop guidelines and a strategy for the future roll-out of parklets across the City of Stirling	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Project completion

Replacement of IntelliManager leisure management system	On track
The IntelliManager leisure management system initial contract period has concluded. The City will investigate the viability of a replacement system to provide greater functionality and enhance customer online capabilities to meet increasing community demand and expectations	
Progress in 2019/20	Implementation of replacement leisure management system
Plans for 2020/21	On track to go live in Q1 2021

Sport and Recreation Facilities Plan	On track
To analyse future demographic population profile and industry benchmarking to undertake a gap analysis of future requirements for sport and recreation facilities (eg, clubrooms, recreation centres, tennis clubs)	
Progress in 2019/20	Sectors 1 and 2 have been completed This is being completed concurrently with the Public Open Space Implementation Plan, with Sectors 3 and 4 to be completed during the 2021 financial year
Plans for 2020/21	Project completion

Key result area: Social – Thriving local communities

Outcome S1: Inclusive and harmonious City
Objective S1.1: Strengthen communities through a sense of place

A key component of building our community involves the provision of events, services and place activations that nurture vibrant and attractive social hubs. The City also understands the importance of such activities in respect to the contribution they make towards the development of an inclusive and harmonious community. Stirling's population is diverse and the City strives to cater for this by providing opportunities to bring its community together, ensuring a feeling of belonging and connectedness. We have adopted place-based community and cultural development principles to engage with our community, ensuring that we create welcoming places that enable inclusion and build social capital in recognised local hubs.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'strengthen communities through sense of place':

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

What has happened during 2019/20?

Implementation of local area hub place management

The 2019/20 year saw the four local community hubs (Osborne, Scarborough, Inglewood and Mirrabooka) continue to deliver collaborative community activities. Each hub has a range of City services working within it and the focus was to bring the individual services together as community hub teams. This is in order to provide collaborative information, resources and community programs that can be accessed and meet the needs of each of the hub's local community demographics.

As a result, the hub teams delivered their first marketing brochure which advertised to the community all of the programs which were being delivered by the City at each hub location. This allows customers to find information about programs all in one place.

Some examples of the programs implemented across the hubs in 2019/20 include:

- New murals on Scarborough and Mirrabooka hub exterior walls, both of which reflect the local community and bring some vibrancy and life to the hubs
- Monthly family movie nights at Inglewood Town Square
- Dungeons & Dragons gaming group at Osborne hub
- Mirrabooka Night Markets
- Seed Library at Osborne hub.

Other events and programs such as the Scarborough Twilight Picnic, Mirrabooka car park activations and an edible garden in Inglewood had to be postponed due to COVID-19. These programs will be reassessed for community need for the 2020/21 financial year.

Each of the hub teams assessed the wayfinding and signage within their local hubs and whether it meets the needs of customers. The assessment culminated in Scarborough Community Hub having an overhaul of the hub's exterior signage. The new exterior signage will now reflect the 'Scarborough Community Hub' branding and enables increased visibility of the community hub site.

In 2020/21 the project will continue to build on the collaborative relationships and develop services and programs according to the needs of each local community.

Our continued focus on activation

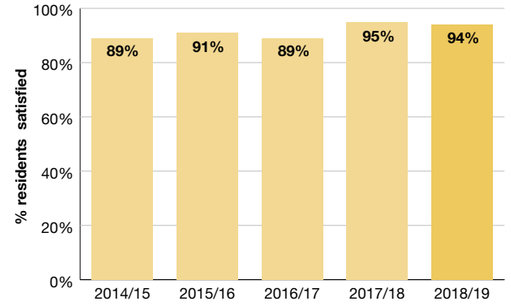
The City's strategic approach to activation continued to develop in 2019/20. The identification and assessment of places requiring activation, how Town Teams are formed and operate, how Town Team grants are administered and how the program is resourced have all been continually reviewed.

Complementing our approach to activation, the City's Arts and Events Plan 2018 – 2022 has been applied to articulate a clear direction and a coordinated approach to the City's provision of and investment in events, cultural activities and arts practice over a four-year period. The aim is to provide a dedicated plan to support and enable the City to deliver effective arts and activation services that meet the needs and expectations of our diverse community. The plan outlines four focus areas:

- Vibrant spaces and places
- A creative and prosperous City
- A culturally active and engaged community
- Diversity and celebration.

The City's commitment to its events and cultural activities program is reflected in our community satisfaction results, as can be seen in Figure 12.

Figure 12: Satisfaction with the City's community events and cultural activities



By its very nature, place activation has both social and economic benefits. For this reason, information about specific events that have attracted large numbers of people is outlined in more detail within our 'economic' key result area commencing on page 97.

Town Teams are groups formed by a local community to focus on the activation of a specific place or area and often include a blend of business people, residents and others interested in helping improve their locality. They work cooperatively with other community leaders and local governments to create active, resilient and successful places and aim to help citizens become engaged and active in their community.

Public art and visual art collection

In September 2019, the City launched the new online gallery on the City's website, representing a major improvement in the accessibility of the City's public and visual art collections to the community. The gallery provides details of each artwork, including the artist, the medium and where the artwork is currently situated. The gallery also benefits the artists represented in the collection, improving the visibility of their work as part of a greater collection.

Public art collection

Contributing to our focus on place activation, the City's public art collection has increased to 51 artworks and is valued at approximately $2,844,830 (an increase of approximately $192,000 from 2018/19 figures).

In 2019, the Robinson Reserve redevelopment resulted in the installation of a major public artwork by artist Mehdi Resulle. Two cows, a mother and calf named Olive and Daisy by community vote, now reside as a playful invitation to the users of the reserve. For more information on this project, refer to the case study on page 96.

In the Osborne Ward, the City also commissioned Rebecca Cool to extend the mural at Osborne Park Community Hub along the Royal Street wall, improving the streetscape and public visibility and adding to a sense of place.

In 2020, during the disruption to the regular operation of libraries and City facilities during phase one and phase two of COVID-19 shutdowns, the City took the opportunity to commission four murals across four community facilities. Artists and designs were chosen to speak to the unique identity of each facility.

Sioux Tempestt transformed the challenging, multifaceted exterior of the Mirrabooka Community Hub with the colourful abstract work entitled *You're Welcome.* The mural was installed during International Refugee Week. The theme in 2020 is 'Year of Welcome' and has highlighted the many entrances to the facility.

Jerome Davenport's playful work *Forever Young* acknowledges the historical users of the Scarborough Community Hub in a contemporary and bright colour palette that speaks to the current and future communities.

Peter Ryan's whimsical narrative work *Fishing for Dreams* travels across four surfaces of Stirling Libraries – Karrinyup and has already delighted visitors young and old.

Brenton See's stunningly detailed depiction of local flora and fauna covers the 44-metre wall on the rooftop of the Mount Flora Museum, with additional elements on the staircase to entice visitors to the top. The murals were installed in time to welcome the community back to the libraries and museum when social restrictions lifted. They and have been celebrated for their vibrancy and transformative nature. Work also commenced on major public art commissions for the newly renamed Bina Community Parkland (formerly known as Princess Wallington Community Parkland) and the Des Penman Sporting Pavilion.

In addition to works commissioned by the City, the arts and activation team also supported through funding, advocacy and expertise the installation of a number of community murals on private land and leased City assets, including Scarborough Laneway, Beaufort Street, Inglewood, Balcatta and Mount Lawley toy libraries and Karrinyup Laneway.



Visual art collection

The City's Visual Art collection currently has 194 works and is valued at approximately $460,500. Acquisitions for 2019/20 focussed on increasing the representation of local artists and local scenes within the collection, with the addition of eight works from seven local artists, including two City of Stirling residents.

Acquisitions were made in accordance with the Art Collection Policy and included:

- Damien Goerke's mixed media work *Primary*, acquired as the winner of the City's Art Award and Exhibition 2019
- *Morning Begins* pastel work by Julie Silvester, a long-term City of Stirling resident, who lives and practices from her home studio in Innaloo and was the winner of the Local Artist Award at the City of Stirling Art Awards 2019
- *A Moment in Time* by Louise Wells, a long-term City of Stirling resident, and a contemporary textile artist who lives and practices from her home studio in Inglewood
- *Dead Tree*, a graphite on paper work by Ross Potter, a mid-career Western Australian artist based in Fremantle
- *Un-sure* mixed media work by Matthew Wright, a self-taught emerging Western Australian artist
- *Coastal Watch*, depicting the redevelopment at Scarborough Beach by Carmen McFaull, an established mid-career artist based in Dunsborough, Western Australia
- *Secret Garden and Wattle Birds* and *Secret Garden and Wattle Lace*, a set of two figurative oil paintings by Lori Pensini reflective of the City of Stirling's diverse community.

A rotation of the collection commenced at the end of 2019/2020 in response to facility upgrades such as the Citys' Administration Centre reception, and to improve the visibility and accessibility of the collection. Disrupted by social distancing requirements, the rotation will be completed by August 2020.

Art Award and Exhibition 2019

The biennial City of Stirling Art Award and Exhibition was hosted in November 2019. It was open to all Western Australian artists, providing the opportunity to exhibit original 2D and 3D works in the public realm. Works were nominated for category awards with a prize pool of over $10,000 facilitated by a panel of esteemed arts industry judges. Awards were presented to artists on opening night with the major accolade being the City of Stirling $5,000 Acquisitive First Prize awarded to Damien Goerke for his work *Primary*. The exhibition resulted in 16 catalogue sales.

In addition to the traditional opening night event, the 2019 Art Award and Exhibition also featured two special events. In partnership with Balcatta Senior High School, the City presented an in-conversation event with acclaimed artist and illustrator Shaun Tan, who is also a past student of the school. The special event was aimed at artists, both established/practising and young/aspiring, and marked the 40th anniversary of the Balcatta Senior High School Gifted and Talented art program.

The City also hosted the inaugural Art Market as a special event on Saturday 2 November 2019 during the exhibition. Twenty-one artists who were represented in the Art Awards hosted a stall in the market in the forecourt of the City of Stirling Administration Centre. Live music, art demonstrations and food trucks contributed to an activation of the forecourt and the Art Award exhibition on the day.

Kaleidoscope Initiative

The Kaleidoscope Initiative aims to help newcomers to the City of Stirling achieve employment outcomes that enable them to contribute their skills and experience to the local economy. It achieves this goal by working in partnership with a broad cross-section of stakeholders, including businesses, professional immigration networks, community organisations and other tiers of government.

Kaleidoscope was successful in securing funding from the Department of Home Affairs under the Fostering Integration Grant to undertake the Rangoli project. This research project focussed on understanding the barriers of mid-career newcomers on a secondary visa and to run a pilot mentoring program. The Rangoli mentoring program successfully supported 10 participants and has demonstrated the barriers faced by newcomers on a secondary visa and ways to overcome these. To ensure ongoing support, we are delighted that Kaleidoscope was able to modify their service delivery by creating a completely online mentoring program for those participating during the COVID-19 pandemic.

This calendar year alone, 32 job-ready workshop modules have been delivered, with over 114 newcomers participating. More than 200 established professionals have registered to become mentors over the life of the initiative, and ties between businesses, industry and multicultural communities continue to expand. Newcomers are being further empowered and connected through economic participation, enabling them to feel more confident as members of the City of Stirling community and Australian society.

Volunteers

The City of Stirling continued to benefit from the support of our 500-plus volunteers who dedicate their time to 52 different roles across the City. Volunteers enhance and extend the services provided to the community. For many years, our wonderful volunteers have been giving their time in traditional volunteer areas such as Meals on Wheels, Books on Wheels and community transport. Throughout the year, our volunteers were provided with a range of training opportunities, including driver safe training, mental health de-escalating and first aid training.

The City has continued to recruit a more diverse group of volunteers, including engaging more young people in volunteering (from 16 years up to 25 years). The volunteer team has been working in partnership with two high schools (Dianella Secondary College's Educational Support Unit and Balga Senior High School) in supporting students to undertake volunteering roles. These roles were however impacted by COVID-19, with students unable to return until phase five of the state government's recovery plan.



The impact of COVID-19 was felt by the volunteers and their teams with the postponement of the annual Volunteer Thank You event in March 2020. Further restrictions resulted in a suspension of all volunteering roles. During this time, the City maintained communication with its volunteers, offered influenza vaccinations and COVID-19 training to ensure that the volunteers were ready to recommence in line with the state government roadmap to recovery.

Our volunteers continue to provide so much value to the Stirling community. Details of the many volunteer groups feature on page 55.

Libraries and lifelong learning

The City's libraries and lifelong learning services continue to provide library and information services, resources and programs, and museum and community history information services. These serve to connect the community to information, entertainment and living links to the past. Figure 13 illustrates our community's consistently high levels of satisfaction with our libraries and we are delighted to have achieved over 90 per cent satisfaction rating for five years.

Stirling Libraries offer contemporary spaces that enable social inclusion and connections and community-driven initiatives.

On 23 March 2020, all Western Australian public libraries and cultural institutions were ordered to close by the WA Premier, due to risk mitigation related to COVID-19, eventually reopening on 18 May 2020. Although the City's libraries were closed physically and programs and services were suspended, a transition to digital and alternative service delivery was introduced where possible to ensure library customers had ongoing access to library services and resources.

This involved increased investment in e-resources, in particular e-books, e-audio e-magazines and e-movies, to meet customer demand. Large increases in usage included cloudLibrary e-books 228 per cent, e-audio 175 per cent, e-movies 60 per cent, e-magazines 29 per cent, Encyclopaedia Britannica 55 per cent, and Transparent Languages Online 95 per cent. The transition also included:

- Activation of online memberships
- Click and collect reservations service
- Print and collect printing service
- Wi-Fi access external to library buildings
- Online events including virtual and pre-recorded Baby Rhymetime and Storytime sessions
- No fines charged for overdue loans.

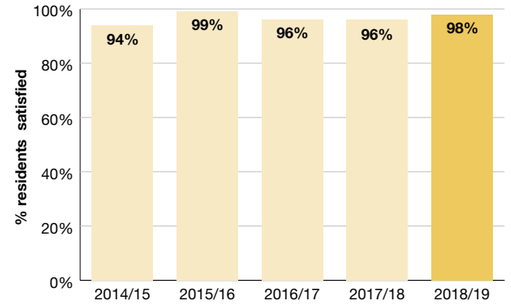
Consistent requests from customers included access to the Internet, public PCs and printing services in order to complete MyGov and Centrelink applications; assistance with technological devices and downloading e-resources; Click&Collect reservations service; and face-to-face Baby Rhymetime and Storytime sessions. Library employees also utilised the forced closure to conduct stocktakes, assess collections, and tag and encode over 180,000 library items in preparation for implementing RFID technology.

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

Highlights include:

- Justice of the Peace services were introduced at Stirling Libraries – Karrinyup (Sunday afternoons) and Stirling Libraries – Mirrabooka (Saturday mornings), with JP services continuing to be in high demand.
- Better Beginnings Family Literacy Support Program – The aim of the program is to support families as they build early literacy skills for their children. In 2020, Stirling Libraries delivered 664 early childhood literacy sessions, including Baby Rhymetime, Storytime, and Learning English Through Storytime, attracting 13,506 young children and 12,616 parents.
- National simultaneous Storytime – In May 2020, libraries across Australia promoted the value of reading and literacy by simultaneously reading online Australian author Lucinda Gifford's picture book *Whitney and Britney Chicken Divas*. The Australian Library and Information Association (ALIA) Book Industry Agreement enabled libraries to host virtual and pre-recorded Storytime sessions, attracting high attendance numbers and new audiences. Stirling Libraries' pre-recorded session has attracted over 7,300 views.
- Children's Book Week – Students from 13 schools across the City visited Stirling Libraries to celebrate Children's Book Week in August 2019. The event attracted 1,244 children. Talented guest authors, illustrators and presenters included Sean Avery, A.J. Betts, Meg Caddy, Raewyn Caisley, and Briony Stewart.
- Lego clubs – Lego clubs continue to prove immensely popular, with 9,217 children and parents visiting the libraries to play with the Lego and Duplo sets.
- Next Chapter Book Club – Stirling Libraries – Scarborough, in collaboration with the Joe Camilleri Day Centre, continued the Next Chapter Book Club, a shared reading program for adults with intellectual and developmental disabilities promoting the enjoyment of 'reading to learn, not learning to read'. The program has been a great success, with participants expanding their reading skills as well as attracting positive feedback from regular Stirling Libraries – Scarborough customers about this socially inclusive program.
- Seed libraries were launched at Stirling Libraries – Karrinyup and Stirling Libraries – Osborne in September 2019. The seed libraries allow customers to take seeds from the library, plant and enjoy gardening with their family, and donate seeds from their own garden in return. This has encouraged library users to borrow gardening-related resources from the library collection and contribute to their local community. Well-attended sustainability events included the Seed Saving Workshop, worm farming, and Kokedama. The seed libraries have proven very popular additions to Stirling Libraries' suite of resources. Complementary to the seed libraries, Stirling Libraries – Dianella launched its popular Fresh Produce Swap Cart.
- In collaboration with Stirling Men's Shed, Stirling Libraries developed a series of FAQ sheets, plans and website information to assist the local community in building their own 'little street libraries'. The little street libraries concept is simple – take a book, leave a book. The initiative is supported by the City as it fosters a love of reading by making books freely available at all times in the community. Highly popular, little street libraries are being added to locations across the City, including parks, residential properties, schools and local businesses.
- Vibrant murals were commissioned at Stirling Libraries – Karrinyup, and the Mirrabooka and Scarborough Community Hubs.
- Stirling Libraries partnered with Australian book supplier James Bennett to be the first WA public library service to join The Sustainability Project, a green initiative assisting libraries responsibly dispose of discarded books to communities in need, reducing the number of books going to landfill. In return, Stirling Libraries receive credits and increased discounts on future purchases of library materials, ultimately benefiting the local community.

Figure 13: Satisfaction with the City's libraries



Digital literacy programs

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

Highlights include:

- Innovations Lab, Stirling Libraries – Mirrabooka – A purpose-built training and makerspace facility within the 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, laser cutters, NAO robots, robotics and coding equipment, as well as music-making and sound-recording equipment. A variety of programs are delivered, including MS Office and PC workshops, emerging technologies talks, drop-in and experiment with technologies, and craft clubs.
- WA Connectivity Program – This program facilitates the settlement and participation of migrants, especially refugees, in their local communities by improving digital participation. The program is delivered by Engineers without Borders (engineering students from the University of Western Australia).
- Be Connected – Supported by grant funding from The Good Things Foundation and the Australian Government Office of the eSafety Commissioner, Stirling Libraries delivered a variety of digital literacy training to adults across the City of Stirling. Sessions included email, social media, cyber-safety, and using the Internet. Library employees and digital mentor volunteers completed training sessions in order to support library customers.

Stirling history collection

The Mount Flora Museum welcomed 1,307 visitors, including community groups and school students with tours, talks and discussions. The museum participated in Open Perth House in November 2019, attracting 45 visitors.

Due to COVID-19, the 2020 History and Heritage Awards presentations were filmed as a series of videos, with the Mayor presenting the awards. Accessible via the City's website, these videos have proved very popular.

Artist Brenton See was commissioned to paint a new mural featuring native flora and fauna on the museum lookout.

Work commenced on the Naming History Plaques project, involving extensive research into the naming history of the City's buildings, parks and reserves, and places of significance.

Alongside the wide array of programs and events provided through our libraries, we commenced two strategic projects in line with the City's Corporate Business Plan 2018 – 2022. The process to develop a strategic plan for library services continued during 2019/2020. The introduction of radio frequency identification (RFID) technology experienced delays in equipment deliveries and training related to COVID-19 interstate border closures, while tagging and encoding of all library materials was completed. This project relates to the introduction of security-related technologies with our loans system.

Looking forward

The City of Stirling will continue its award-winning Kaleidoscope Initiative in 2020/21. With Federal and State Government funding towards this initiative ending after 2020/21 the City will be working with key stakeholder to determine a new operating model that will continue to support skilled migrants within our community.

In response to the COVID-19 crisis, the City will deliver targeted place activations and events to create stronger and more connected local communities. The project aims to improve the mental health and wellbeing of residents and support the local events industry.

Key result area: Social – Thriving local communities

Outcome S2: Active and healthy City

Objective S2.1: Promote active and healthy lifestyle choices

The challenges we have all faced during the year have thrown even greater emphasis on the importance of trying to maintain healthy and active lifestyles. The City plays a key role in the provision of quality recreation and leisure facilities to support the community, but as we are all aware, restrictions during the year have meant that everyone has had to adapt and find new ways of doing things. Strategically, the City will continue to strive to make a positive contribution to the health of its community through ongoing investment in its facilities and programs.

In addition to the provision of recreation and leisure opportunities, the City has important environmental health responsibilities in relation to food safety, disease control and environmental protection. The high importance of this function has come to the fore in 2019/20.

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

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

What has happened during 2019/20?

Stirling Leisure Centres (aquatic)

The City's three aquatic facilities (Stirling Leisure Centres – Scarborough Beach Pool; Stirling Leisure Centres – Leisurepark – Balga; and Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood) each provide a variety of facilities, programs and services to meet Stirling's diverse community needs. These include health and fitness equipment and classes, Learn to Swim programs for all ages, facility room hire, retail outlets and crèche facilities.



The City is pleased to report that the three aquatic facilities performed exceptionally well through the 2019/20 financial year, trending towards historically high income, attendance, memberships and Learn to Swim enrolments until March 2020 and for the remainder of the financial year when the facilities were impacted by the COVID-19 pandemic. The facilities achieved a combined attendance of approximately 850,000 up to March 2020, which exceeded the budget expectation of 722,726. The City's Learn to Swim program delivered lessons to 8,716 children who were enrolled in the program throughout the year and a health and fitness membership base of 5,091 across all health and fitness facilities, positively influencing the health and wellbeing of Stirling's varied and diverse community. Under the current conditions, the City's aquatic facilities performed well financially, with a combined income of $6,369,015 achieving budget expectations for income for the year and a 79 per cent cost recovery for all three facilities.

Stirling Leisure Centres (non-aquatic)

The City's three non-aquatic leisure centres are Stirling Leisure Centres – Hamersley; Stirling Leisure Centres – Herb Graham Recreation Centre – Mirrabooka; and Stirling Leisure Centres – Scarborough. Each provides a variety of facilities and programs that serve Stirling's diverse community through health and fitness services, organised sporting competitions, facility hire and junior programs.

The facilities performed well in the 2019/20 financial year, until COVID-19 impacted service in March 2020 and for the remainder of the financial year. The facilities achieved a combined attendance of approximately 595,000, which included approximately 4,000 organised sports teams and 13,800 junior program attendances. The well-occupied sporting competitions and programs assisted in delivering a combined income of $1,146,817 and a combined controllable cost recovery of 58 per cent.

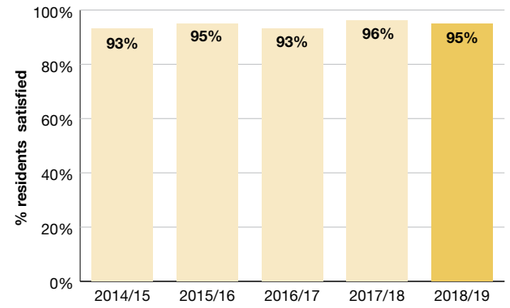
Stirling Community Centres

Stirling Community Centres performed well throughout the 2019/20 year, with a combined attendance of approximately 236,000. This is primarily due to high attendance and occupancy of the unmanned facilities until March 2020, before the COVID-19 pandemic impacted service. The community centres achieved combined revenue of $358,074 and a controllable cost recovery of 78 per cent. While this is below the cost recovery average of previous years, it is a positive result considering the impacts on operations, service delivery and facility use throughout the last quarter of the year.

Hamersley Public Golf Course

Hamersley Public Golf Course is the City of Stirling's only public golf course, with facilities including an 18-hole course, eight-bay driving range, pro shop and the Gleneagles Bar and Reception Centre. The facility performed exceptionally well through the 2019/20 year, achieving budget expectations with revenue of $1,598,358. The golf course achieved approximately 85,000 visitations, slightly below the expected attendance of 90,000, and is currently under consideration for future development to maximise service delivery and attendance of this key facility to Stirling's community.

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



The City is very proud of its recreation and leisure offerings and, as can be seen by the consistently high results reflected in Figure 14, our community has expressed very high levels of satisfaction for many years. We will continue to focus on our service delivery and facilities to ensure our high standards are maintained.

Leisure planning

Hamer Park Masterplan

Community feedback and engagement, Council consideration and concept designs on the proposed Moyle Pavilion and Hamer Park Clubrooms project were completed in February 2020. As the design development phase progresses, the City will consider materials, colours, car parking and other ancillary building needs such as security lighting. The new building integrates the key design criteria and offers a contemporary facility to support future sporting needs while also considering its natural and residential surroundings.

A grant application will also be made in September 2020, seeking financial support for the construction of the Hamer Park clubrooms.

Dianella BMX park

Community engagement to seek public opinion in relation to the concept designs for the proposed new Dianella BMX park at Dianella Regional Open Space was completed. This involved significant consultation with the community on the proposed designs, including an open-house feedback session and engagement with students from a local primary school.

The proposed facility is to be located within the natural terrain of the Dianella Regional Open Space and will be developed in a staged approach. The first stage will include a pump track, viewing space and support infrastructure such as a shelter, drinking fountain and bike racks, while stage two will include a jump track and skills trail.

Des Penman Reserve central sports clubroom facility

Construction commenced on the Des Penman Reserve central sporting clubroom redevelopment project this year following funding from both state and Commonwealth governments. The sporting facility, which includes improved change rooms, umpires' rooms and additional storage, is due for completion in October 2020. This will support the home clubs of Nollamara Amateur Football Club and Nollamara Turf Cricket Club as well as provide amenities to support the future growth of the clubs and the sports in these local communities.

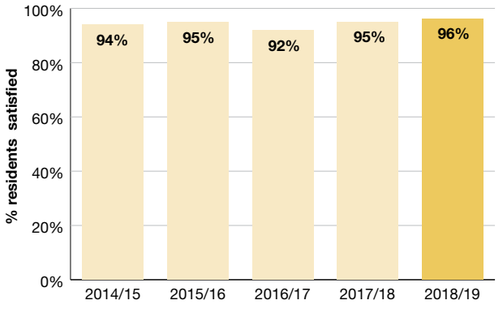
Beach services

Western Australia's beaches continue to be considered among the best in the world. With the City's 6.5 kilometres of pristine coastline, we are fortunate to deliver key services in some of the most highly occupied beaches in the state.

With safety a key focus at the City's beaches, the latest improvement in the 2019/20 financial year is the addition of a new semipermanent observation tower at Scarborough Beach. The tower provides an elevated surveillance platform for the City's professional beach inspectors, beach lifeguards and volunteer surf lifesavers from the Scarboro Surf Life Saving Club. The new tower was made possible with generous support from Surf Life Saving WA and Lotterywest.

The City has four full-time professional beach inspectors, who keep watch on the City's beaches seven days a week throughout the year, and around 14 professional beach lifeguards who operate between October and the end of April. From July 2019 to June 2020, beach employees performed 589 rescues, 817 first aid treatments and 23,076 preventative actions (instances where employees intervened on the sand or in the surf). In addition, the volunteer surf life savers from the Scarboro and Trigg Island Surf Life Saving Clubs also performed a number of rescues and preventative actions during the summer life-saving period.

Figure 15: Satisfaction with the City's beaches



Challenges

The greatest challenge experienced across recreation facilities and leisure services for the 2019/20 year has been the COVID-19 pandemic. This had a major impact on service delivery and patronage, with many facilities and services being closed from 23 March 2020. The loss of service and subsequent staged re-opening resulted in a combined revenue loss of approximately $1,850,000 and a decrease in attendance of approximately 204,000. The challenge for the year ahead will be to re-engage Stirling's community in these integral services, in a challenging financial period for its residents.

Additional challenges in 2019/20 have seen increased plant and equipment maintenance costs due to ageing facilities and assets at some of the external facilities. This has culminated in consideration now being placed on future planning and redevelopments to meet the community's growing needs, in particular focussed on outdoor plant, pools and equipment at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood, which is at end of life, and the redevelopment of Hamersley Public Golf Course.

The facilities' programs and services have performed exceptionally well and are returning to high participation numbers. The expectation moving forward is to effectively manage the capacity demands placed on facilities as membership and participation continue to grow. All facilities will continue to drive participation among the community to keep them active and engaged, while keeping a strong focus on retaining and providing great service to existing patrons. Consideration must now be placed on future planning and potential redevelopments to meet the community's growing needs.

The Recreation and Leisure business unit has undertaken a restructure this financial year, now operating with two key streams: recreation facilities and leisure services.

Through the restructure, the City's leisure services will focus on the delivery of agile and efficient strategic sport and recreational planning services and outcomes. These include the development of needs assessments, feasibility studies and master plans for community sporting and recreational infrastructure and public open space. Engagement with the community and key stakeholders regarding the provision and development of community sporting and recreational infrastructure is of high value and will underpin community infrastructure provision in the future.

The City is aware community expectations for leisure services are growing and the cost of improving and providing community infrastructure is constrained by reduced grant funding opportunities and competing priorities. There is a high need for robust yet practical planning outcomes that outline the City's priorities, address challenges and enable good forward planning approaches.

Additionally, there is a need to provide more support to clubs and community groups to drive their community capacity and resilience to changing trends and challenges. Grass-roots community sports and recreation and community are high priorities and there is a strong focus on delivering 'on ground' services.

The City's recreation facilities service stream, including Stirling Leisure Centres, will now operate all leisure facilities through consistent service streams together, as opposed to operating the aquatic and sport/facility hire facilities independently. The four service streams will consist of operations, programs, customer experience, and sport and facility hire, with a particular focus on alignment and consistency of services and improved customer experience across the City's facilities.

Environmental health

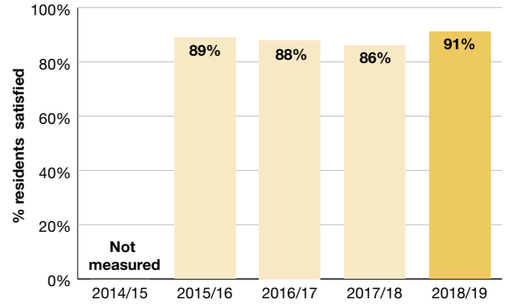
The City is committed to improving the health and wellbeing of our community. The City endeavours to enhance our community's lifestyle by providing facilities, programs and clubs in an effort to encourage healthy and active lifestyles for our residents. Local government is required under state legislation to provide environmental health-related services which promote, support and protect the health of our community.

The City's environmental health team ensures the protection of public health throughout our community through food safety, infectious disease control, pest control and various other high-quality responsive services that protect and uphold high standards of public health. Our team helps educate and inform our community about public health matters that are relevant and meaningful to them. In addition, the environmental health team undertakes premises inspections and licensing of various buildings and businesses. We are responsible for environmental protection, public safety and other various statutory health compliance matters. The City is home to 1,200 food businesses, 162 skin penetration premises, 143 hair dresses, 161 food stalls, 313 public buildings and a caravan park.

Under the *Public Health Act 2016,* the Western Australian State Government now requires each local government to provide a public health plan by at least 2023. The City's environmental health team has coordinated the development of the City's first Public Health Plan. This is to ensure we focus on the priorities identified in the plan. The City's Public Health Plan has been advertised for community consultation with submissions submitted to the City for consideration. The final draft of the plan is programmed to go to full Council in September 2020 for adoption.

As part of our annual resident satisfaction survey we ask the community to rate their satisfaction with the accessibility of health and care services within the City. The results for the past four years are presented in Figure 16.

Figure 16: Satisfaction with access to health and care services within the City



The Public Health Plan is designed to cover five key areas:

- Active and healthy people
- Built infrastructure to support community health and wellbeing
- Healthy places to live, work and enjoy
- Reduction in health hazards in the community
- A focus on priority populations.

In summary, the City of Stirling plays a significant role in creating an environment in which our community may prosper and enjoy better health. The Public Health Plan will guide the diverse and extensive policies and actions that the City chooses to improve the physical and mental health of our residents.

Looking forward

Supporting our local sporting clubs is a priority in 2020/21, with the City providing a range of grants, fee reductions and subsidies to those organisations that have been significantly impacted during the COVID-19 shutdowns. In particular, grants will be used to assist clubs with utilities costs, waste collection and increased cleaning regimes. Financial counselling will also be provided to help ensure sporting clubs have the best opportunity for financial viability in the short and long term. Grants such as subsidies for turf curation for cricket wickets will also be provided.

Concept plans and a business case for the redevelopment of the Hamersley Public Golf Course Pavilion will progress in 2020/21 including a restaurant, pro shop, toilet facilities and increased parking. Minor course improvements are also planned. The redevelopment provides a unique opportunity for the City to manage the course in-house which will align its operations with the leisure facilities already managed and operated by the City.

Key result area: Social – Thriving local communities

Outcome S3: Accessible services

Objective S3.1: Accessible services for all members of the community

The diversity of the City's community asserts that we need to provide accessible services, facilities, events and information that meet people's needs, regardless of age, ability or cultural background. To do this, we work closely with our community members and groups so that an appropriate range of services is developed, as well as ensuring that we plan carefully so that we continue to meet the needs of our changing population in the future. Where a gap in service or requirement for service change has been identified, the City may work in partnership with an appropriate organisation or seek funding to deliver the best outcome for our community.

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

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

What has happened during 2019/20?

Our social plans

The City is committed to being inclusive for all communities and continues to implement our suite of social plans. These include our Access and Inclusion Plan, Reconciliation Action Plan, Age-Friendly Strategy, Multicultural Framework and Youth Framework. These plans enhance our commitment to providing excellent services to residents of all abilities and backgrounds.

To streamline social plan implementation, the City established a social planning team of employees to support the development of an improved process for reporting. This resulted in a co-design workshop for all social plans to achieve a consistent reporting framework.

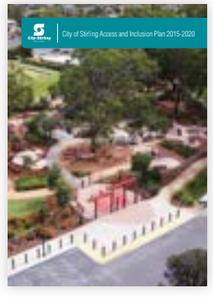
Below are the highlighted major activities undertaken across 2019/20 which have enhanced the accessibility of City services and facilities:

- Provided information on disability awareness to City businesses
- Designed and implemented the new Newcomers Guide
- Purchased beach and event matting for City-run events
- Hosted a community workshop to assist in the development of a diversity and inclusion self-assessment tool, enabling the City to measure and embed inclusive practices in how we provide services.

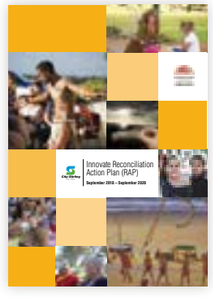
The City also facilitated the 'WorkAbility Project' with the support of a Lighthouse Project Grant. This project targeted 43 employees directly involved in the recruitment process and gave them a shared understanding of the benefits of an inclusive workplace and the practical steps to achieve this.

In addition, the City's Recreation and Leisure business unit, as part of the accessibility and inclusion infrastructure, invited members of the City's Access and Inclusion Advisory Group to tour key facilities. Members with lived experience of disability assisted the City to identify access issues and make recommendations with a priority rating. This identification of improvements will create a strategy that outlines the implementation of these over a period of time.











Multicultural engagement

The City continued to implement the Multicultural Framework through offering tailored services in response to the needs of newcomers, supporting welcoming initiatives, and improving the City's ability to respond to the needs of diverse communities. The City has done a lot of work to support community members who have language barriers to access our services. This included the launch of a communications campaign to increase community awareness of how to use interpreting services to access support from the City and the development of a range of resources to assist employees to respond to their needs.

Other highlights have been the continued delivery of interfaith tours and the establishment of an interfaith group. Both of these activities have provided opportunities for people from different faith backgrounds to build strong connections and identify opportunities to collaborate.

SETS Welcome Hub

The Settlement Engagement and Transition Support (SETS) program has continued to grow. The Welcome Hub at Stirling Leisure Centres – Herb Graham Recreation Centre – Mirrabooka has become a space where humanitarian entrants and people from refugee backgrounds can come to seek settlement support from a variety of caseworkers, access a range of capacity-building programs and find information about other support services. 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. These partners continue to develop innovative ways to improve settlement outcomes for newly established community members.

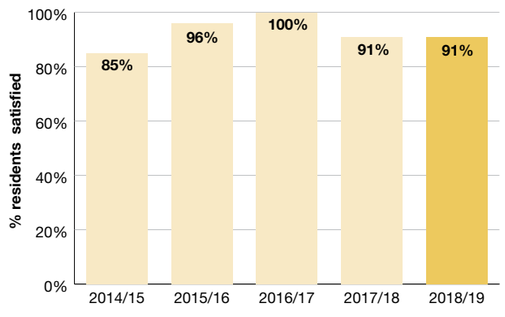
Age-Friendly Strategy

The City moved to its second year of the implementation plan for the Age-Friendly Strategy, growing on the success of the previous year.

- The City has continued to provide excellent customer needs-based services through our Stirling Community Care program, which assists people over 65 years of age to remain independent in their homes. This includes day-club activities, in-home meal delivery, in-home support, transport services and a mobile day club program.
- The City's Regional Age-Friendly partnership with the Cities of Joondalup and Wanneroo continued. Some of the planned activities were postponed as a result of COVID-19.
- The City launched 'Chatter that Matters', an Age-Friendly Strategy caravan that goes to the community to enhance consultation and engagement. Throughout the year, the Chatter that Matters caravan visited a range of sites across the City of Stirling and talked to people about what matters to them as they age.
- The City established various walking groups in and around the City, in partnership with the Heart Foundation.
- The City grew the socials at Osborne and Inglewood, which includes a movie and social interaction.
- The City continued to support the crafternoons across community hubs.
- The City's Job Shop program continued to support job seekers with resume assistance, interview preparation and job seeking support. Job Shop was affected by COVID-19 and was suspended during the lockdown period.
- The City hosted a range of community information sessions with partner organisations, including mental health, My Aged Care navigation and NDIS.
- Through a partnership with Uniting Care West and Communicare, the provision of financial counselling and emergency relief was offered to the community as necessary.
- The City commenced 'Women's Workshops', a pilot project to engage women in learning a range of home maintenance skills and knowledge such as plastering, painting and drilling.

Through our annual residents' survey, we asked our community to rate its satisfaction with our services for the elderly and the disabled and we are pleased that once again we have achieved consistently high satisfaction rates in this area, as can be seen by Figure 17.

Figure 17: *Satisfaction with the City's services for the elderly and the disabled*



Aged and disability care

The City has continued to successfully transition the delivery of government-funded services for eligible aged care customers and customers with disability to the new programs, including Commonwealth Home Care Support (CHSP), Home Care Packages and National Disability Insurance Scheme (NDIS).

The impact of the COVID-19 pandemic saw the Stirling Community Care team overcome many challenges and continue to support the most vulnerable members of our community with a range of flexible, modified services.

- Community food services increased their home delivered meals service by up to 40 per cent at the peak of the restrictions, providing much needed meals to the community during the lockdown period.
- Transport services to and from medical appointments and shopping by list services continued.
- In-home services such as domestic assistance and personal care were provided with additional safety measures put in place.
- Services saw an increase in welfare checks, ensuring that customers were not isolated and were being contacted regularly.
- Facilities such as day clubs and the Men's Shed were closed during the lockdown period. Customers who attended these services were contacted regularly and invited to stay socially connected through pen pals, activity packs, phone calls and activities such as remote cooking and sharing stories.
- City of Stirling employees were redeployed during the lockdown to support services in the absence of volunteers.

Over the 2019/20 year, 242 volunteers have supported the successful delivery of Stirling Community Care services to over 2,000 clients.

Men's Shed

The Stirling Community Men's Shed continued to support older men to reduce social isolation, develop skills and support and connect the local community through community projects.

The Men's Shed undertook a range of activities and programs in 2019/20 that supported the local community, including:

- The facilitation of the Women's Workshops
- Having a community stall at the Wembley Downs Fair
- Delivering a range of 'Food Sensations' cooking demonstrations
- Supporting a number of community projects, including:
  - The production of 12 little libraries donated to community groups and schools to decorate and use
  - The production of park benches for the Osborne Park Hospital
  - 40 drums for a local primary school
  - R U OK day benches for local primary schools
  - Sniffer dog training boxes for Quarantine WA
  - Infant memorial boxes for the Perth Children's Hospital
  - A community outdoor table for the Osborne Community Hub.

The impacts of COVID-19 unfortunately resulted in the closure of the Men's Shed facility. Throughout this period, weekly welfare checks were conducted to ensure that the members maintained social connections and were supported. The membership group were instrumental in keeping up social relationships and alerting each other to any members who might need additional support. They were also a key part of the slow and safe return back to the shed as restrictions eased, with all members participating in an induction process which highlighted health requirements such as washing hands and social distancing.



Family services

A range of activities and programs were offered to the community during 2019/20, including an early years and youth networking forum, all ages skate clinic, suicide awareness training and parenting programs. The City continued to support community events and celebrations such as NAIDOC, but was impacted by COVID-19 and the cancellation of community events. Services were modified where possible to an online presence and the community were engaged through social media and our regular e-newsletters. A financial survival webinar was provided in partnership with the National Debt Hotline run by St Vincent de Paul. The webinar was to discuss financial advice during COVID-19. Additionally, there was an emergency response networking webinar designed for service providers to learn about what other providers are offering in terms of emergency relief and how services are continuing to provide support to the community.

The Stirling Local Drug Action Team continued to provided community awareness about the effects of drugs and alcohol. They also offered linkages and information of where to get support and advice and a collaborative partnership approach to dealing with issues caused by drug and alcohol use.

Youth Framework

The implementation of the Youth Framework saw an increase in the range and number of programs and activities available for young people. Partnering with Skateboarding WA, the City offered the Stirling Skate Series, aimed at developing young people's skating abilities. The Zoomer Series included Skate Decks and Laser Flex (a clinic for young people), Groundswell (a surf and skate competition), and the Scarborough Community Hustle. The series also included Mirrabooka Beatball, a three-on-three basketball competition in which young people have the opportunity to 'drop in', join a team and play some basketball, all while listening to hip-hop music and trying their hand at MCing.

The City also offered a webinar on youth mental health during COVID-19, partnering with Headspace Osborne Park, Helpingminds and Stirling Youth Advocates. The webinar talked about supporting young people through the COVID-19 pandemic. Some of the topics include how to stay connected, how to create a routine at home, how to help a friend who's struggling, and current services available. A total of 55 people participated in the webinar.

The Stirling Youth Advocates continue to be active in connecting young people to the community. Some of their highlights for the year include:

- Supported an international guest speaker, Nance Adler, in presenting 'how to stand up to social injustices'
- Conducted a fundraiser for youth homelessness, including wrapping Christmas presents at The Square Mirrabooka Shopping Centre and donating funds to Anglicare Street Connect
- Hosted a week of social media activities to celebrate Youth Week, which included sharing stories, hosting polls, highlighting issues facing young people and holding livestreams. This was so popular they are going to continue as a recovery a program called Chills with the Stirling Youth Advocates (SYA).

Looking forward

The City of Stirling will continue to provide essential services to our residents of all abilities and backgrounds, to meet the needs of both young and old. During COVID-19 shutdowns, these services remained operational with employees from other areas of the organisation transferred to help in areas where demand of services increased.

Additional support will be provided in 2020/21 through the recovery phase including:

- Job Readiness Program ($23,000)
- Community Group Assistance Fund ($277,811)
- Reduction in facility hire fees for community groups ($135,000).



Key result area: Social – Thriving local communities

Outcome S4: Safer City

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

The City of Stirling plays a key role in creating a safer environment for our community through its provision of a dedicated, visible and responsive ranger and security service. Additionally, our Community Safety team works in collaboration with the WA Police and the community to promote safety and enforce local laws and legislation.

The City's focus is to proactively engage, educate and encourage all areas of our community to become involved to help prevent crime and anti-social behaviour in a sustainable manner.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'work with the community to create a safer City':

- Support the community and develop partnerships to enhance community safety.

What has happened during 2019/20?

Community engagement and education

Our drive to create a safer City is well established through the provision of dedicated community-safety-focussed services. We work with the community to create a safer environment. To do this, we engage with residents, businesses and visitors through a variety of educational programs and events, and a consistent approach in legislative enforcement.

The City's Adopt-A-Park (AAP) program aims to work with the community to enhance the appearance of the City's parks and reserves and in turn reduce anti-social behaviour and vandalism. This program has been running for over 12 years with more than 700 residents actively contributing their valuable time to the program. Adopt-A-Park supporters are the eyes and ears of their adopted parks and are responsible for reporting any matters of interest to the City, such as graffiti, broken equipment and over-full bins. Their efforts help the City respond faster to any issues needing attention, which can make a real difference in our community.

Throughout the year, the City continued with the distribution of the Community Safety and Adopt-A-Park e-newsletters, aimed at informing residents, businesses and visitors of legislative requirements, crime prevention strategies, community projects and initiatives, and other general community safety matters. These e-newsletters are well received and help embed the sentiment that community safety is everyone's responsibility.

The City continued its partnership with the Constable Care Child Safety Foundation in promoting school road safety. In August 2019, the Lake Gwelup Primary School attended the Constable Care Road Safety School at no cost as a result of a competition conducted by the City. The Constable Care Child Safety Foundation events conducted in our community were very positive for schools and other organisations, with 73 total engagements delivered to 5,891 children. These included 36 attendances at the road safety learning centre for 1,612 children, and 73 safety-related theatrical performances. The theatrical themes included protective behaviours, road safety, bullying and cyberbullying, cyber-safety, violence prevention, crime prevention, first aid and emergencies, and cultural understanding.

Community Safety organised and facilitated a number of notable community and professional events through the year.

October 2019: Paw-some Day Out event at Yokine Reserve

The Paw-some Day Out is a dog-friendly event focussed on promoting responsible dog ownership and increasing pet education in the community. The 2019 event was sponsored by the Furbaby Boutique and Café, and was supported by Aussie Pooch Dog Wash WA, Makopup Dog Training and Behaviour Services, and the Perth Disc Golf Club. Dog behaviourist and specialist Kathy Kopellis-McLeod was the master of ceremonies for the event. The City offered free microchipping and Aussie Pooch Mobile WA ran a hydro-bath dog wash with all proceeds going to Guide Dogs WA.

Approximately 2,000 people attended the event, with over 60 stallholders promoting their products and services.

November 2019: Local Government Community Safety Network symposium

The City of Stirling hosted and facilitated a professional development symposium for the Local Government Community Safety Network (LGCSN). The LGCSN provides local governments, the Western Australian Police and industry stakeholders a forum to effectively support and work together to address common safety and crime prevention issues in the community.

Information from the Department of Local Government and Communities, Crime Stoppers, the Western Australia Police, and eight local governments was presented on topics relating to legislative updates, community safety and crime prevention techniques, and the differing applications and uses of closed-circuit television (CCTV) related equipment.

March 2020: Adopt-A-Park supporters appreciation morning tea

To thank and recognise the active participants of the Adopt-A-Park supporters program, Community Safety hosted an appreciation morning tea in the Stirling Gardens for those supporters. This event was attended by His Worship the Mayor, elected members and employees, and our valued and respected Adopt-A-Park supporters.

Engaging our community on responsible pet ownership

Animals and pets play a positive role in the community's wellbeing and bring pleasure and companionship to many of our residents. The City of Stirling balances the requirements of animals, pets and their owners with the needs of the wider community through our policies and services.

Across the 2019/20 financial year, 456 dogs were impounded at the City's animal care facility, with 98 per cent of those able to be rehomed or returned to owners.

During this period, the City had 5,224 cats and 16,209 dogs registered, with 2,740 dogs being registered for the first time. The free one-year cat registration incentive was extended into the next registration period, which contributed towards 602 new cat registrations.



Our teams in action

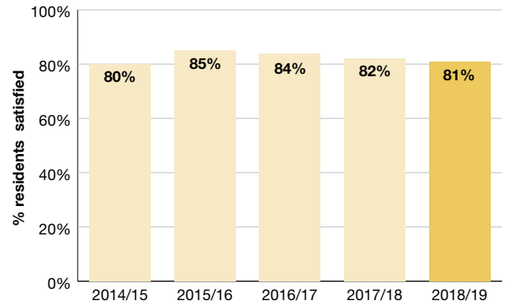
Security and ranger services

The City is committed to providing a strong sense of safety in our community by operating security patrols 24 hours a day, seven days a week, 365 days a year. Our security patrol officers monitor and report suspicious activity and anti-social behaviour, attend community disturbances such as noisy parties, conduct regular patrols of crime hotspots, and report damage and vandalism in our streets.

During 2019/20, the security service:

- Completed 12,598 service requests
- Logged 5,017 instances of graffiti (almost 70 per cent of the total graffiti incidents reported across the City)
- Conducted 396 'holiday watch' patrols
- Patrolled over 95,500 kilometres within the City.

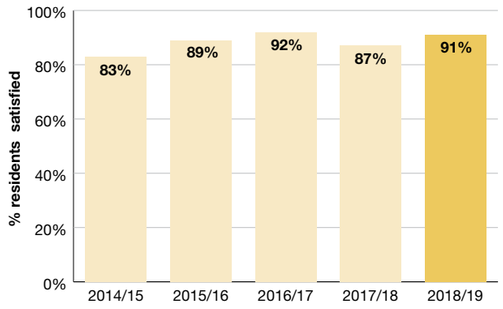
Figure 18: Satisfaction with the City's security patrols



The City's extensive CCTV network comprises 531 fixed cameras, 72 vehicle-mounted cameras, eight cameras mounted to two mobile CCTV trailers, and five body-worn cameras.

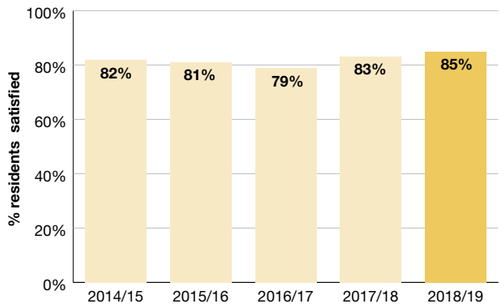
The City's CCTV network aims to deter anti-social and criminal behaviour and footage was able to be provided for 145 incidents to assist the Western Australian Police with their investigations. Another key focus area for the City is eliminating graffiti. We rely on our community to report graffiti but this is supplemented by the work of our teams, actively logging incidents as they are spotted.

Figure 19: Satisfaction with the City's graffiti management



The City's ranger service also had a busy year dealing with thousands of requests from the community. These included 1,452 reports of abandoned vehicles, which resulted in 65 vehicles being impounded. Our rangers continued their strong focus on school parking, to educate drivers and enforce safe and legal parking at schools within the City. Over 2,500 properties were inspected for firebreak compliance, with 303 caution notices and 130 properties being cleared by the City's contractor on behalf of the property owner.

Figure 20: Satisfaction with the City's ranger services



As a result of the COVID-19 pandemic, officers worked with the Western Australia Police Force in key public areas developing plans to monitor state government pandemic requirements and establish the necessary contingencies.

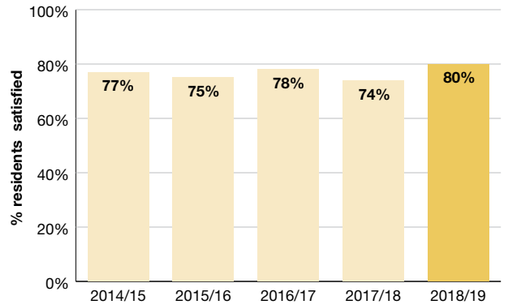
Parking services

Our parking services team, with support from the security and ranger teams, manages, promotes and enforces safe and legal parking across the City. This involves encouraging community compliance with relevant state legislation and City local laws, and also managing and monitoring the City's paid and free parking facilities to encourage fair and equitable use.

During 2019/20, the City introduced a pay-by-phone service which grants users the ability and convenience of starting a paid parking session via their phone, removing the need to attend a parking meter when using any of the City's paid parking areas. Using the service allows users to receive notifications when their parking session is about to expire and only pay for the parking time they actually use.

As government restrictions associated with the COVID-19 pandemic progressed, parking and information officers were redeployed to support essential services that were affected by the restrictions, such as Meals on Wheels and the community food services teams. A new approach to enforcement was also developed during this period to further support an educational approach across all areas of enforcement through the Community Safety team.

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



Council also drafted local laws that would prevent wheel clamping activities throughout the City due to concerns raised by the community. Progression of the draft local laws was subsequently withdrawn in light of the state government announcing their commitment to introduce state legislation against wheel clamping practices. In preparation for supporting local businesses with their parking management needs, City officers reviewed and amended provisions associated with the private parking agreements offered to businesses. Establishing private parking agreements will greatly assist local businesses to manage their parking needs by allowing the City to apply parking local laws within their car parks. The City currently has over 60 private parking agreements in place.

Officers also engaged expert consultants to undertake a review of parking provisions within the Mount Lawley town centre in order to determine present parking demands and associated factors in the area. The review also identified opportunities and potential improvements which would support business and activation initiatives for the area.

Emergency management

Local Emergency Management Committee meetings were regularly held by the City to discuss matters relating to the management and response to emergencies within the community. The committee has representation from agencies including Department of Fire and Emergency Services, Western Australia Police Force, Australian Red Cross, Department of Communities, Department of Health, WALGA and the City of Stirling elected members.

Community Safety resources were provided to the City's COVID-19 response and recovery team, with the Coordinator – Emergency Management playing a significant role liaising with the relevant federal and state agencies, and providing essential advice and guidance to the City during the pandemic.

Challenges

The City continues to proactively engage with the community to understand current concerns and priorities in order to develop effective strategies and solutions, and to shape service delivery. The main challenges for the City in the area of safety relate to an increasing population and higher density living. This has brought about an increase in the community's reliance on shared infrastructure, particularly parking spaces. Other challenges include increased perceptions of crime from social media.

We will continue to focus on the safety of our community, with a strong focus on education and engagement and maintaining our dedicated, responsive and targeted services.

Looking forward

The City's Neat Street Program will be maintained in 2020/21, with one of our rangers dedicated to improving the amenity of the City of Stirling's streets. Expansion of the existing CCTV network will occur at the Scarborough Beach Foreshore and the City will invest a further $90,000 in two mobile plinth CCTV cameras to target crime and antisocial behaviour hotspot locations throughout the community.





Case study

Cows return to Robinson Reserve

Olive and Daisy were the names chosen by the community for the much loved cow and calf sculptures located at Robinson Reserve in Osborne Park.

Keeping watch over the parkland from their position near the newly installed playground, this public art piece acknowledges the suburb's agricultural roots as the home of many dairies and market gardens. Robinson Reserve's ongoing link to agriculture continues through the annual Osborne Park Agricultural Society's, which is show held on the reserve.

Responding to a call-out to artists for design submissions, local Western Australian artist Mehdi Rasulle's proposal was chosen from 12 artist submissions received. Mehdi researched the local history of the area and learned that dairies were once located in the suburbs of Osborne Park and Tuart Hill, which provided much of Perth's milk supply until the 1950s. Furthermore, this Holstein cow and her calf are a tribute to William Edward Robinson, who set up a dairy farm on the site in 1905. This inspired him to create these interactive sculptures which he knew would appeal to people of all ages. The cow and calf sculptures were designed to be sat upon, leant against, ridden, and used as the perfect spot for a photograph.

Mehdi works from his Quinns Rocks studio where he hand-sculpted the public art piece using concrete supported by a steel armature.

Once installed, the City turned to the community for suggested names of the cow and her calf via an organic social media campaign. Engagement online was a huge success, with organic posts on the City's Facebook page reaching approximately 14,800 people and generating 75 unique entries.

These names were presented to Mehdi for short-listing and an online voting poll followed which generated 5,655 votes. Clear winners were Olive and Daisy, suggested by competition entrant Kate Cerin, to pay homage to the different types of vegetables and flowers grown by Europeans in local market gardens in previous years. The pair have quickly become a favourite among the many visitors to the reserve.

The City embarked on the $1.5 million redevelopment of Robinson Reserve in 2018/19, with the sculptures being one of the final elements installed prior to the official opening in August 2019. Olive and Daisy are the 50th artwork in the City's Public Art Collection. The full collection can be viewed on the City's website at www.stirling.wa.gov.au/art

The City supports the inclusion of public art that contributes towards creating a strong sense of place, promotes the expression of local identity, responds to the culture and character of the community and enhances the urban environment. This is achieved through contributions via the City's capital works budget (to a maximum of $150,000 per site), towards the development of public art.

In 2020, the City commenced construction of the Bina Parkland development at Princess Wallington Reserve in Balga, where a new integrated public artwork will be incorporated in pathways and seating. This project will be completed within the 2020/21 financial year.



Key result area: Economic

Vision: Prosperous and vibrant City

The impacts of COVID-19 have presented us with some of the most significant economic challenges faced in recent times. The continuing situation is affecting us locally, regionally, nationally and globally and means an uncertain future for many business and residents. The City has had to respond quickly and decisively to ensure its community receives assistance, guidance and support in these testing times.

The key areas of employment within Stirling are retail trade, construction, health care and social assistance, and education and training. The major retail centres include Westfield Innaloo, Karrinyup, Mirrabooka Square and Dianella Plaza, with significant industrial areas located in Balcatta, Hamersley and Osborne Park. Stirling features three tertiary institutions (Central TAFE, Edith Cowan University and North Metropolitan TAFE Balga), one major public hospital (Osborne Park Hospital), one major private hospital (St John of God Mount Lawley Hospital) as well as numerous public and private schools. Tourism is also a very important sector and the City proudly hosts numerous major (often annual) events that draw local, national and international visitors. Without exception, all of these areas have been impacted in one way or another by the pandemic.

Much of the City's response to the economic challenges has been covered on page 44 and while the City has had to respond tactically to the changing situation, it is important not to lose sight of the bigger picture and the City's longer-term strategic intent. As outlined within its Strategic Community Plan 2018 – 2028, and to allow the City to focus specifically on its community's areas of interest, the overarching vision of 'prosperous and vibrant City' has been segmented into two outcome areas, as follows:

Outcome E1: Destination City

Outcome E2:
A great place to work, invest and do business

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

Service performance

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

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Customer service	Financial	Human resources	Quality
Economic development	✓	✓	✓	✓

Total net key result area cost: Economic

	Budgeted 2019/20	Actual 2019/20
Total net key result area cost	$842,323	$703,511

Total net key result area cost consists of directly attributed revenue and operating expenses offset by corporate overheads.

Strategic project performance

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

Review of the Economic and Tourism Development Strategy	On track
Economic development activities to support and attract business and tourism to the City of Stirling	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Project completion

Stirling City Centre	On track
To transform the Stirling City Centre into an accessible, sustainable, vibrant urban centre, providing increased job opportunities, housing choices and connecting transport	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan



Key result area: Economic – Prosperous and vibrant City

Outcome E1: Destination City

Objective E1.1: Attract visitors to our City

It is important that the City of Stirling continues to develop its tourism potential, particularly with the current aim of attracting local visitors to the region. Stirling has a lot to showcase, with world-class facilities and an exquisite natural environment, allowing the City to play a major part in contributing to the pillars for growth outlined in the state government's Strategy for Tourism in Western Australia 2020.

As the 'City of Choice' we are able to host a number of major events and provide quality amenities for our residents and visitors. Our natural environment, including parks, reserves, areas of historical and ecological interest and our stunning coastline, is also a significant attraction.

The redevelopment of the Scarborough area, together with the completion of its award-winning beach pool is a major drawcard and visitor numbers have exceeded expectations. The City looks to build on this success to further drive its tourism economy, in line with community expectations as noted through the research undertaken during its Strategic Community Plan review.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'attract visitors to our City':

- Create vibrant entertainment and visitor precincts
- Promote City iconic attractions and events.

What has happened during 2019/20?

Prior to restrictions introduced as a result of the pandemic, the City continued to work hard to attract visitors in the 2019/20 financial year. This included the provision of Sunset Coast information for the Perth Holiday Planner, a collaboration with Destination Perth on promotion through Perth International Airport, Traveltalk magazine, social media and bus advertising. Along with two promotions of Driving the Sunset Coast and Inglewood Night Markets on the Destination WA television program, and promotion of Scarborough Beach in a state-wide newspaper and online magazine, the tourism potential of Stirling was well communicated through a variety of media.

The City had also attracted events that unfortunately had to be postponed due to the COVID-19 health crisis. In response, the City commenced a capacity and capability assessment of facilities and organisations, with a view to attracting a wider range of events in future. The City also developed an Economic Stimulus and Community Recovery Package to support local business including tourism operators through the crisis.

Some of the City's activities aimed at attracting visitor include:

- Promotion of the City as a tourist destination in collaboration with Cities of Joondalup and Wanneroo
- Sunset Coast promotion – worked with Destination Perth to promote the sunset coast through digital media at Perth International Airport focussing on Scarborough Beach and supported by social media, bus advertising and Traveltalk Magazine feature, reaching an audience of over one million people
- State-wide Scarborough promotion – gained coverage in the *Weekend West* Travel Lift out and *Traveltalk* online magazine
- Destination WA coverage – promotion of Driving the Sunset Coast and Inglewood Night Markets on Channel Nine program Australia-wide and through other international outlets
- Event attraction – Champions League 3X3 basketball competition secured for April 2020, postponed until October 2020 due to COVID-19
- Commenced capacity and capability assessment with Sports Marketing Australia to identify facility capabilities for event placement program to attract large events generating overnight visitors.

These actions and initiatives contribute significantly towards creating vibrant entertainment and visitor precincts and promoting the City's iconic attractions and events.

In addition to our promotion of the region, we are pleased that given the recent challenges we were still able to hold some successful events throughout part of the year. Attendance levels for just a handful of these events are presented in Table 9.

Table 9: Attendance at events

Event	Estimated attendance
Inglewood on Beaufort's Monday Night Markets	47,000
Scarborough Sunset Markets	200,000
Groundswell Surf and Skate Festival	7,000
Scarborough Sunset Markets (winter edition)	20,000
Scarborough Beach Carols	7,000
Brazilian Beach Carnaval	8,000

Sunset Veranda

The City's independent pop-up venue and event series, Sunset Veranda, attracted 16,500 community members across 20 days and created an opportunity for people to see a variety of international, national and local performances while avoiding busy city crowds. The local community's support for Sunset Veranda assisted with record-breaking attendance numbers and sold-out shows, with over 50 per cent of ticketed shows reaching maximum capacity inside the performance tent. As the City of Stirling's flagship event, Sunset Veranda supports community diversity and offers an environment that includes something for everyone, with over 105 diverse and vibrant shows, supporting over 144 individual artists. Comprising children's performances and activities, comedy shows, cabaret shows, music performances, interactive workshops and family-friendly events, the program was sure to be a winner. Ninety-six per cent of City-surveyed attendees agreed that the venue program had a great range of events and activities and that the show/s attended were affordable and value for money. Further, Sunset Veranda was awarded the FRINGE WORLD 2020 Independent Program Award, which recognises the best independently produced program across Western Australia for the 2020 FRINGE WORLD Festival.

Town Teams

Across the 2019/20 year, the City has supported the five Town Teams currently activating our designated local places (Mount Lawley, Scarborough, Main Street, Inglewood and Doubleview town centres) by providing advice and funding for activation events, public realm improvements and small businesses support.

Sunset Markets

The Scarborough Beach Association's third season of the Scarborough Sunset Markets was a great success, despite being cut short due to COVID-19 public gathering restrictions. Held every Thursday night from 7 November 2019 to 12 March 2020, the Scarborough Sunset Markets have become an iconic beachside event for locals and visitors to meet, connect, eat and socialise. The Scarborough Beach Association also partnered with other organisations over the year to bring the Groundswell Surf and Skate Festival, Scarborough Christmas Carols and the Brazilian Beach Carnaval to the Scarborough precinct.

Fringe

The Inglewood on Beaufort Town Team again dipped into the world of Fringe by adding a slice of Fringe's family fun to Monday nights at the Inglewood Monday Night Markets. The event, known as 'Fr'Inglewood', featured a fun mix of child-friendly dance, singalongs, circus, acrobatics and music as part of Perth's annual FRINGE WORLD Festival. It took place from 14 January 2020 for five weeks and was a resounding success. This town team also helped breathe new life into Beaufort Street with the construction of two beautifully landscaped civic spaces. Dubbed 'Inglenooks', the vibrant public open spaces face Beaufort Street, directly opposite the Inglewood Town Square.

Parklets

Inglewood also has a new spot for relaxing, with the City's very first parklet (named 'Dundas') now installed outside Finlay and Sons café on Dundas Road. It features playful Jenga-style seating, greenery, eco-decking, and an outdoor swing bench and artistic balustrading. The parklet also cleverly incorporates Colorbond-style roofing which pays homage to the bungalow-style housing throughout Inglewood.

In addition, the Main Street Co-Op continued their community activation by hosting a number of successful small-scale events, including a vintage high tea event at the Osborne Park RSL Hall and the summer Christmas movie at Robinson Reserve. Planning is also underway for an exciting Travelling Piazza project set to activate the Main Street town centre. The Beaufort Street Network, a new partner for the City in 2019/20, provided some Christmas joy for Mount Lawley residents by hosting a Christmas movie night in the carpark of local businesses. Work is continuing on the Mount Lawley Streetscape Study Implementation Plan and this will see a number of improvements in the public realm as well as activations.

Finally, The Bend in the Road community group tried their hand at brightening up Scarborough Beach Road through Doubleview and into Scarborough by painting 61 power poles and coordinating a public art competition for two public noticeboards in Munro Reserve. They also sparked community champions into action through their micro-grant initiative. This saw residents developing neighbourhood projects such as verge gardens, little libraries, book trolleys and grow-free carts, while their Bend Connection project encouraged locals to stay socially connected yet physically distanced over a bite to eat from a local restaurant or café during the COVID-19 lockdown.

Looking forward

Encouraging residents to 'Holiday at Home' will be a major focus for 2020/21 with the City launching a new marketing campaign to attract visitors to support the tourism and hospitality sector in the City of Stirling. The City will also work with local business by providing small grants to rejuvenate shop fronts and setbacks, activate vacant shop fronts and footpaths, and install small public art projects to increase foot traffic in local activity centres. A program of Christmas lights and decorations will also be installed within key precincts during the festive season to encourage increased visitation and local spend.

Key result area: Economic – Prosperous and vibrant City

Outcome E2: A great place to work, invest and do business

Objective E2.1: Facilitate economic growth

In normal times, the City is a hub of diverse economic activity with strong business centres and a thriving tourism offering. Located in close proximity to the Perth CBD, the City is the second-largest employment area outside of Perth city, and home to a broad variety of industrial, commercial and tourism developments which are well connected by road infrastructure. The City benefits from a well-established industrial area in Osborne Park and a key commercial centre in the neighbouring Herdsman/Glendalough area, which accommodates a large variety of businesses, including the West Australian Newspaper headquarters.

The outbreak of the COVID-19 pandemic since late – February 2020 has impacted the health and economy of Australian people. Various aspects of everyday life such as work, travel, entertainment and outdoor activities have been affected. Two-thirds of businesses, across all sectors, have suffered losses due to decreased demand. Particularly affected were businesses in the hospitality, arts and recreation sectors, many of which are small businesses.

As a local government, the City of Stirling has to adapt to the changing environment while striving to maintain its strategic intent. The City has been very proactive in its response to the pandemic but realises the importance of balancing its short-term actions with a longer-term view.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective 'to facilitate economic growth':

- Promote investment and partnership opportunities
- Make it easier to do business with the City
- Support and facilitate local small business growth.

What has happened during 2019/20?

Economic Stimulus and Community Recovery Package

To provide support to households, businesses and the community due to the difficulties and economic hardships caused by the pandemic, the City of Stirling adopted a $43.7 million Economic Stimulus and Community Recovery Package on 12 May 2020. The suite of initiatives under this stimulus package is aimed at providing immediate financial relief to households and the wider community by stimulating local business activities and generating employment opportunities.

Ratepayer Financial Relief Package ($4.9 million allocated by the City)

This package includes freezing council rates for the financial year 2020/21, removing interest, instalment and arrangement fees, and finally the suspension of debt collection activities.

Business and Activation Package ($7 million allocated by the City)

Various business-friendly initiatives to support local businesses are included in this package. These include rent abatement for small businesses, counselling services to activate businesses, and streamlining of approval processes to assist the growth of businesses in the City. To promote local businesses in the tourism and hospitality sector, a 'Holiday at Home' marketing campaign will be undertaken by the City.

Community Package ($2.9 million allocated by the City)

To support the community during the COVID-19, a hotline has been set up for community members, particularly those who are vulnerable such as seniors, people with disability, multicultural and Aboriginal communities. A community group assistance fund has also been set up.

In addition, fees and fines have been either reduced or waived for the use or hire of community facilities such as libraries and recreational facilities, as well as for home support programs like Meals and Wheels. Animal registration fees have also been reduced.

Sporting clubs will be supported by grants programs, financial counselling services, reduction of rates charges and a turf curation subsidy.

Capital Investment Package ($28.9 million allocated by the City)

To support job creation and retention, many capital projects will be undertaken. Some of these include:

- Acceleration of Recycling Centre Balcatta redevelopment
- Major refurbishment of Stirling Leisure Centres – Terry Tyack Aquatic Centre – Inglewood
- Upgrade of Hamersley Public Golf Course
- Park upgrades, sporting facility refurbishments and cycle ways
- 400+ projects under $0.5 million that give opportunities to small business.

Implementation of the Economic and Tourism Development Strategy continued in the 2019/20 financial year, with the City supporting various initiatives. These included providing board representation to Stirling Business Centre, offering a supplier development program to encourage local business to access City work, providing digital workshops for local business, supporting the Momentum Business Mentoring Service, and delivering the Mayoral Business Breakfast event.

The City engaged regularly with businesses through the business e-newsletter and a business survey, as well as holding a business forum and tourism forum with over 100 business attendees to inform a 2020 – 2025 Economic and Tourism Development Strategy. The Stirling Grant Finder portal was also provided to assist businesses to access funding and the localised website was provided to encourage business-to-business dealings in the City.

In partnership with the Small Business Development Corporation, the City completed the Small-Business-Friendly Approvals project to reduce red tape and streamline customer service in the development approvals function. This project attracted significant state government funding and will act as an example for other local governments.

As a result of the COVID-19 health crisis, the City also established a business hotline, a business counselling service and an online directory to enable businesses to advise residents of changed trading conditions. The City also produced nine COVID-19 related newsletters to keep businesses informed about government restrictions and assistance available to business from government and drafted an Economic Stimulus and Community Recovery Package.

These actions and initiatives help promote investment and partnership opportunities and make it easier to do business in and with the City and have supported and facilitated local small business growth.

Stirling City Centre

All planned deliverables for the 2019/20 financial year have been achieved with a key milestone being the gazettal of Amendment No. 84 which placed the vision for Stirling City Centre into the City's Local Planning Scheme. Gazettal of the amendment clears the way for the Western Australian Planning Commission to approve the Stirling City Centre Structure Plan.

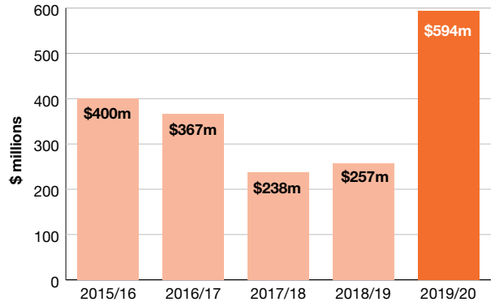
The Stirling City Centre Structure Plan is now being re-written to be in line with Amendment No. 84 and in accordance with the Western Australian Planning Commission's new guidelines for structure plans. The City has continued to advocate with state government bodies and agencies to progress the Stirling City Centre project. This advocacy includes regular meetings with the Water Corporation on achieving agreement for the vision of the urban stream.

The City is also continuing to work with Curtin University and other local governments on advocating for transit between Scarborough and Perth City and through to Cannington. This research has been funded by the Sustainable Built Environment Research Centre and modelled a potential route for trackless trams through Perth, identifying urban renewal opportunities. It included the Scarborough Beach Road Activity Corridor and has formed the basis for further discussion with state government agencies.

A major focus in 2019/20 has been placed on the Stephenson Avenue extension project, which forms part of the City's broader plan to transform the Stirling City Centre into a strategic metropolitan centre. In addition to focussing on the design and securing funding for the project, work has also been undertaken on prioritising other enabling infrastructure. This has included modelling different funding options as part of the wider Scarborough Beach Road Activity Corridor program.

The City tracks the dollar value of commercial building permits issued each financial year as a means of gauging the value of commercial investment in Stirling. We recognise the strategic importance of commercial investment in the City and understand that this measure is affected by numerous variables, such as the economic climate, investor confidence and other market forces. The high dollar value for building permits in 2019/20 period was largely attributed to the ongoing redevelopment of Karrinyup Shopping Centre and associated building permits. The City will continue to monitor this area going forward.

Figure 22: Value of commercial building permits issued



Looking forward

The City of Stirling will inject significant financial support for small business in 2020/21 to stimulate the economy and assist local businesses recover from the impacts of COVID-19. Coaching and mentoring programs will be introduced alongside a business counselling service to provide advice on grant assistance and cash flow analysis to ensure small businesses survive and succeed during the post-pandemic recovery.

The Small-Business-Friendly Approvals project will be launched, which aims to improve customer service and streamline the assessment of small business applications within the City of Stirling. Over $400,000 in grants will also be provided to assist small businesses to respond to the changed circumstances created by the COVID-19 crisis.

The City's number one priority, the Stirling City Centre project, will continue to transform Stirling into an accessible, sustainable and vibrant urban centre, providing increased jobs, housing choices and connecting transport.



Case study

Small businesses benefit when we #lovebeaufortstreet

The suburb of Mount Lawley is steeped in local history, with many heritage buildings showcasing architecture from as far back as the early 1800's. Locals and visitors to the area today enjoy the retail development along Beaufort Street including restaurants, bars, independent clothing and homewares stores along with the iconic Astor Theatre and a community hub at the Inglewood Town Square.

Late in the 2018/19 financial year, this shopping and dining precinct was faced with a difficult challenge, being negatively affected by the Pipes of Perth project – a state Water Corporation project which involved replacing old, worn pipes in Perth's water main network. This project rendered Sections of Beaufort Street unattractive to visitors due to partial road closures, which inhibited the option to drive through the area, limited local parking and decreased shop front visibility. Many Beaufort Street businesses were facing forced closures due to a lack of patronage, which was gaining media attention and concern from Council. The City was approached by neighbouring local authority, the City of Vincent following their collaboration with local town team, the Beaufort Street Network, to partner in promoting Beaufort Street businesses to overcome these challenges.

Working with Vincent, the City's marketing and communications team developed a strategy to showcase this unique area and promote patronage to local businesses via a targeted digital marketing approach coupled with strong media relationships. A joint media release was circulated and the social media hashtag #lovebeaufortstreet was used to align our messaging to ratepayers, residents and visitors to the area. Internally, several teams worked collaboratively to make this happen, including members of economic development, arts and activation, marketing and communications as well as the CEO and Mayor's offices. Once key visitor demographics and target audiences were identified, a suite of itineraries was developed for Beaufort Street.

These itineraries were brought to life through the use of video and photography with a bespoke itinerary for each desired audience. The below audiences were identified:

- Families visiting either after school or on the weekend, including a coffee and treat, shopping and enjoying the local public art
- Young couples showcasing a day out with shopping, a meal, drinks and dessert
- Girls' night out for a group of friends including cocktails and dinner
- Date night including wine tasting, dinner and a show at Astor Theatre
- Ladies' day out with lunch, shopping and gourmet groceries.

Businesses involved in filming were offered footage and images for promotional use. Ongoing relationships have been forged between City employees, town teams and local businesses which continue to benefit all involved. The social media campaign was launched in early July and ran for several weeks with positive reactions from all audiences. Engagement with social media posts was magnified with the introduction of a competition, encouraging people to voice what they loved about Beaufort Street using the hashtag #lovebeaufortstreet to be in the running to win one of several prize vouchers. The City purchased these prize vouchers from the businesses involved in filming in appreciation of their willingness to be involved.

Campaign messages were communicated via the City's Facebook and Instagram pages along with inclusion in e-newsletters distributed over the campaign period and by partnering with social media influencers. With a modest budget of approximately $1,200, the campaign was viewed over 370,000 times online and reached 172,000 people within the identified demographics.



Key result area: Built environment

Vision: Liveable and accessible City

The City of Stirling continues its commitment to creating liveable communities and accessible places for our residents to ensure long-term sustainability. Development of our growing City is managed through our plans and policies, which are guided by state government legislation.

We are proud of our built environment but realise that development is an evolutionary process. The City strives to meet the needs of its residents through the provision of high-quality streetscapes, open spaces, housing choice, transport solutions and parking availability among other amenities, and considers the feedback from its community carefully. During research undertaken for the Strategic Community Plan, local access to services and high-quality built infrastructure, along with transport solutions, were considered a priority by the community. For example, the vast majority (85 per cent) of City of Stirling residents considered the availability of good public transport and pathways for walking and cycling to be very important. They particularly emphasised traffic management and the creation of solutions to address congestion as being fundamental to their vision.

Safer and well-maintained roads, smart parking and well-kept public open spaces were considered critical by the community. In addition, availability of housing choices was also very important to our residents.

To advance the community's vision, the City has planned several initiatives to create places to live, work and enjoy; ensure an accessible and connected City; and build infrastructure that meets community needs.

To allow the City to focus specifically on its community's areas of interest, the overarching vision of 'liveable and accessible City' has been separated into three outcome areas, as follows:

Outcome B1: Places to live, work and enjoy

Outcome B2: Accessible and connected City

Outcome B3:
Built infrastructure that meets community needs

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

Service performance

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

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Customer service	Financial	Human resources	Quality
Asset management	⊙	✸	✓	✓
Building approvals	✸	✓	✓	✓
Engineering design	✓	✓	✓	✓
Facility management	⊙	✓	✓	✓
Planning applications	✸	✓	✓	✸
Private swimming pool inspections	✸	✓	✓	✓
Project management	⊙	✓	✓	✓
Property services	⊙	✸	✓	✓
Strategic land use planning projects	✓	✓	✓	✓
Strategic land use planning schemes and policies	✓	✓	✓	✓
Transport infrastructure construction	✓	✓	✓	✓
Transport infrastructure surveying and maintenance	✓	✓	✓	✓
Verge control	✸	✓	✓	✓

Total net key result area cost: Built environment

	Budgeted 2019/20	Actual 2019/20
Total net key result area cost	$103,184,264	$90,715,545

Total net key result area cost consists of directly attributed revenue and operating expenses offset by corporate overheads.



Strategic project performance

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

Affordable housing	Discontinued
To work with the State Government Housing Authority to facilitate affordable housing outcomes in the City	
Progress in 2019/20	Concept Plans were complete early in 2019/20 determining the best affordable housing development options for the Ellen Stirling Boulevard site based on site constraints
Plans for 2020/21	Project discontinued

Better Suburbs	Behind schedule
To implement a planning framework to improve the quality of development in identified suburbs within the City	
Progress in 2019/20	Strategy endorsement by Council was delayed and the project fell behind schedule as the City awaited formal publication of the Apartment Codes which was required in order to apply the required R-coding to the Better Suburbs project area
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Main Street Urban Design Study	On track
To establish a vision for the Main Street precinct and provide a long-term planning framework for redevelopment	
Progress in 2019/20	Draft Main Street Urban Design Strategy and associated Transport Plan advertised for public comment
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Dianella Industrial Area Study	On track
To establish a vision for the Dianella industrial precinct to guide future development	
Progress in 2019/20	Local Development Plan endorsed by Council
Plans for 2020/21	Project completion

Herdsman Glendalough Structure Plan	Behind schedule
To finalise and implement the Herdsman Glendalough Structure Plan	
Progress in 2019/20	Majority of milestones complete Milestones delayed by one month to enable Councillor feedback
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan.

Des Penman Pavilion upgrade	On track
To improve the overall condition of the building including upgrades and expansion to meet the current and future community and sporting needs of the reserve	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Construction on track to be completed by end of August 2020

New Local Planning Strategy – Local Planning Scheme 4	On track
To set out the vision and long-term planning direction for the City of Stirling over the next decade and beyond	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Parking Policy review	Behind schedule
To review the Local Planning Scheme Parking Policy	
Progress in 2019/20	Milestones not met due to impact of COVID-19
Plans for 2020/21	Project completion

Bike Route Development Plan	On track
Preparation of a Bike Route Development Plan that will guide future capital expenditure relating to the provision of strategic cycling routes in the City of Stirling	
Progress in 2019/20	The Long-Term Cycle Network (which is the re-badged Bike Route Development Plan) was endorsed by Council
Plans for 2020/21	Project completion

Mirabooka Regional Improvement Strategy – Milldale Way road upgrade	Delayed to 2021/22
Construction of Milldale Way between Mirrabooka Avenue and Chesterfield Drive	
Progress in 2019/20	Project did not proceed as it was not approved in the 2019/20 Annual Budget
Plans for 2020/21	Project has also not been approved in the 2020/2021 Annual Budget, and will therefore need to be delayed until at least 2021/22

Rights of Way program	On track
Dedication and design of Rights of Way in the City of Stirling as part of the Rights of Way Management Strategy	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Stephenson Avenue extension	Behind schedule
Design and construction of the extension of Stephenson Avenue	
Progress in 2019/20	Signing of Funding Agreement with Main Roads WA Procurement of construction contractor and endorsement of preferred contractor by Council
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Inglewood Oval/Hamer Park Redevelopment	Behind schedule
Refurbishment and redevelopment of Moyle Pavilion and new construction of Hamer Park clubrooms	
Progress in 2019/20	Buildings moved through concept stage and progressed into detailed design
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Bina Parkland	Behind schedule
To create a new community hub at the Princess Wallington Reserve in Balga	
Progress in 2019/20	Majority of deliverables met Stage 2 was extended by approximately six weeks due to COVID-19 supply and delivery issues
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Hamersley Public Golf Course redevelopment concept design	On track
Redevelopment of the Hamersley Public Golf Course into a vibrant modern facility providing a wide range of golf activities	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

New Local Planning Strategy – Local Planning Scheme 4	On track
To set out the vision and long-term planning direction for the City of Stirling over the next decade and beyond	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones.
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan



Key result area: Built environment – Liveable and accessible City

Outcome B1: Places to live, work and enjoy

Objective B1.1: Plan to create unique and liveable neighbourhoods and places

The City of Stirling remains dedicated to delivering high-quality urban places and spaces for people who choose to live in, work in and enjoy our unique area. The City invests significant time and resources to plan for this outcome and is focussed on increasing investment, local jobs and growth in corridors and centres around transportation links.

The City is also guided by major state government strategies such as:

- Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon
- State Sustainability Strategy 2050
- Perth and Peel @ 3.5 million.

These strategies underline the need to explore and plan for new urban growth opportunities through identified urban infill targets. They also provide direction for the development of vibrant new communities within connected cities.

The City of Stirling's overall focus is to improve the quality of our suburbs and centres and the overall liveability of the City. This includes consolidating this predicted growth in centres and corridors to reduce the impact of our activities on the natural environment. We will also plan so that people can easily meet their education, employment, recreation, service and consumer needs within a reasonable distance of their home. There will be a range of housing options to suit every lifestyle and stage of life, and local neighbourhoods will have their own unique sense of place and identity.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'plan to create unique and liveable neighbourhoods and places':

- Prioritise growth in local activity centres and corridors
- Plan for places that reflect their own unique character and heritage close to services and amenities
- Facilitate housing choice for our diverse community
- Provide and maintain safe, accessible open spaces for community liveability.

What has happened during 2019/20?

Local Planning Strategy

Significant progress was made with the City's Local Planning Strategy in the 2019/20 financial year, with the Western Australian Planning Commission (WAPC) endorsing the strategy in October 2019. The City's Local Planning Strategy will now 'enable growth in local activity centres and corridors' and 'facilitate housing choice for our diverse community'.

Local Planning Scheme No. 4

To support the City's objective to create a liveable and accessible City, the City commenced its work on Local Planning Scheme No. 4, including associated scheme maps in the 2019/20 financial year. This project will also update the City's Local Planning Policy Manual and create new manuals for local development plans, activity centre plans and structure plans. The new scheme will align with the model scheme text (MST) as outlined by the Department of Planning, Lands and Heritage as much as possible, with variations to deal with City-specific issues.

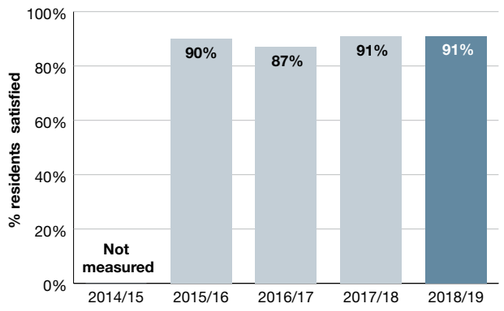
Better Suburbs project

The City continued with the Better Suburbs project, which covers the suburbs of Balga, Westminster, Mirrabooka, Nollamara and Dianella, by hosting two community engagement events in November 2019 and a councillor briefing in February 2020. Council also resolved to prepare Amendment 109: Better Suburbs Neighbourhood Centres in July 2019, which will enable growth in the areas while 'reflecting their own unique character'.

Preparation of the Better Suburbs Development Contribution Plan is ongoing. This will set out the future community infrastructure needs based on population forecasts and the costing of the infrastructure required. It will also determine development contribution scenarios to be presented to Council.

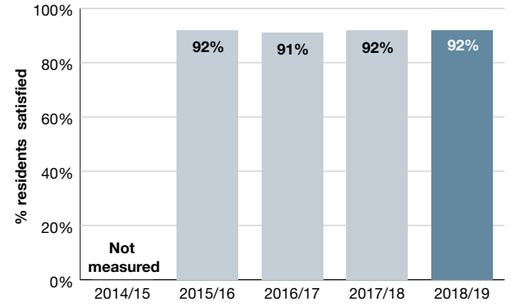
As part of its annual residents' survey the City asks respondents to state their satisfaction levels with services and facilities within their neighbourhoods. Since the City began asking this question, we have enjoyed consistently strong results. The results for four years to 2018/19 are provided in Figure 23.

Figure 23: Satisfaction with services and facilities in local neighbourhoods



Additionally, the survey asks residents a more general question in relation to their overall satisfaction with their neighbourhood. As can be seen from Figure 24, the City has scored over 90 per cent for each of the past four years. The City is rightly proud of these results and will continue to focus on its careful and considered approach to planning.

Figure 24: Satisfaction with the local neighbourhood overall



Herdsman Glendalough Structure Plan

The City presented the Herdsman Glendalough Structure Plan (request to advertise) and Amendment 114: Vision and Planning Framework for Herdsman Glendalough SCA to Council in June 2020, along with Planning Policy 5.8: Stirling City Centre and Herdsman Glendalough Parking, which will come into effect with the gazettal of Amendment 114, expected in the 2020/21 financial year.

Mirrabooka

Council resolved to proceed with Planning Policy 5.9: Mirrabooka Town Centre Parking with modifications in November 2019, which came into effect that December. Subsequently, the Mirrabooka Activity Centre Plan was sent to WAPC for review and approval in February 2020. The work on this project progresses the City's plan for the area, by 'facilitating housing choice for the community' while 'providing safe, accessible open spaces for community liveability'.

Main Street Urban Design Study

The City continued to 'plan for places that reflect their own unique character and heritage close to services and amenities', with the Main Street Urban Design and Transport Plan and Planning Policy 5.3: Main Street Plaza Design Guidelines being presented to Council in November 2019. These documents will guide built form development and transport infrastructure and ensure that both transport planning and land use planning are complementary and coordinated along the length of the precinct. Council also approved modifications to the Main Street Urban Design Strategy after advertising in February 2020. Amendment 112: Main Street District Centre was subsequently put forward to Council in March 2020, with Council resolving for it to be prepared for advertising.

Dianella Industrial Area Study/Walter Road West project

The Walter Road local centre is an area in transition. The industrial uses are slowly declining, while the surrounding neighbourhoods are being redeveloped into flourishing residential communities. The City has continued to plan for the area, facilitate housing choice for the community while providing safe, accessible open spaces for community liveability by presenting Amendment 118: Walter Road West to Council in June 2020. This follows on from Council's approval to advertise the Walter Road West Neighbourhood Centre in December 2019, which was then approved by Council in June 2020.

Heritage conservation program

The City of Stirling has a strong focus on the promotion and protection of the City's built heritage. The City's approach to conserving heritage is primarily focussed on regulation, as the *Heritage Act 2018, Heritage Regulations 2019* and the *Planning and Development Act (Local Planning Schemes) Regulations 2015* place a number of statutory obligations on the City.

These statutory requirements are supplemented by local planning requirements in the form of the Local Planning Strategy and Heritage Management Strategy, both of which contain actions relating to heritage management, including ensuring that the City's heritage is protected, and that additional places for protection are identified.

The City continued its promotion and protection of the City's built heritage by expanding the heritage incentives program. This was in order to prioritise and allow annual applications from properties on the City's Heritage List while also enabling properties in category 1 and category 2A of the City's new local heritage survey to apply for heritage grants from the program for the first time.

Four new heritage site markers were installed at various heritage-listed churches throughout the City during the 2019/20 financial year: St Teresa's Gwelup, Osborne Park Uniting Church, St Kieran's Tuart Hill and St Denis' in Joondanna. Four older heritage site markers were refurbished in the North Beach area at the sites of the Jetty Tearooms, the North Beach Surf Club, the North Beach Jetty and the North Beach Jetty Well and Pump.

While the City's 2020 History and Heritage Awards ceremony could not be held in June 2020 due to the COVID-19 pandemic, planning to provide an alternative celebration of the announcement of winners was put in place in February 2020. Delivery of the project would take place online and be shared across all City social networking accounts. The City's biennial History and Heritage Awards usually has an audience of 120-150 attendees, made up of applicants and their partners and City, state and community stakeholders from the history and heritage industry. The silver lining of replacing the in-person awards ceremony and providing all content and announcements online, accessible to all City ratepayers, was effectively increasing awareness of the City's history and heritage project. The statistics from the online campaign are listed below and illustrate the success of the project in the 2019/20 year.

History and Heritage Awards webpage

Total sessions:	New users
1,936	1,452

Paid social media

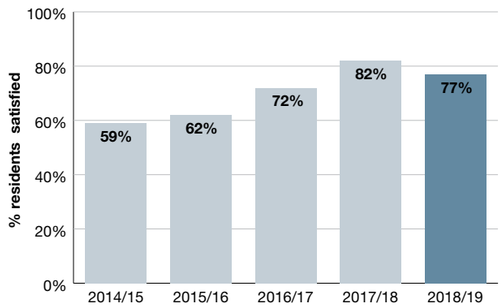
Total impressions:	Total reach:
152,296	51,760

Organic social media (consolidated)

Reach: 31,272 Engagement: 1.525
Reactions: 166 Comments: 33 Shares: 31

Figure 25 presents our community's satisfaction with the City's heritage management. As can be seen from the chart, the City has enjoyed increasing community satisfaction across the past five years, although the 2018/19 result is five percentage points less than 2017/18's high of 82 per cent. In line with its strategy, the City will continue to focus on this important subject.

Figure 25: Satisfaction with the City's heritage management



Strategic land use planning schemes and policies

The City has continued to develop land use strategies and plans which prioritise centres and corridors. It continuously reviews, amends and maintains the City's Local Planning Scheme and subsidiary statutory planning documents to ensure that the Local Planning Scheme is contemporary and fit for purpose.

The City sent four submissions to other agencies throughout the 2019/20 financial year relating to matters under which the Council had an interest. These were:

- SPP 3.6 – Infrastructure Contributions – August 2019
  * support with suggested modification
- SPP 7.2 – Precinct Design Submission – September 2019
  * support with suggested modification
- Infrastructure Australia Submission – October 2019
  * provide comments – did not support or object
- Container Deposit Scheme – February 2020
  * support with suggested modification.

The City also continued to meet its legislative requirements while providing timely responses to customers as they arose from the following deliverables throughout the 2019/20 financial year. Four strategies were progressed:

- Main Street Urban Design Strategy (modification approved)
- Better Suburbs Strategy (approval to advertise)
- East Rosalea, Balcatta (pending WAPC approval)
- Local Planning Strategy (endorsed by WAPC in October 2019).

Fifteen amendments progressed throughout the year, seven of which were gazetted, with 17 policies also progressing throughout the same period. A cumulative 58 enquiries and/or changes to the City's street naming and house numbering were also carried out.

The City continued to undertake research on land use planning matters pertaining to maintaining the Local Planning Scheme, with two new structure plans being approved by Council; five local development plans and one activity centre plan progressing throughout the year.

Other planning-related items that have arisen during the 2019/20 financial year include:

Planning reform

The state government's announcement of significant reform to the planning system in Western Australia has necessitated the involvement of officers in various working groups, as well as in considering proposed legislative and regulatory changes.

COVID-19 exemptions

As a result of the COVID-19 pandemic, the state government announced a range of temporary changes to the planning system in Western Australia. The City's officers were actively involved in providing comment on and implementing these changes.

WALGA parking working group

The City's officers have been involved in the working group established to investigate car parking requirements across the City and to try and determine a standard approach to car parking in the metropolitan area.

Design WA implementation

The state government has, since mid-2019, been implementing a series of changes to the planning system in Western Australia to improve the quality of development across the state. This has required the City's officers to review existing local planning policies and local development plans to ensure there are no inconsistencies between documents.

Inglewood heritage review

Council resolved that the City engage with the Inglewood community to find out its views on the existing planning controls that exist in the area. A community engagement exercise was scheduled for April 2020, which has been delayed due to the COVID-19 pandemic.

Planning and building within the City

In line with statutory requirements, the City operates a planning and building approval process to assess and determine development applications and issue building permits.

This is required to control the construction, occupation and demolition of buildings and incidental structures through the granting of building, demolition or occupancy permits and building approval certificates.

The City is also obliged to investigate compliance-related matters in accordance with provisions of the *Planning and Development Act 2005*, Local Planning Scheme No.3, *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.

There have been a number of activities undertaken during the past year in relation to these services and the Development Services team has been working proactively to implement a more customer-centric approach to its various planning and building application services.

This customer-centric approach has resulted in some increased timeframes for applications to be determined. However, the City continues to receive significant positive feedback from applicants on this approach and the high level of customer service provided by the team, with a summary of the key activities provided below. A variety of planning and building applications were processed throughout the year, including patios, carports, garages, fences, retaining walls, ancillary dwellings and outbuilding additions, single and double-storey dwellings, grouped and multiple dwellings as well as changes of approved land use, signage, major industrial and commercial developments. The City received a total of 1,884 development applications in the 2019/20 financial year.

Planning and building services

Major applications approved during the 2019/20 year included:

- Numerous medium density developments across various suburbs in the City of Stirling
- A total of 30 Development Assessment Panel applications ranging in estimated construction cost from $2 million to $500 million with key applications as follows:
- Various amendments to the approved major expansion of Karrinyup Shopping Centre
- A three-storey nursing home and office building on Walter Road West in Inglewood that includes a 128-bed residential aged care facility and the Brightwater Care corporate office
- A double-storey child care premises on Porter Street in Gwelup for up to 112 children
- A mixed-use development on Chesterfield Road in Mirrabooka for a new tavern, betting agency, short-stay accommodation and drive-through liquor store
- A mixed-use development on Central Avenue in Mount Lawley that incorporates 15 apartments, the partial retention of the traditional corner store and five new commercial tenancies which are intended to be shop-homes associated with the terraced apartments above
- A five-storey church on Mumford Place in Balcatta, with a 594-seat auditorium, Sunday school, offices, recording studio and school of impartation
- A mixed-use development on Beaufort Street in Inglewood for a new ALDI store with two restaurant tenancies
- An aged persons' development comprised of 12 grouped dwellings on Charles Riley Road in North Beach.
- Extensions and refurbishments at Dog Swamp Shopping Centre, Mirrabooka Shopping Centre, Centro Dianella Shopping Centre, Westfield Innaloo, Woodlands Village, Stirling Central, Innaloo Shoppers Village and Northlands Shopping Centre.

Planning exemptions

Following the Minister for Planning's Notice of Exemption from planning requirements during the State of Emergency, the City implemented the following initiatives in an effort to support the community:

- The creation of a planning exemption webpage to provide useful information regarding the changes to the planning framework for the community. The webpage is updated with new information and guidance as it is developed.
- The creation of a dedicated email mailbox for proponents exercising the minister's exemption. The planning team recorded these notifications, formally acknowledged customers and assisted in interpreting and applying the Notice of Exemption.
- Implementation of internal practices to ensure that all relevant information is captured and that advice provided is consistent and helpful.

As a courtesy, the Development Services team have also prepared a schedule to contact proponents exercising the minister's exemptions toward the end of the State of Emergency period. This is in order to remind them of the requirement to either cease operation and/or remove the temporary works, or to obtain the necessary approvals.

Land subdivision

Over the last year, the City processed a total of 461 applications, consisting of 241 Western Australian Planning Commission referrals and 220 clearance requests from customers. The City received and processed a large number of subdivision applications within a timely and efficient manner and provided a high level of customer service throughout these processes.

Major developments under construction

- In November 2019, Karrinyup Shopping Centre opened the first section of the new-look Fashion Loop mall, one year after commencing the three-year construction program.
- A number of new shopping centres commenced construction in the 2019/20 year, including Woolworths Inglewood, Roselea Village Neighbourhood Centre and Aldi Inglewood.

Major developments completed

- In August 2019, The Square Mirrabooka completed its new Fresh Food Precinct refurbishment which incorporates an upgraded food court with more dining options, a new alfresco dining precinct and outdoor playground.
- In September 2019, construction concluded on the Art Deco-inspired mixed-use development at 204 Walcott Street in Menora. The completed development includes nine apartments, six offices and a cafe.
- In January 2020, the International School of Western Australia (ISWA) completed construction of its Doubleview campus. The campus includes the retention and refurbishment of a number of old Doubleview Primary School buildings as well as the construction of a new double-storey teaching block, gymnasium and arts precinct. In June 2020, ISWA relocated from its City Beach site to the new Doubleview site.
- In April 2020, MyVista Mirrabooka completed construction of the seven-storey building on Mirrabooka Avenue. MyVista Mirrabooka is a 112-bed residential Aged Care Facility that includes the MyVista corporate offices, common areas, kitchens, a laundry, a hydrotherapy pool and 45 apartment-style independent living units. At ground level, there are a number of commercial tenancy spaces for a café, pharmacy, radiology practice and 14 consulting suites.

Preliminary planning and design advice

The City processed over 350 pre-lodgement applications during the 2019/2020 financial year, a number of which were referred to the City's Design Review Panel (DRP) advice service. During this period, the City provided pre-lodgement advice to customers on the following development types:

- Land subdivision
- Residential additions
- Single house proposals
- Grouped dwelling developments
- Mixed-use developments
- Multiple dwelling developments
- Commercial applications
- Industrial developments
- Change of use applications
- Local development plans
- Local structure plans
- Department of Communities proposals.

In March 2020, the City presented its highly-regarded DRP process at a state DRP network meeting. The government architect recognised that the City's DRP process, which was only established in early-2019, has emerged as a best-practice example of a design review process. Through the formal pre-lodgement service, the City's DRP has been highly effective in engaging with proponents early on and in a constructive manner. The City have effectively utilised the DRP as an in-house training mechanism for planning employees. In the last year, the City's DRP held 21 meetings to review 34 items, which comprised pre-lodgement proposals and formal development applications as well as City-prepared strategic documents and City projects.

Small-Business-Friendly Approvals project

The City was invited by the Small Business Development Corporation (SBDC) in the 2019/20 financial year to take part in the Small-Business-Friendly Approvals project. The City produced an action plan to transform the small business approval processes.

The Council-endorsed action plan will deliver positive, lasting and sector-leading approval process reforms to make it easier for businesses to establish, operate and grow in the City of Stirling. The action plan is currently being implemented by Development Services officers and the majority of actions will be implemented within the 2020/21 financial year.

Private swimming pools

Through its pool barrier inspection service, the City continues to contribute towards a reduction in accidental drowning around swimming pools.

The City's pool inspection team was able to quickly adapt to a completely mobile field inspection service, in response to the COVID-19 pandemic, to ensure the continued operation of the service.

The COVID-19 pandemic resulted in some inspections being unable to be undertaken due to the isolation requirements of some pool owners, however the City continued to engage via other methods to ensure compliant barriers were being maintained.

Verges and crossovers

Engagement with the various customers who are provided this service continued throughout the year. In a move to assist economic recovery, a short-term reduction in verge bonds, as part of the City's COVID-19 stimulus package, resulted in the return of bond monies back into the community to support residents and the building industry.

Quick approval turnaround times continue to be maintained and have assisted residents and builders progress with their projects.

The continued engagement with key representatives from the Master Builders Association WA allows the City to remain connected to the industry and identify further opportunities for service improvement and building relationships across the industry.

Table 10: Summary of key results

	2017/18	2018/19	2019/20
Percentage of development applications processed within regulatory time frames	88%	81%	77%
Percentage of building permit applications processed within regulatory time frames	Certified 98.91% Uncertified 98.81%	Certified 99.39% Uncertified 99.74%	Certified 99.56% Uncertified 99.70%
Customer satisfaction with overall experience	Not measured	73%	Data incomplete due to COVID-19
Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements	100%	100%	99.42%*
Percentage of crossovers, verge permit and verge treatment applications determined within 10 working days	Not measured	100%	100%

*Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements, which is normally 100 per cent, is 99.42 per cent for 2019/20, as 35 inspections were delayed due to the COVID-19 restrictions and customers wishing to not receive inspections.

Looking forward

Many long-term projects under this objective are due to be completed in 2020/21, with the Herdsman Glendalough Structure Plan, Local Planning Scheme No.4 and Main Street Urban Design Study set to reach their final milestones. A new project to regenerate the Nollamara Activity Centre will commence, with community consultation occurring in the second quarter of this year.



Key result area: Built environment – Liveable and accessible City

Outcome B2: Accessible and connected City

Objective B2.1: Connect the community through integrated transport and networks

The City of Stirling is committed to providing and maintaining the infrastructure to enable a high-quality and safe urban life with sustainable transport solutions, safer roads and parking availability.

The ongoing maintenance of over 1,000 kilometres of roads and over 900 kilometres of footpaths is achieved through comprehensive planned maintenance works programs in accordance with state legislation and national standards.

Ensuring the safety of all road users is paramount to the City's management of the road network. To promote safe and consistent traffic management, the City applies local area traffic management, which is a combination of physical measures aimed at slowing vehicle traffic on local roads, reducing the risk of crashes; changing driver behaviour; and improving conditions for vulnerable road users such as pedestrians and cyclists. The City's Traffic Management Policy warrants that funding is allocated to the highest-priority locations that lead to identifiable safety improvements.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective 'connect the community through integrated transport and networks':

- Provide and maintain safe, accessible roads, parking, cycle ways and pathways
- Advocate for improved public transport options to enhance activity.

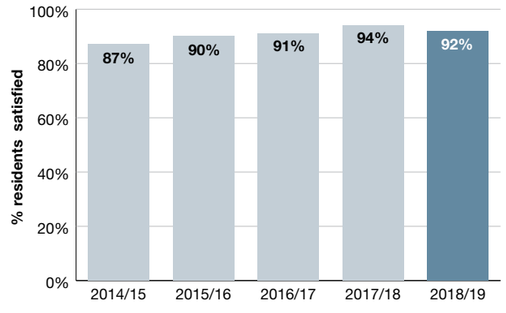
What has happened during 2019/20?

Capital works

- The City resurfaced 36 road sections in 2019/20 as part of the ongoing road maintenance program. Benefits include maintaining the service life of these roads, improved stormwater run-off, increased stopping/braking capability and reduced road noise.
- The implementation of the Rights of Way (ROW) Management Strategy has continued, with $3.9 million-worth of upgrades to seal roads, install drainage and energy-efficient LED street lighting in the City's ROWs.
- The City continued its implementation of the Strategic Footpath Program, with approximately five kilometres of new footpaths constructed throughout the City during the 2019/20 financial year. These footpaths play an essential role in providing accessibility to all users within local neighbourhoods, and in encouraging greener modes of transport (walking, cycling, public transport).

The annual residents' survey found that in 2018/19, 92 per cent of respondents were satisfied with the City's provision and maintenance of its roads and the five-year trend can been seen in Figure 26. This was the fourth year in a row that the satisfaction level has been above 90 per cent and is a testament to the City's approach to strategic asset management.

Figure 26: Satisfaction with the City's provision and maintenance of roads

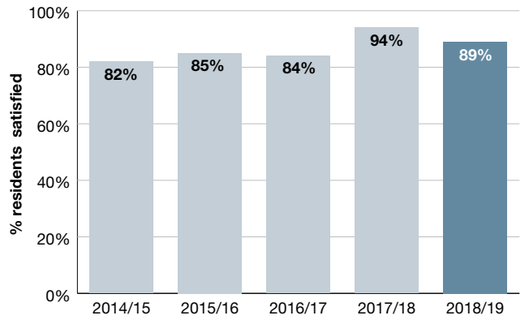


Maintenance

As part of the City's ongoing maintenance works and programs, the City has:

- Utilised its road sweepers to sweep the City's 1,078 kilometres of roads at least three times a year
- Undertaken Inspections and maintenance on the City's 310 off-street car parks twice a year
- Undertaken inspections and maintenance on the City's 494 public access ways and rights of way twice a year
- Undertaken inspections and maintenance on the City's 1,071 kilometres of footpaths and cycle ways
- Undertaken inspections and maintenance on the City's 60 kilometres of pedestrian access ways
- Undertaken inspections and maintenance on the City's 177 drainage sumps and 84 underground tanks at least twice a year
- Undertaken and completed approximately 6,000 maintenance requests, including 1,960 path requests and 790 drainage requests.

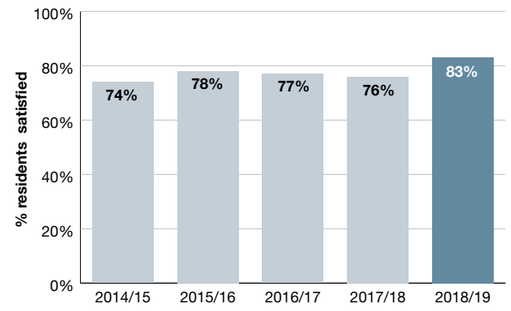
Figure 27: Satisfaction with the City's provision and maintenance of pedestrian ways



As can be seen from Figure 27, the community rates the City's provision and maintenance of its pedestrian ways very highly. The City is responsible for around 60 kilometres of pedestrian ways and again this result is reflective of its asset management principles.

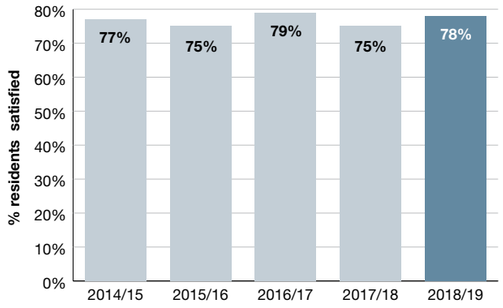
In line with the City's Integrated Cycle Strategy, the City is dedicated to deliver a strategic cycling network that caters for the needs of all 'design cyclist' groups. In consultation with the community, the City is ensuring our roads are safer and more user friendly for all by making travelling by bicycle easier and more attractive to the community and cyclists. As shown in Figure 28, an increasing percentage of the community is satisfied with the provision and maintenance of cycle ways and the City expects to continue to improve in this area.

Figure 28: Satisfaction with the City's provision and maintenance of cycle ways



While public transport, cycling and walking are the preferred means of transport, public parking remains important to the economic and social wellbeing of the City.

Figure 29: Satisfaction with the City's provision of public parking



Transport

There has been a reduction in the number of reported crashes on all roads in the City of Stirling for the ninth consecutive year, reducing by nine per cent to 2,823 crashes. This included a 12 per cent reduction in the number of high-severity crashes (which are those resulting in fatality or serious injury).

There has been a reduction in the (85th percentile) travel speed recorded on local access roads in the City of Stirling for the fourth consecutive year, reducing by three per cent in 2019 to 48.7 kilometres per hour.

In partnership with the City of Swan and the Department of Transport, vehicle and child restraint stations were set up in several locations prior to the Christmas holiday period, with a total of 17 vehicle safety checks and 11 child car restraint checks.

Several 'Ride Right' motorcycle masterclasses were held across the year, with a total of 38 participants, ensuring that motorcycle users are equipped with the essential rider safety skills. The City also hosted the Road Safety Commission Vision Zero Motorcycle User Group Community Forum, which was attended by more than 100 participants.

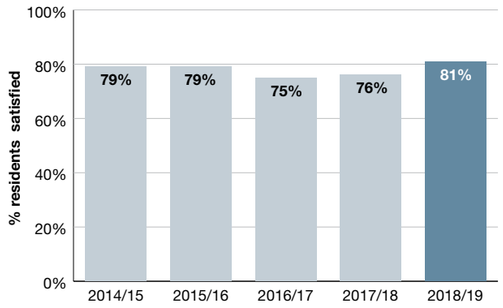
Educational presentations have been held on road safety at nine community events (including the Wembley Downs Fair, Paw-some Day Out and Osborne Park Show), with approximately 530 interactions with community members throughout the year.

Table 11: Road traffic accidents

Number of reported road traffic accidents in the City					
Year	**2015**	**2016**	**2017**	**2018**	**2019**
	3,673	3,590	3,227	3,092	2,823

It was found that 81 per cent of residents were satisfied with the City's provision of traffic calming and road safety when asked in the 2018/19 annual residents' survey. As can be seen in Figure 30, this result has shown a gradual upward trend over the most recent three reporting periods and the City is pleased that eight out of 10 residents are satisfied with the City's progress in this area.

Figure 30: Satisfaction with the City's provision of traffic calming and road safety



Achievements

Capital works

- The City received an award for the Best Public Works Project (less than $2 million) from the Institute of Public Works Engineering Australia (IPWEA). The award was for the road rehabilitation of Walter Road West, between Hamer Parade and Eighth Avenue, and involved the removal and replacement of failed road pavement with 100 per cent recycled asphalt (enriched with emulsion). This award recognises excellence in the design and construction of a significant public works infrastructure project that demonstrated benefits to the community.
- The City recently completed the detailed design of stage one of the Stephenson Avenue extension project, north of Scarborough Beach Road, and the tender for construction of this stage has now been awarded. This has been the culmination of many years of planning and design by City officers. The project will continue with stage two (the Freeway connection) and stage three (between the Freeway and Cedric Street) being designed and implemented over the next 24 months.
- The City received $1.9 million in federal and state government grants through the Department of Infrastructure and Regional Development's Roads 2 Recovery Program and Main Roads WA's Metropolitan Regional Road Group program. The grants were obtained to undertake road resurfacing across a number of arterial road sections where the condition of the road was identified as below the accepted standard. The funding received ensured the efficient and effective improvement and rehabilitation of the City's arterial road network, which has contributed to improved road safety and road transport movement across the City.

Transport

- The City received almost $700,000 in federal and state government grants through the Black Spot Program. For further information refer to page 36.

Challenges

Capital works

- Rising groundwater table issues have presented a challenge, and the City has implemented a number of strategies and major drainage works to reduce adverse impacts on the road and assist local residents with reported flooding issues within private properties.

Transport

- The City continues to monitor issues related to sea level rise and storm surge, and has undertaken modelling of its coastline to determine the areas of greatest risk. The City is proposing to complete adaptation planning through the 2020/2021 financial year, as well as completing works to stabilise the foreshore environment and some of the beach areas that are currently suffering localised erosion.
- The number of reports of faulty or substandard street lights continues to increase. Maintenance of street lighting is the responsibility of Western Power, who suspended their bulk globe replacement (BGR) program in 2013. The City continues to advocate with WALGA and other local governments to facilitate a solution, as many street lights are operating below the minimum required output (Lux) levels.

Maintenance

- The City's Tree Canopy Strategy will increase the impacts on the City's infrastructure through growth and tree root intrusion. The City is developing design and operational procedures to minimise the impact on the trees and infrastructure.

Looking forward

Phase one of the Stephenson Avenue extension will start in the first quarter of 2020/21. This will be a major milestone for the City of Stirling following many years of planning and working with the state and federal governments as part of the Stirling City Centre project. Road construction for phase one is due to be completed by the end of the year. Another significant project for 2020/21 will be the West Coast Drive cycling improvements. The City will invest $1.7 million to modify the configuration of West Coast Drive to provide a safer road environment for cyclists.



Key result area: Built environment – Liveable and accessible City

Outcome B3: Built infrastructure that meets community needs

Objective B3.1: Ensure our assets meet future community needs

Provision and maintenance of high-quality assets and associated services is at the heart of the City of Stirling's long-term commitment to its community. The City is proud to be a local government with a reputation for delivering exemplary facilities for its community. To achieve this, effective maintenance and development of our asset base is a core objective.

The City has a suite of asset management plans that outline how the City will deliver on this commitment. The fundamental purpose of these plans is to improve the City's long-term strategic management of its assets in context with community need and the available financial and human resources. As such, standards and service levels have been set within these plans in accordance with community needs, regulations, industry practice and legislation.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective 'ensure our assets meet future community needs':

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

What has happened during 2019/20?

Asset management

The City's asset management plans cover transport, drainage, buildings, and parks and open space assets. In 2019/20, the review of the City's Drainage Asset Management Plan was completed. The City's asset management plans require periodic review to ensure the City understands the long-term needs of providing infrastructure assets to the community in a sustainable manner.

To understand how the City's assets perform over time and to provide cost-effective and quality community assets, the City monitors the condition of its assets. In 2019/20, the City has undertaken major condition audits for 53 buildings and 26 bridges, and defect inspections for 143 building assets and over 1,000 kilometres of road reserve. The City also trialled a parks asset pick-up project in which the City's park assets were validated in the field. The data obtained from this trial will inform the City's Mobility Strategy.

The technology available to support asset management practices is growing and advancing. The City is enthusiastic about these new technology developments and their potential to enhance asset management practices. One such technology successfully employed by the City to improve the efficiency and accuracy of monitoring its assets is drones. For example, where possible the City can now pilot the City's own drone to capture images aerially to undertake building roof inspections. Using a drone for building roof inspections captures more details about the roof's condition compared to a visual roof inspection undertaken from the ground.

The asset management challenge the City faces is to sustainably maintain and renew its existing asset portfolio while delivering its new capital investment projects. Assets are a long-term financial commitment and the City must be able to ensure these assets can be provided to the community safely, at required levels of service and at the lowest whole-of-life cost. It is essential for the City to consider the required expenditure on its existing asset portfolio and the lifecycle costs of new assets before making investment decisions.

The City adopted a $43.7 million Economic Stimulus and Community Recovery Package to support the community through the effects of COVID-19. This package is partly funded by the decrease in planned asset renewal and maintenance spends for the financial year 2020/21. Due to good asset management planning, the City's assets are in a healthy position to rebound back from this temporary reduction in the renewal and maintenance budget. However, if there is a prolonged reduction in required asset renewal and maintenance expenditure and continual investment in new capital, a consequence of this strategy will be a decline in the condition and levels of service of the City's assets. This will also cause an increase in the lifecycle costs to bring the City's assets back to acceptable levels.

A series of asset management financial ratios are outlined below, illustrating the City's position over the past five years. The reporting of these ratios is a statutory requirement.

Asset renewal funding ratio

$$\frac{\text{10-year Long-Term Financial Plan capital renewal expenditure}}{\text{10-year required capital renewal expenditure}}$$

Purpose

This ratio is a measure of a local government to fund its projected asset renewal/replacements in the future.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

Standard is met if the ratio is between 75 per cent and 95 per cent (or 0.75 and 0.95). Standard is improving if the ratio is between 95 per cent and 105 per cent (or 0.95 and 1.05), and the asset sustainability ratio falls within the range of 90 per cent to 110 per cent, and the asset consumption ratio falls within the range of 50 per cent to 75 per cent.

Results

2015/16	2016/17	2017/18	2018/19	2019/20
1.8890	2.8755	0.8621	0.8831	0.9083

The City of Stirling met the standard for local governments for all years measured.

Asset consumption ratio

$$\frac{\text{depreciated replacement cost of assets}}{\text{current replacement cost of depreciated assets}}$$

Purpose

This ratio measures the extent to which depreciable assets have been consumed by comparing their written-down value to their replacement cost.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

Standard is met if the ratio can be measured and is 50 per cent or greater (0.50 or greater). Standard is improving if the ratio is between 60 per cent and 75 per cent (0.60 and 0.75).

Results

2015/16	2016/17	2017/18	2018/19	2019/20
0.9382	0.9953	0.8702	0.8611	0.7581

The City of Stirling met the standard for local governments for all years measured.

Asset sustainability ratio

$$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation expense}}$$

Purpose

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same time that its overall asset stock is wearing out.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

Standard is met if the ratio can be measured and is 90 per cent (or 0.90). Standard is improving if this ratio is between 90 per cent and 110 per cent (or 0.90 and 1.10).

Results

2015/16	2016/17	2017/18	2018/19	2019/20
2.5187	3.4996	1.0025	0.6808	0.6179

The City of Stirling met the standard for local governments for all years measured.

The City's asset base is in a good condition overall, generally indicating a reduced requirement for expenditure on renewal/replacement. With the City calculating depreciation on a straight-line basis, the depreciation charge is generally higher than what would be required for renewal/replacement of the asset at the beginning of its lifecycle.

The depreciation expense has increased by approximately 15 per cent from 2017/18 due to the value of 'new' assets capitalised by the City, including the Scarborough foreshore redevelopment at almost $70 million.

This increase in depreciation contributes to the lower sustainability ratio. It is important that asset-related ratios are analysed holistically and not in isolation to ensure a more complete picture of performance.

Stephenson Avenue extension

The Stephenson Avenue extension project forms part of the City's broader plan to transform the Stirling City Centre into a strategic metropolitan centre and has made excellent progress throughout 2019/20. Extensive lobbying by the City in 2017/18 resulted in commitments of $60 million in state government funding and $65 million in federal government funding, allowing the commencement of the project to become a reality.

The detailed design for phase one has been completed and the City has recently awarded the contract for the construction to a local Perth contractor. Construction is expected to commence in July 2020.

This will see Stephenson Avenue extended from Scarborough Beach Road to Howe Street. Phase one also features a traffic signalised intersection at Scarborough Beach Road, new local road connections at Oswald Street and Howe Street, pedestrian and cycling facilities and street-scaping.

The project will extend Stephenson Avenue from Scarborough Beach Road to Cedric Street and connect key activity hubs, including Westfield Shopping Centre, the Osborne Park industrial area and Stirling City Centre.

Building renewal projects

The City undertook a number of building renewal projects that improved the functionality and condition of our community facilities, including:

- Nollamara multi-use sports pavilion – Des Penman Reserve
- Mount Lawley Tennis Club refurbishments
- White Eagles Soccer and Inglewood Little Athletics change rooms and toilets refurbishment
- Main administration security review implementation
- Swim wall – Stirling Leisure Centres – Scarborough Beach Pool
- Doubleview/Carine Cricket Club – storage shed
- Jedda Road Men's Shed – new transportable crib room
- Stirling Community Centres – Kevin Smith – Mirrabooka – air conditioning renewal
- Operations Centre – air conditioning renewal
- Stirling Community Centres – Balga – air conditioning renewal (stage and dining).

Several buildings at the end of their life have also been demolished, including:

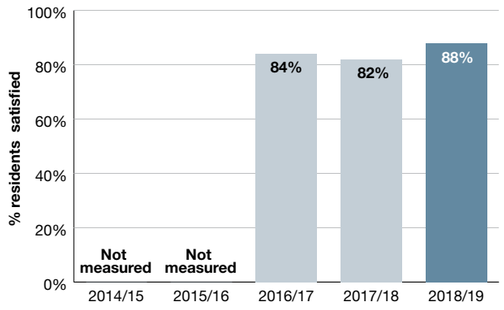
- Bradley Reserve public toilet
- Dianella House.

The City continues to improve its use of sustainable power and products to reduce our reliance on grid electricity. Recent works include:

- Stirling Food Services – solar photovoltaic (PV) system
- Stirling Men's Shed – solar photovoltaic (PV) system
- Stirling Leisure Centres – Hamersley – external LED lighting.

Through its annual residents' satisfaction survey, the City is able to gauge general community satisfaction with its buildings, halls and toilets. The City continues to provide high-quality facilities in line with its asset management approaches.

Figure 31: Satisfaction with the City's community buildings, halls and toilets



Property services

The City's property investment portfolio, governed under the City's Property Strategy 2016 – 2020, achieved an increase to its gross revenue potential of 16.9 per cent when compared to the 2018/19 financial year, as well as maintaining a 100 per cent occupancy throughout the 2019/20 financial year.

The City has also achieved a tenancy retention rate of 97.4 per cent, an improvement on the City's previous financial year results.

Looking forward

In 2020/21, the City of Stirling has prioritised funding to a number of capital projects to support job creation and retention. Some of these projects include:

- Bennett Park refurbishment ($750,000)
- Carine sports floodlighting ($504,000)
- Coolbinia building refurbishment ($750,000)
- Hamersley Public Golf Course redevelopment ($5 million)
- Inglewood/Hamer Park redevelopment ($556,812)
- Bina Parkland development ($2,137,555)
- Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood redevelopment ($3.5 million).



Case study



A celebration of heritage and history through annual awards

The City of Stirling has a diverse urban landscape, from simple rural homes to grand mansions of the late 19th century. A wide variety of heritage places and streetscapes feature across the City, which contributes to a rich sense of place and cultural identity.

Recognising its heritage as a valuable asset, important to our social, environmental and economic prosperity, the City has pro-actively sought to identify, protect and promote its heritage. These efforts are detailed in its Heritage Management Strategy.

Committed to the management and promotion of our local cultural identity and heritage, the Heritage Awards Program was developed. This biennial event, which has been held since 2003, encourages and recognises built form restorations. The awards were extended and relaunched as the History and Heritage Awards in 2018 to demonstrate how built heritage and oral and written history are interwoven. Awards are divided into three categories:

- Conservation of the built environment and streetscape
- Education and promotion of heritage
- The Barrie Baker Special Recognition Award.

Category one is further divided into four sub-categories:

- Conservation or restoration of a heritage place
- Sensitive adaptation of a heritage building
- Excellence in design and construction of infill buildings in a heritage area
- Landscaping, gardens and places.

In previous years, individuals and community groups recognised through these awards were invited to attend an awards event hosted by the City, to celebrate their contribution to the City's heritage and history. Due to restrictions in social gatherings enforced during COVID-19, the City adapted its approach and announced the History and Heritage Awards 2020 online on 3 June, successfully showcasing the winners and finalists to a wide-reaching national audience via a virtual awards ceremony. The panel of judges accompanied the Mayor and Deputy Mayor's announcement, outlining the importance of preserving and protecting natural, built and cultural heritage and history for future generations.

A stand-out entry in 2020 and winner of the Barrie Baker Special Recognition Award was Margaret Summers for the dedication from her and her family in the preservation of Windsor Hall, 36 Queens Crescent, Mount Lawley. The landmark property has been in their family since the 1930s and is a significant piece of our community's social history and heritage.

Over three generations, this family has conserved the building's contribution to the Mount Lawley streetscape and have taken an active role in the promotion and conservation of the Mount Lawley Heritage Protection Area.

Acknowledging and celebrating the history and heritage in our suburbs fosters the creation of unique and liveable neighbourhoods and places. It celebrates buildings and places with unique character and a connection to our past.

These awards play an important part in enriching the cultural legacies within the City of Stirling.



Key result area: Natural environment

Vision: Sustainable natural environment

The City of Stirling strives to build a sustainable future for the community, protecting and improving the environment by using natural resources wisely, reducing the impact of our activities on the environment and protecting wildlife and natural habitats. To achieve these goals, the City is working to reduce its water and energy use, reuse and recycle waste, manage the effects of climate change, and protect and preserve its natural habitats and biodiversity.

Community feedback received through surveys and workshops, held as part of the development of the Strategic Community Plan 2018 – 2028, outlined that sustainability should be considered a priority now and into the future. At these 2017 workshops, green spaces, tree canopy and waste management received the highest priority from the community. To meet these community expectations, the City has an ongoing commitment to sustain the City's natural resources and to ensure a greener City by creating and maintaining beautiful green spaces and streetscapes.

To allow the City to focus specifically on its community's areas of interest, the overarching vision of 'sustainable natural environment' has been separated into two outcome areas, as follows:

Outcome N1: Sustainable natural resources

Outcome N2: Greener City

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

Service performance

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

Key

On track	✓
Below expectation	✸
Not assessed	⊙

Services	Customer service	Financial	Human resources	Quality
Open space, environment and sustainability	✓	✓	✓	✓
Parks, reserves and streetscape	✓	✓	✓	✓
Waste collection	✓	✓	✓	✓
Waste processing	✓	✓	✓	✓
Natural areas	✓	✓	✓	✓
City trees	✓	✓	✓	✓

Total net key result area cost: Natural environment.

	Budgeted 2019/20	Actual 2019/20
Total net key result area cost	$90,715,545	$45,869,567

Total net key result area cost consists of directly attributed revenue and operating expenses offset by corporate overheads.



Strategic project performance

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

Stage 3 of the recycling centre development	Behind schedule
To develop the Recycling Centre Balcatta Transfer Station to receive domestic and commercial waste materials through a central tipping area, from which further separation will occur	
Progress in 2019/20	Majority of deliverables met with some delays due to procurement changes
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Energywise City Plan	On track
To establish the City as a recognised innovator and leader in the local government sector, powered by renewable energy and taking action to reduce carbon emissions and energy consumption	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Urban Forest Plan implementation	On track
Implement Urban Forest Plan to increase tree retention, tree planting and canopy maximisation	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Public open space (POS) gap analysis	On track
To analyse the gaps in the future provision of public open space to allow for adequate planning and prioritisation of City resources	
Progress in 2019/20	Sectors 1 and 2 have been completed
Plans for 2020/21	This is being completed concurrently with the Sport and Recreation Facilities Plan with Sectors 3 and 4 to be completed during the 2021 financial year

Million Trees	On track
To increase plantings within the City's parks, reserves, natural areas and streetscapes	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Key result area: Natural environment – Sustainable natural environment

Outcome N1: Sustainable natural resources

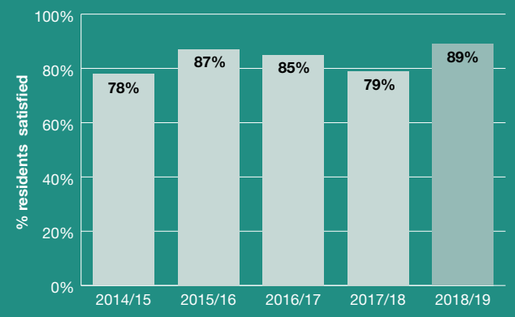
Objective N1.1: Lead by example to sustain our community's natural resources

The natural environment and sustainable resource management were key themes during the community consultation phase for the City's Strategic Community Plan 2018 – 2028. The desire for the City to effectively manage waste, act on climate change, and improve water efficiency and quality was clearly apparent in that each of these focus areas scored above 75 per cent in the importance rating for our community members. While the resident survey was not undertaken in 2019/20, the City is pleased to note that it had achieved a high level of community satisfaction in relation to its environmental management approaches in 2018/19. Figure 32 illustrates that the City had recently achieved a rating of 89 per cent, the highest score across the five-year period.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to 'lead by example to sustain our community's natural resources':

- Ensure efficient, effective and innovative waste services and use of materials to reduce, reuse and recycle
- Implement innovative solutions to reduce the City's water usage
- Reduce the City's energy use and greenhouse gas emissions
- Manage the effects of climate change.

Figure 32: Satisfaction with the City's environmental management



Source: Resident satisfaction survey 2018/19

What has happened during 2019/20?

Community programs

Living Green program

The City's long-running and popular Living Green community program once again provided a comprehensive range of sustainability support and resources to residents to help them reduce energy, water and waste, and to increase tree canopy and support biodiversity through native gardens. This year, COVID-19 restrictions resulted in different methods of program delivery to reduce the need for face-to-face contact, including more online learning opportunities. Approximately 700 residents attended or viewed workshops online on topics such as designing low-energy homes, solar photovoltaic systems and battery systems.

Living Green Schools

The City's Living Green Schools program is continuing to evolve, with 18 schools participating in the second year of the program. The City provided funding, planning support and teacher relief for schools to assist them to reduce energy, water and waste. They are encouraged to tackle their most important challenges first through the development of sustainability action plans.

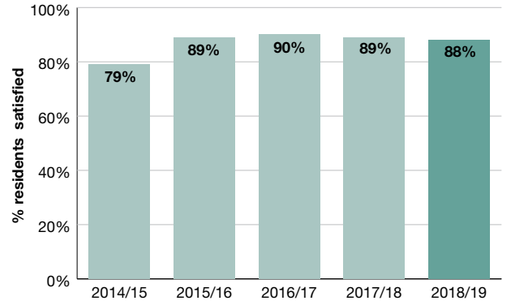
As a result of the program, Millennium Kids developed the 'one thousand actions for the planet' online activity for schools, in collaboration with Curtin University. Eight schools are currently using the Climate Clever application to measure, monitor and reduce their electricity, gas and water consumption. Lake Gwelup Primary School have installed bike racks and are actively encouraging students to cycle to school in conjunction with the Your Move program in partnership with the Department of Transport. In addition, four schools have improved their recycling efforts by ensuring the right signage and bins are available to facilitate sorting.

Waste management and recycling

The City provides a comprehensive waste management and recycling service to its community and is committed to an incremental improvement of results in line with the state government's Waste Avoidance and Resource Recovery Strategy 2030. To do this, we are continuing to work with our community to deliver environmentally responsible and sustainable waste management solutions. 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.

While the resident survey was not undertaken in 2019/20, the City has implemented numerous initiatives aimed at improving the community's understanding of effective waste management and, as can be seen from Figure 33, for 2018/19 that we had achieved an 88 per cent community satisfaction rating for our waste management and recycling services.

Figure 33: Satisfaction with the City's waste management and recycling services



Three-bin system

In 2019/20, the Stirling community put 83,945 tonnes of waste and recyclables into the three-bin system. This is an increase of four per cent compared to last year, with general waste, recycling waste (in the yellow bin) and garden waste all increasing from the previous year. Around half of waste (52 per cent) was placed into the general waste bin, with 26 per cent placed into the recycling waste bin, and 22 per cent into the garden waste bin.

The City was able to divert from landfill 18 per cent of waste put into the general waste bin, 83 per cent of waste put into the recycling waste bin and 100 per cent of waste put into the garden waste bin. The combined result was that 53 per cent of all waste put into the three-bin system was diverted from landfill, compared with 46 per cent in 2018/19.



Tonnes collected	% diverted from landfill
43,277	18%



Tonnes collected	% diverted from landfill
21,930	83%

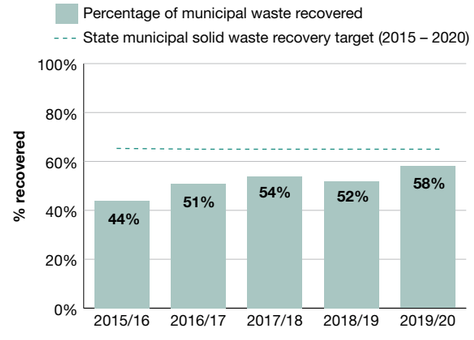


Tonnes collected	% diverted from landfill
18,738	100%

Municipal solid waste recovery

The Western Australian Waste Strategy has set a target for local governments to divert 65 per cent of municipal waste from landfill by June 2020. The municipal waste stream includes waste from the three-bin system, skip bin waste, green waste, white goods, e-waste and mattresses. In 2019/20, the City continued to implement a range of municipal waste collection and recycling services, but the City did not meet the state recovery target. Residents did visit the City's recycling centre more often and also increased their waste disposal of unwanted items. This resulted in 58 per cent of municipal waste being diverted from landfill, which is the highest recovery rate over the five-year period. The increased impact from China's 'National Sword' policy is presenting challenges for recycling of soft plastics and this is currently limiting the City's ability to further increase recovery rates.

Figure 34: Municipal waste recovery

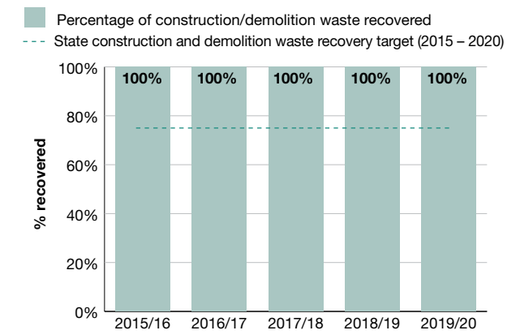


Source: City of Stirling Mandalay Weighbridge system and contractor data 2020

Construction and demolition waste

Construction and demolition waste includes all waste associated with building and renovating that has been received by the Recycling Centre Balcatta by trailer, truck or skip bin. The measurement now includes waste collected by contractors from City-run projects. The Western Australian Waste Strategy has set a recovery target 75 per cent of construction and demolition waste diverted from landfill by 2020. Figure 35 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 35: *Construction and demolition waste recovery*

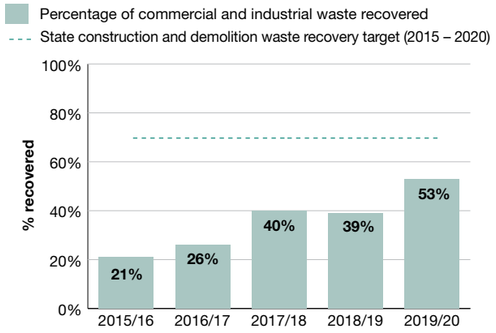


Source: City of Stirling Mandalay Weighbridge system and contractor data 2020

Commercial and industrial waste

The volume of commercial and industrial waste collected has fluctuated over the past few years and in 2019/20 it increased by 11 per cent. The commercial and industrial material recovery facility used by the City continues to innovate with new improvements, which consistently improves the recovery rate. The Western Australian Waste Strategy has set a recovery target of 70 per cent of commercial and industrial waste diverted from landfill by 2020, but unfortunately the City did not meet this target, achieving a 53 per cent recovery rate for this waste stream.

Figure 36: Commercial and industrial waste recovery



Source: City of Stirling Mandalay Weighbridge system and contractor data 2020

Hazardous waste

In 2019/20, the City received, processed and recovered 306 tonnes of hazardous waste through the Recycling Centre Balcatta. The greatest percentage of hazardous waste was from water/oil-based paint (57 per cent), followed by gas cylinders (seven per cent), flammable liquids (three per cent), household batteries (two per cent), pesticides (one per cent) and globes (one per cent).

Source: 2020 City of Stirling Mandalay Weighbridge system and contractor data



Water Sensitive City

Under a drying climate, increasing urban density and abstraction regimes, the majority of the City's area is categorised as having 'extremely high' water stress (>80 per cent – ratio of total water withdrawals to available renewable surface and groundwater supplies). Long-term declines in rainfall (and therefore groundwater levels) in our region threaten our water supplies and groundwater-dependent ecosystems. Additionally, the contribution of surface water (dams) to Perth's total water supplies has diminished by 89 per cent since 1960. This has led to an increasing reliance on groundwater abstraction.

The City is a significant user of groundwater for irrigation and our challenge is to reduce groundwater requirements over time while still maintaining community satisfaction with public open space. Our community also relies heavily on groundwater abstraction on top of scheme water use. With all these pressures, our unique water catchment requires delicate, adaptive and collaborative management.

Water-sensitive governance

Ensuring good water-sensitive governance is a key measurable goal in the transition to becoming a Water Sensitive City. As outlined in the Cooperative Research Centre's Water Sensitive Cities (CRCWSC) index, this encompasses the embedding of water sensitivity at all operational and organisational levels. This includes long-term vision and commitment, water as a key element in planning and design, and public engagement and participation with water management. It will also require knowledgeable employees with diverse capacity and representation of perspectives. The City progressed its journey towards becoming a Water Sensitive City even further this year.

To improve water-sensitive governance, the City has been a member of the Waterwise Councils program since 2016/17. This program is managed by the Water Corporation and the Department of Water and Environmental Regulation. The City was re-endorsed as a gold status Waterwise Council in October 2019, which acknowledges the decades of work the City has done in the area of water management. Specifically, the City has Waterwise aquatic centres, a Waterwise Verge Policy, proactive engagement with schools, a grass replacement rebate scheme, a free verge plants program, a sophisticated central controller irrigation management system with weather stations and soil moisture sensors and probes. Our Waterwise Council program also involves the setting of consumption targets which guide our annual water-related activity. These targets were set as: annual City drinking water consumption to be five per cent below the City's five-year consumption average, and annual City groundwater consumption to be at least five per cent below the City's allocation across a five-year period.

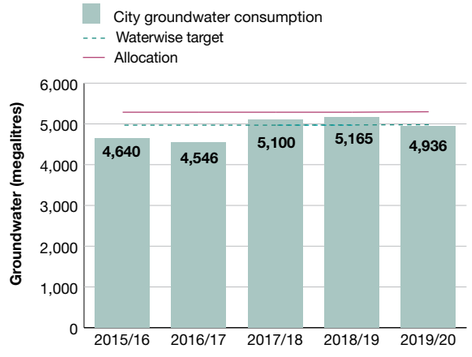
As part of the City's Strategic Community Plan objective N1.1 'lead by example to sustain our community's natural resources', the City took the proactive step of organising a water sensitivity benchmarking process with the cross-disciplinary body CRCWSC. In July 2020, the City will be assessed on water-related actions, governance and infrastructure by external stakeholders (government bodies, industry and community groups) as well as officers across multiple disciplines (engineering, environment, planning and management). This benchmarking process will highlight areas where the City can improve on water sensitivity and will enable the creation of an informed action plan to begin a progressive shift toward more holistic and integrated water management which would contribute to a vibrant, liveable, resilient and sustainable City.

City groundwater consumption

Of the 40,000 megalitres of groundwater used citywide in 2019/20, 52 per cent was used for public scheme water supply, 26 per cent is attributed to residential garden bores, 13 per cent allocated to the City's irrigation, and nine per cent to other licensed self-supply users (such as schools and sports clubs).

Groundwater consumption makes up 97 per cent of the City's total water consumption, with main use being irrigation of public open space. Our groundwater consumption totalled 4,936 megalitres from the superficial Gnangara Mound aquifer. This is a 4.5 per cent reduction in consumption compared to last year and equates to 93 per cent of our groundwater allocation with the Department of Water and Environmental Regulation (5,298 megalitres). This result successfully achieved our Waterwise City target for City's groundwater consumption to be at least five per cent below the City's allocation, averaged across a five-year period.

Figure 37: City groundwater consumption

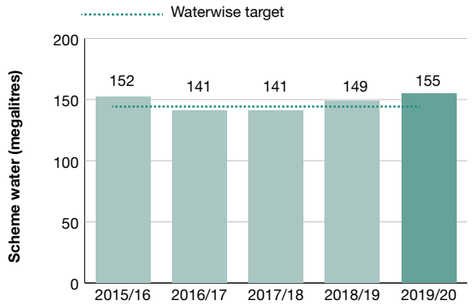


Source: City's central irrigation management system 2020

City scheme water consumption

Perth's scheme water, provided by the Water Corporation, is sourced from desalinisation (48 per cent), groundwater abstraction (40 per cent), surface water from dams (10 per cent) and groundwater replenishment (two per cent). In 2019/20, the City consumed 155 megalitres of scheme water, equivalent to three per cent of the City's total water consumption. Unfortunately, this exceeds our Waterwise Councils target of 144 megalitres and is a four per cent increase on last year's consumption. The vast majority of this increase in consumption was attributed to the establishment of a new community hub, Bina Parkland, at the Princess Wallington Reserve in Balga, which is scheme-water supplied. The City is continuing to implement measures to achieve further savings in water consumption, through our Waterwise Councils action plan. The City did not reuse or recycle any scheme water in 2019/20.

Figure 38: City scheme water consumption

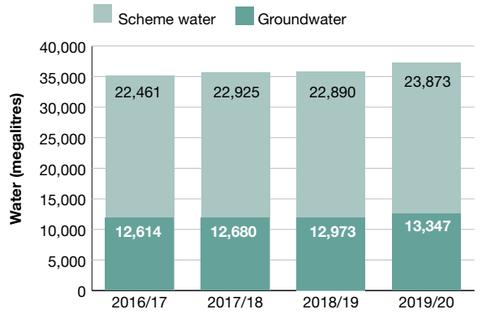


Source: Azility 2020, Water Corporation 2020 (Due to the timing of the annual report, in some cases two months of water data have been estimated). This is a change from how the City previously reported scheme water consumption.

Community water consumption

In 2019/20, the City of Stirling's community consumed 37,220 megalitres of water which was a four per cent increase when compared to last year. Approximately 64 per cent of consumption was scheme water (23,873 megalitres) which equates to 296 litres per person per day. Of scheme water supplied to the Perth metropolitan region, our community consumption represents approximately 9.5 per cent (yearly since 2017). Approximately 36 per cent of total community water consumption was directly from groundwater bores abstracted from the superficial Gnangara Mound aquifer (13,347 megalitres). Of this community groundwater use, 71 per cent was used for residential garden bores and 29 per cent was used by licensed self-supply users (which includes sports clubs, schools, commercial gardens, and excludes Council).

Figure 39: Community water consumption



Source: Water Corporation 2020, Department of Water and Environmental Regulation 2020 (Only four years of data available).

Adaptive water infrastructure

Promoting adaptive infrastructure is another key goal of a Water Sensitive City. As outlined by the CRCWSC, this includes: multi-functional infrastructure, integration and intelligent control, and robustness and adequate maintenance. The City continued its track record of successful and innovative projects this year.

The City's irrigation upgrade at Hamersley Golf Course was completed in October 2019, enabling more targeted, adaptive and efficient watering. Golf course irrigation involves targeting five different areas (greens, tees, fairways, surrounds and passive areas) which all require various water volumes. The new system allows more accurate and efficient water delivery, recording of water usage and easy adjustment. Sprinklers can now be turned on individually (manually or remotely) rather than in groups, which minimises wasted water while targeting or testing a specific area.

Soil moisture sensors, a weather station and a rain cut-off switch have also been installed to allow watering schedules to be altered in real time, which reduces unnecessary watering. A wetting agent is also employed via direct injection into the irrigation lines, which aids water penetration through the surface (eliminating run off and minimising evaporation). These irrigation upgrades allow the operator enhanced control and the ability to be more efficient with the application of water for irrigation.



The City has carried out a number of engineering projects in the last year that align with water-sensitive urban design principles. These projects consist of underground detention basins with infiltration at points along the drainage system. These take up the flows that the existing piped drainage can't handle during a peak rainfall event and will then flow back out once capacity in the pipes is restored. Water quality is also considered in the design, with at least the first 15 millimetres of flow being retained as it contains and mobilises nutrients/pollutants.

Examples of water projects include:

- Underground tanks (with 300 millimetre retention in the base) at Central Avenue Mount Lawley
- Underground tanks with infiltration in Carine Open Space (including a baffle to reduce the amount of floating solids which reach the lake)
- Underground tanks (with 400 millimetre retention in the base) at Swan Street Yokine which can infiltrate 100 per cent of flows during average rainfall events
- Improvements to underground tanks and retention/infiltration capabilities at Bader Way Stirling
- Inline underground tanks with retention at Eton St Joondanna.

Water quality

The City's natural areas unit continued to protect wetland water quality through bioremediation. The ongoing water quality monitoring program detected rubbish, fertiliser, sediments and street run-off contaminants (like oil) at Star Swamp and so a bio-filter was installed to minimise the entry of pollutants into the wetland. Significant numbers of pest fish species (koi and carp) were removed from Roselea and Princeton Estate wetlands due to their detrimental effect on water quality through disruption of the silt bed and contribution to algae blooms.

Supporting the community

Almost 15,000 native plants were provided to 731 homes through the City's annual plant giveaway. In partnership with the Water Corporation, this program assists with the creation of Waterwise native verges and gardens. Due to COVID-19 restrictions, the usual one-day event was cancelled, and 15,000 plants were instead delivered to residents' homes with the help of redeployed employees.

Watering grass uses vast quantities of water and the City once again offered rebates of up to $500 to residents willing to remove their lawn and replace it with native plants. The program encouraged 38 residents to take up the offer, replacing more than 3,280 square metres of grass, and they are now enjoying reduced water bills and a wildlife-attracting garden. In 2020, the total area converted to native gardens in this program was 35 per cent greater than in the previous year.



Energy and emissions

The energy that powers the City's operations and services comes from both non-renewable supplies (such as coal-fired electricity, gas and fuel) and renewable sources (such as solar-powered electricity, geothermal heat and solar thermal heat). Non-renewable energy supplies produce greenhouse gas emissions and the City voluntarily reports both its energy consumption and greenhouse gas emissions calculations.

The City uses the relevant National Greenhouse Factors, provided by the Department of Industry, Science, Energy and Resources, for all energy and emissions calculations.

Sustainable Energy Action Plan (Corporate) 2020 – 2030

In 2020, the City developed a draft Sustainable Energy Action Plan (Corporate) 2020 – 2030 with a goal to set targets and a clear direction to reduce carbon emissions and increase renewable energy use. The plan also aims to responsibly contribute to global efforts to limit the impacts of climate change in line with the Paris Agreement. In this plan, the City has proposed a corporate target to source 100 per cent of total electricity demand from renewable energy by 2030. The City has also proposed a target to reduce corporate carbon emissions by 70 per cent by 2030. The City undertook community consultation for this plan in mid-2020 and is revising the plan based on feedback provided. The City will present the final plan to Council for endorsement early in the next financial year.

Energy demand

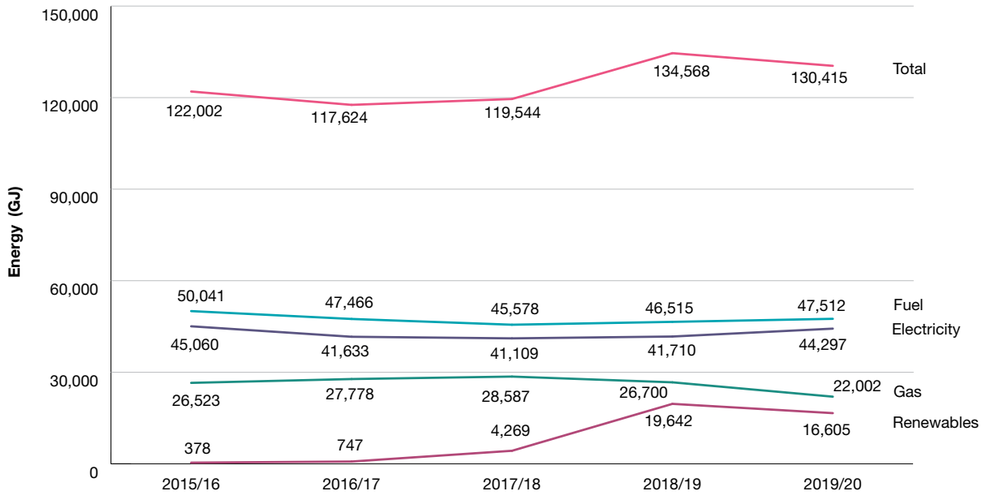
The composition of total energy demand is as follows: fuel (36 per cent), electricity (34 per cent), gas (17 per cent) and renewable energy (13 per cent).

When energy demand in 2019/20 is compared to the previous year, total energy has decreased by three per cent, electricity has increased by six per cent, gas has decreased by 18 per cent and fuel has increased by two per cent. The gas demand decrease and electricity increase appears to have come as a result of COVID-19 restrictions including shutdowns of the City's aquatic centres and increased usage of office space, including by tenants, to enable social distancing to occur.

When energy demand is viewed over a five-year period, total energy has increased by seven per cent, electricity has decreased by two per cent, gas has decreased by 17 per cent and operational fuel has decreased by five per cent.

The overall increase in energy demand is a result of the City's new Stirling Leisure Centres – Scarborough Beach Pool. The energy demand reductions are primarily the result of energy efficiency improvements, renewable energy installations, and actions taken across the fleet to reduce emissions. The overall reductions in gas consumption are a result of the City's aquatic centres closing down during COVID-19 restrictions.

Figure 40: *Energy demand trends*



Source: Azility 2020 (includes some estimated data for Q4)

Energy efficiency in buildings

The City continues to improve building energy efficiency through LED lighting installations, upgrades to air-conditioning controllers and improved control strategies. The City upgraded heating, ventilation and cooling (HVAC) systems at Stirling Community Centres – Kevin Smith – Mirrabooka, the Operations Centre and at Stirling Community Centres – Balga with high-efficiency models. In addition to this, the City conducted tuning and optimisation tasks for the systems. The HVAC optimisation project is expected to cut the City`s annual electricity costs by $103,000 and to reduce the City`s greenhouse gas emissions by 77 tonnes of carbon dioxide equivalent (tCO_2-e).

A total of 210 new efficient LED lights were installed in the Hamersley complex, more than halving the energy used by these lights. They are expected to provide ongoing energy savings to the City of around $11,000 each year and reduce annual greenhouse gas emissions by 46 tCO_2-e.

Energy demand in the supply chain

Aside from monitoring operational energy demand, the City is also continuing to identify energy demand within its supply chain and is now requiring larger contractors to report on their energy consumption as part of procurement processes.

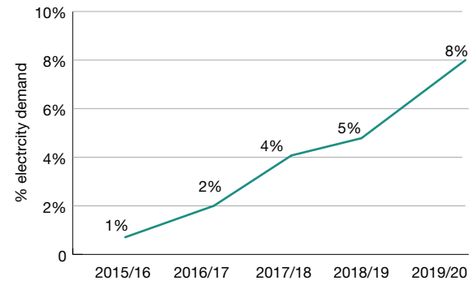
For the last few years, the City has tracked the fuel consumption of waste trucks contracted to pick up selected bins in the City's three-bin system and transport waste. The City has calculated that this contract required 14,409 gigajoules of energy in 2019/20. If the current contractors reported in our supply chain are included, this would be equivalent to eight per cent of the City's total energy demand.

In relation to Western Power streetlights, Western Power owns around 20,000, or 98 per cent, of streetlights city-wide. The City has a contract to pay for the energy used in residential streetlights. Western Power's streetlights are not considered to be operational assets for the City as Western Power manages the run-time, installations, maintenance and replacement of their streetlights. The tariff Western Power charges the City is not based solely on energy consumed in either kilowatt hours or run-time, but instead includes supply, maintenance and replacement costs. While the City has limited ability to influence energy demand for streetlights, it is reporting the estimated energy demand of 42,834 gigajoules for 2019/20. If the current contractors reported in our supply chain are included, this would be equivalent to 23 per cent of the City's total energy demand. The City will continue to identify other energy demands in the supply chain and will report them when available.

Solar energy

The City installed two new solar photovoltaic (PV) systems on its buildings in 2019/20 – at Balcatta Men's Shed and Stirling Foods. In addition to this, a 200 kilowatt system at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood was energised early in the financial year. These installations have increased the City's solar energy capacity to 740 kilowatts peak, which increased by 53 per cent compared to the previous year. In total, the City now has 12 systems connected. As noted in the chart below, as of the 2019/20 financial year, the City's solar PV systems provided eight per cent of the City's total electricity demand (three per cent of total energy demand). Solar PV systems also saved the City approximately $219,903 in energy costs and reduced its greenhouse gas emissions by 734 tCO_2-e.

Figure 41: *Solar energy*



Source: City's solar PV monitoring systems 2020

Geothermal heating

The City has installed and run the geothermal heating system at Stirling Leisure Centres – Scarborough Beach Pool since 2018. The geothermal heating system is pumping water from the aquifer using the aquifer's natural heat to maintain the pool's temperature. The City measured actual energy saving from the geothermal system for one year and can confirm that we reduced annual energy costs by $199,000 and reduced annual greenhouse gas emissions by 868 tCO_2-e when compared with a reference aquatic centre's heating using natural gas. Renewable geothermal heating now supplies 10 per cent of the City's total energy demand.

Greenhouse gas emissions

The City reports on its greenhouse gas emissions from both its operations and within part of its supply chain. As noted above, the City reports all three scopes of emissions:

Scope one:
Direct emissions produced by burning energy supplies such as fuel and gas.

Scope two:
Indirect emissions that occur as power stations offsite emit greenhouse gases when they generate electricity.

Scope three:
Indirect lifecycle emissions attributable to the extraction, production and transport of fuels. They also include the indirect emissions attributable to the electricity lost in delivery via the transmission and distribution network.

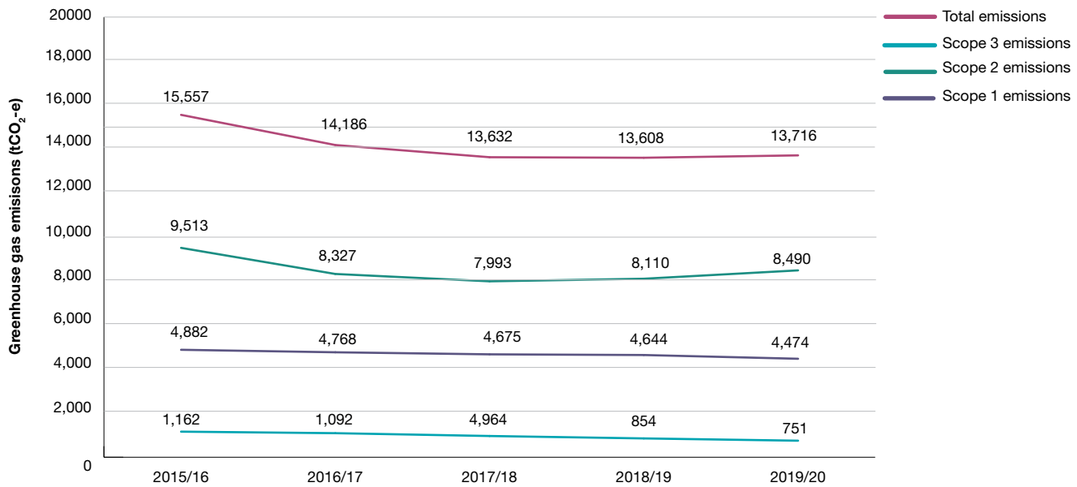
Operational emissions

In 2019/20, the City calculated a total of 13,716 tonnes of operational greenhouse gas emissions. This represents a 12 per cent reduction over five years and a one per cent increase when compared to the previous year. The largest emissions source is electricity (scope two emissions 8,490 tCO_2-e) from buildings and reserves, which accounts for almost two-thirds (62 per cent) of the City's total operational emissions. Emissions trends from electricity have shown an 11 per cent reduction over five years but have recently shown an upward trend, increasing by five per cent when compared to the previous year.

The next largest emissions source is fleet vehicles and natural gas (scope one emissions 4,474 tCO_2-e), accounting for one-third of the City's total operational emissions. Scope one emissions have shown an eight per cent reduction over five years and a four per cent reduction when compared to the previous year. These reductions are the result of actions taken across the fleet to reduce emissions and the reductions in gas consumption of the City's aquatic centres during COVID-19 restrictions.

Lifecycle emissions (scope three 751 tCO_2-e) are five per cent of the City's total operational emissions and they have reduced by 35 per cent over the last five years and 12 per cent when compared to the previous year. This is mainly the result of the gradual decarbonisation of the electricity grid and other efficiency improvements for lifecycle emissions.

Figure 42: Operational greenhouse gas emissions



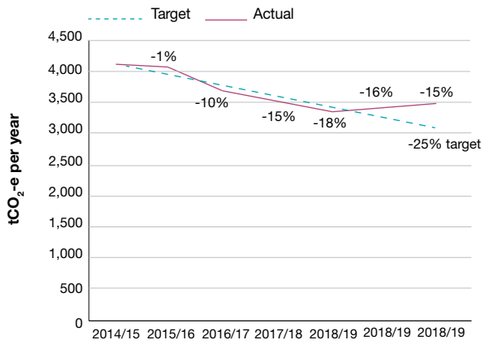
Source: City's Utility Data 2020, Azility 2020, City's fleet and fuel data 2020

Fleet Emissions Reduction Action Plan

The City has an endorsed Fleet Emissions Reduction Action Plan 2015 – 2020, which has a goal to reduce the City's operational greenhouse gas emissions from its fleet by 25 per cent by 2020 (based on a 2013/14 baseline). The City has been working to optimise its passenger fleet through procurement of hybrid vehicles. The City has been on-track to achieve this target, but over the last two years has seen an upward trend (a three per cent increase) in emissions from vehicles. This is mainly due to increased emissions from waste trucks, heavy trucks and utility vehicles. Fleet emissions have reduced by 15 per cent as of 2019/20.

This means the City will not achieve its fleet emissions reduction goal and will need to review its future strategy to give more focus to reducing the kilometres that vehicles travel, purchasing more hybrid vehicles, and purchasing net-zero emissions electric vehicles that are powered with renewable energy. For example, diesel waste trucks represent 36 per cent of the City's total fleet emissions, and net zero electric waste trucks could significantly reduce our fleet's emissions. Electric waste trucks are emerging in the market, and the City is monitoring the latest offerings.

Figure 43: Fleet emissions reductions



Source: City's fleet and fuel data 2020

Emissions in the supply chain

In addition to monitoring operational emissions, the City is continuing to identify emissions in its supply chain. In 2019/20, the City has calculated that emissions from waste trucks contracted to pick up selected bins in the City's three-bin system and transport waste produced 1,071 tCO_2-e. If the current contractors reported in our supply chain are included, this would be equivalent to five per cent of the City's total emissions.

As previously mentioned, Western Power owns 98 per cent of streetlights citywide and the City has no operational control of these streetlights. While the City has limited ability to influence emissions for streetlights, it is reporting the estimated emissions of 8,686 tonnes tCO_2-e for 2019/20. If the current contractors reported in our supply chain are included, this would be equivalent to 39 per cent of the City's total emissions. The City will continue to identify other emissions in the supply chain and will report them when available.

Divesting from fossil fuels

In relation to sustainable investment, the City has in place an Investments Policy which 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. As of the end of June 2020, the City had 45 per cent of its investments in banks that do not finance the fossil fuel industry. This percentage has decreased marginally from 50 percent last year, but is still down from 64 per cent in 2016/17. The City will continue to investigate ways to improve its responsible investment portfolio.

Source: Market Forces – Fossil fuels – where does your bank stand? https://www.marketforces.org.au/info/compare-bank-table/

Supporting the community

Aside from working to reduce corporate emissions, the City also provides support to residents. As part of the Living Green program, the City conducted 118 home sustainability audits. These identify opportunities for residents to reduce energy and water bills through simple actions such as turning up the temperature on air-conditioners in summer and improving soil structure and applying wetting agents to reduce water requirements of gardens. A further 27 residents borrowed the free home energy assessment toolkits (HEAT kits) available to conduct a DIY home sustainability audit. Since April 2020, the kits have been unavailable for loan as they are being updated to increase their usability and accessibility.



Sustainable procurement

The City aims to improve social and environmental outcomes through procurement activities as the City delivers efficient, responsive and sustainable services. Sustainable procurement processes are delivered via an internal management practice and a Procurement Policy, which provides guidance for employees to minimise negative environmental and social impacts from purchasing goods and services.

Since 2018/19, the City has implemented a more rigorous process to assess sustainability risk for upcoming tenders. These tenders are assessed and scored for relevant sustainability considerations to achieve the following outcomes:

Materials: Increase the use of recycled or re-used materials and reduce the use of raw materials

Waste, chemicals and pollution: Reduce the generation of waste, divert waste from landfill, and reduce the use of toxic chemicals and pollution across air, land and water

Energy and carbon emissions: Increase the use of renewable energy, avoid energy consumption, use energy-efficient equipment, reduce carbon emissions, and reduce embodied carbon emissions associated with transport, production and extraction of resources and materials

Water: Reduce water consumption, use water-efficient fixtures and equipment, and conserve water quality

Biodiversity: Reduce impacts to natural and urban biodiversity including plants, animals and trees

Climate change: Consider future adaptation requirements to changes in climate

Social: Improve labour standards, human rights and conditions for workers.

Sustainable procurement education is included as content in the City's sustainability e-learning module, which all relevant employees complete during induction.

Local suppliers

In 2019/20, seven per cent of the City's total procurement spend was with businesses located in Stirling, and 79 per cent was with businesses within Western Australia. To ensure a greater economic impact for the local community, the City is working towards providing a higher priority for using local suppliers in its procurement policy and processes. Local suppliers can be defined as businesses registered in the City; businesses that have premises in any of the City of Stirling's suburbs; or businesses that may not be registered in the City, but that have an economic impact on the City through using local sub-contractors or employing Stirling residents.

Sustainable materials

The City is committed to innovation and exploring emerging technologies to find ways we can continue reducing our environmental footprint. The City has been working to improve its tracking of consumption of materials for projects; increase its use of recycled or re-used materials; and reduce its use of raw materials, single-use items and packaging.

This is mainly achieved through revised practices, undertaking sustainability trials, and improved procurement processes where all tenders must consider sustainability criteria for assessment. Key materials of interest for improvement in the City's operations are its consumption of asphalt, cement, aggregates, paper, plastic and timber.

Paper and plastic

The City has reduced its use of plastic packaging in its canteen by providing recyclable and biodegradable containers. The City also participated in Plastic Free July 2019. In 2019/20, the City purchased 5,762 reams of office paper, a 34 per cent decrease in paper consumption over five years. Of all office paper purchased, 92 per cent was from 100 per cent recycled and carbon-neutral sources. In addition, as of 2020, the City is also using 100 per cent recycled paper for printed promotional materials.

Asphalt and cement

The City consumed approximately 30,000 tonnes of asphalt for road projects and 790 cubic metres of cement for footpath projects in 2019/20. In relation to infrastructure sustainability, the City is taking recycling to a new level by trialling the use of old building materials in the construction of local footpaths and kerbsides. The move follows the City's successful trials in surfacing roads with recycled construction materials. Part of an ongoing commitment to innovation and sustainability, the trials include the use of eco-concrete (100 per cent recycled) and 100 per cent recycled 'cold mix' asphalt pavement for road projects – both made from reclaimed materials.

Among the key benefits of using reclaimed materials are avoiding the mining of raw materials, cutting back on the energy use and carbon emissions that come with manufacturing new products, and diversion of waste from landfill. More of the trials will continue in 2020 and, if successful, the City plans to expand the use of reclaimed materials in the construction of local roads and footpaths. The City was recognised at the Institute of Public Works Engineering Australia (IPWEA Awards of Excellence for its 100 per cent recycled emulsion asphalt project. Refer to page 58 for details.

Looking forward

Redevelopment of the City's Recycling Centre Balcatta (RCB) has been brought forward this year to support investment in local jobs. Over $6 million will be spent on upgrading this facility to ensure best-practice principles can be introduced to improve waste reduction and separation.

The City will also implement its Sustainable Energy Action Plan (Corporate) 2020 – 2030, which aims to establish the City of Stirling as a recognised innovator and leader in the local government sector by reducing carbon emissions and energy consumption.

More than $600,000 will also be invested in coastal erosion management and planning to ensure a sustainable future for the City's 7.5 kilometres of iconic coastline.



Key result area: Natural environment – Sustainable natural environment

Outcome N2: Greener City

Objective N2.1: Create and maintain inviting green spaces and streetscapes

The City maintains many parks and reserves, covering diverse settings such as conservation reserves in bushland, wetlands and coastal environments; sports fields; a public golf course; recreational parks and playgrounds. Other landscapes include streetscapes, a large urban forest and the surrounds of numerous civic properties. With rising population and community expectations, parks and landscapes are under pressure to adapt and respond.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to 'create and maintain inviting green spaces and streetscapes':

- Protect and enhance our wildlife and natural habitats to preserve the City's biodiversity
- Preserve and grow the City's urban tree canopy.

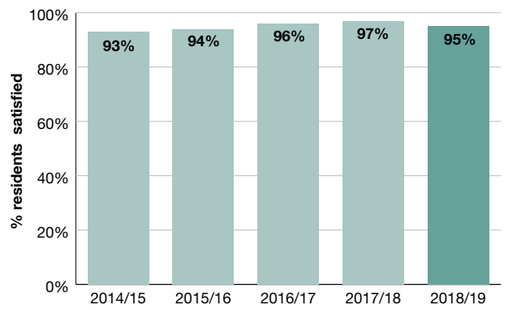
What has happened during 2019/20?

The City provides a number of innovative environmental sustainability programs. For example, our Urban Forest Plan, adopted in July 2019, aims to increase the City's tree canopy cover to 18 per cent by 2040. To achieve this target, the rate of retention of existing mature trees will need to improve, as will efforts to replant trees on City land, state land and private property. Other green initiatives, including the Living Green community program, improved conservation volunteer support and community gardens initiatives, all aim to provide tangible improvements to the environment.

A key focus for the City is the management of local suburban parks as they are the most numerous type of public open space, totalling over 400 reserves across the City. Typically located away from busy arterial roads, local parks often have more potential than is currently realised. To encourage walkable and connected communities, more thought is needed to unlock the attributes of local parks to give back to nearby residents.

While the resident survey was not undertaken in 2019/20, the City is pleased to note that our parks and reserves are valued highly by our community and, as can be seen from Figure 44, enjoy a 95 per cent community satisfaction rating for 2018/19. With results well above 90 per cent for the past five years, the City is very confident that it is meeting the needs of its diverse community through its parks and reserves.

Figure 44: Satisfaction with the City's parks and reserves



Supporting the community

Living Green program

The long-running and popular Living Green community program once again provided a comprehensive range of sustainability support and resources to residents to help them reduce energy, water and waste, and also to increase tree canopy and support biodiversity through native gardens. This year, COVID-19 restrictions resulted in different methods of program delivery to reduce the need for face-to-face contact, including more online learning opportunities and plant and tree delivery services to residents' homes.

The City is on track to increase the number of free trees provided, from 1,500 in 2019 to 2,500 in 2020. The Free Tree program aims to increase canopy cover, shade and cooling on residents' private property. Tree delivery services replaced collection events for part of the season to increase the safety and well-being of residents. For more information on the Free Tree program refer to the case study on page 146.

In addition, more than 555 residents attended or viewed workshops online on topics such as designing your garden for all seasons, gardening for wildlife and creating a native Waterwise garden.

Living Green Schools

The City's Living Green Schools program provided funding, planning support and teacher relief for schools in their efforts to revegetate their bushland areas. This included restoring their food gardens, establishing new bush tucker gardens and building capacity regarding their development and maintenance. North Morley Primary School and Coolbinia Primary School have been actively working to restore their bushland, with the students of Coolbinia writing a book about their local bushland. Four schools have restored their food gardens and two are actively progressing in establishing their bush tucker gardens. In addition, a complete set of lesson plans for kindergarten to year six has been developed to be utilised by schools when planting Waterwise native plants provided by the City in the first quarter of the new financial year.

Community gardens

Interest and participation in community gardens in the City of Stirling has reached an all-time high this year. We currently have five active community gardens: Hamersley Habitat, Joondanna Community Food Garden, Westminster Community Food Garden, Inglewood Mount Lawley Community Garden and Brighton Road Community Bush Garden, the latter on Water Corporation-owned land. These gardens collectively have close to 120 active members and over the year they have held over 45 busy bees and countless gardening days, attracting over 300 attendees.

Some highlights of the year include Hamersley Habitat's annual open day, which attracted 130 people, and Joondanna Community Food Garden's 10-year anniversary celebration. Key milestones for 2019/20 have included the Brighton Road Community Bush Garden partnership with the Water Corporation and the commencement of construction for Inglewood Mount Lawley Community Garden. The rekindling of community interest and participation in the Westminster Community Food Garden has been welcomed and is evidenced by a six-fold increase in memberships. Furthermore, a group of residents have proposed a community food garden in Watermans Bay and community consultation for this proposal was completed in 2019/20.

Community tree planting

The Community Tree Planting program involved 216 volunteers in residential street tree planting events and; 115 school student and scouts assisted in planting trees on school verges and in reserves. This resulted in a total of 331 volunteers contributing 1,236 hours and planting 1,230 street trees.



Natural habitat

The City is responsible for managing 71 bushland reserves, 40 wetland sites and 7.5 kilometres of coastal dunes and beaches. The total area of bushland within the City is 738 hectares, of which 381 hectares are vested and managed by the City, 342 hectares are under state authorities and 15 hectares are under media ownership. The bushland reserves range in size from 0.2 to 100 hectares, of which nine are regionally significant (seven vested in and managed by the City and two under state authority management). Notable examples of significant bushland areas are Star Swamp Bushland Reserve, Trigg Bushland Reserve and Herdsman Lake.

The City's coastline includes some of Perth's best beaches, including Scarborough and Trigg, and the bay beach areas north of Trigg Island such as Mettams Pool, North Beach and Watermans Bay.

Wildlife recovery

Our wildlife recovery projects focus on threatened and endangered wildlife such as black cockatoos and quenda, and also on emerging issues in the decline of other species such as boobook owls. The City's quenda recovery project was implemented 2015, targeting four reserves in a joint effort with the Department of Biodiversity, Conservation and Attractions. Continuing issues in quenda survival and protection of their habitat include bushland damage and pressure from BMX tracks, cubbies, dogs off-lead, and predators like foxes and cats. In this project, the City undertakes annual surveys via cage trapping. Quendas are weighed; measured; checked for age, sex, number of joeys in pouch and diseases; and are micro-chipped to track future progress. Surveys undertaken in 2019/20 showed a 30 per cent increase in population numbers, which is a positive outcome.

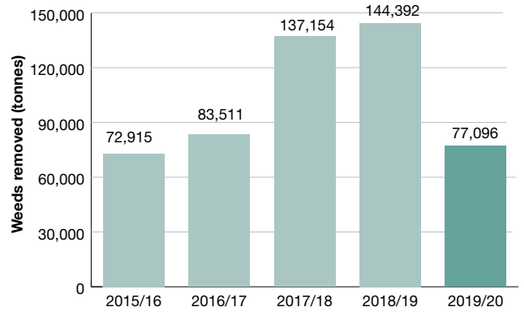


Weed control

Based on the City's Biodiversity Strategy, we have implemented a more strategic approach to control weeds in bushlands, wetlands, and coastal reserves. Highly invasive weeds that suppressed native plant growth and seed germination were targeted including veldt grass, pelargonium, lupin and gazania. Last year, 77,096 tonnes of weeds were removed via hand weeding and mechanical slashing. This number is down from last year due to COVID-19 restrictions, which constrained volunteers from being able to work in groups.

The City also undertook community education with the release of the new weed brochure. This assists residents in identifying garden plants that can escape into natural areas and become invasive weeds.

Figure 45: Hand-pulled and mechanically slashed weeds



Source: City's weed disposal data 2020

Orchid recovery

The City has lost approximately 70 per cent of its native orchids over the past 30 years. The City's natural areas unit has implemented an orchid recovery program since 2017. The City works in partnership with WA Native Orchid Study and Conservation and Curtin University to restore orchids that are locally extinct or near extinction inclusive of *Thelymitra benthamiana* (leopard orchid) and *Thelymitra crinita* (blue lady orchid). Last year saw the successful germination of these orchids in two reserves.

Bushland restoration

The City's natural areas projects have facilitated the restoration of bushlands, wetlands and coastal dunes, and also the natural emergence of native plants such as *Dichopogon callipes* (chocolate lily) and *Geranium solanderi* (native geranium) that had been extinct in several bushland reserves. Projects also focus on the critical restoration of threatened ecological communities (TEC) sites such as tuart forest, banksia woodland, and *Callitris preissii*. Restoration strategies include the eradication of highly invasive grasses and other weeds, re-vegetation, flora surveys, monitoring, protective fencing, community education, and pro-actively liaising with local friends' groups.

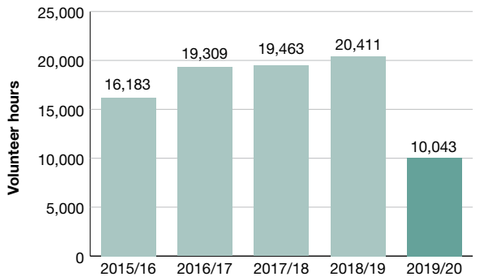
Feral pest control

The City has a proactive annual pest control program targeting foxes, cats, rabbits, koi and carp fish. Last year saw a reduction in all feral pests across the City. Most notably, 158 koi and carp were removed from two key wetlands. Continued challenges include the deliberate dumping of unwanted pets that can become feral, and a lack of consistency in policies and control by other land holders.

Volunteer hours in conservation

The City provides opportunities for community members to participate in activities to protect wildlife and natural habitats across the City. The City's Bushcare and Coastcare groups include Friends of Star Swamp, Friends of Trigg Bushland, Friends of Lake Gwelup, Friends of Dianella Bushlands, Friends of Inglewood Triangle, Stirling Natural Environment Coastcare, Friends of Princess Wallington Bushland, and Friends of Willeton Kestrel. In 2019/20, the local community contributed 10,043 volunteer hours to these eight bush-care and coast-care groups. This number is significantly down from last year due to COVID-19 restrictions, which constrained volunteers from being able to work in groups. Volunteers this year have assisted with site surveys, pre-plant site preparations, planting, post planting care (weeding and watering) and rubbish removal.

Figure 46: Conservation volunteer hours



Source: Conservation volunteer group's volunteer registers 2020

Urban forest

The City's urban forest is made up of all the trees with canopy three metres and above, growing on private land, state government land, and City land. One-third of our urban forest is on residential land and half is on street verges or in parks and reserves. Urban trees provide a number of benefits such as shade and cooling, the removal of air pollutants, food and habitat for wildlife, and amenity for our streets and suburbs. Despite this, our urban forest is declining, mainly due to canopy loss from residential land as a result of private housing developments and a desire for low-maintenance lifestyles. In response to this decline, the City adopted its Urban Forest Plan in July 2019 with the aim to increase tree canopy cover across the City to 18 per cent by 2040.

Monitoring canopy cover

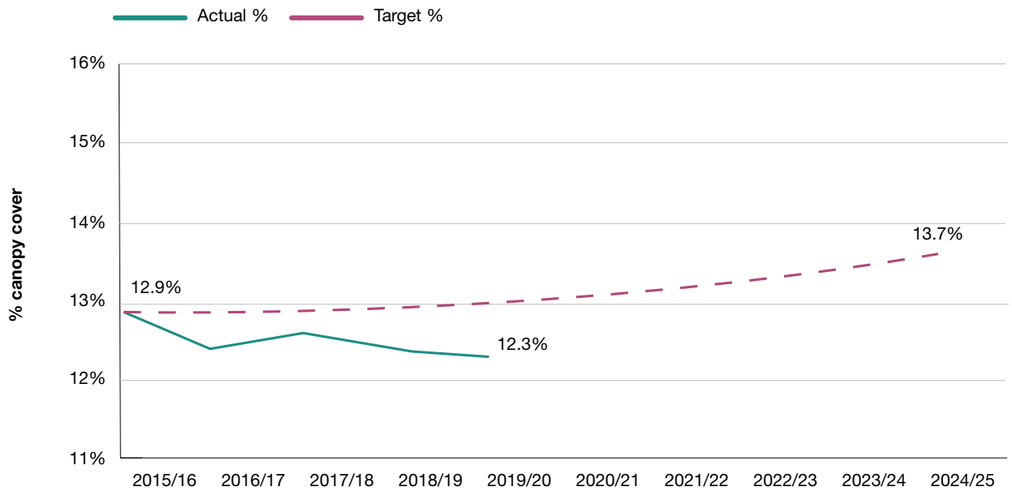
Since 2012, the City has used high-resolution airborne multispectral imagery to measure and track changes in its tree canopy cover. The analysis technique used has a margin of error of +/- one per cent, meaning that small changes in canopy cover percentages cannot be relied upon to show long-term trends. A second analysis technique measuring significant canopy loss and significant gain has a higher degree of accuracy and can be used as an indicator of canopy cover change. Individual significant canopy gain or loss events are only reported when they are 20 square metres or greater in size.

City-wide canopy cover

In order to be on track to reach 18 per cent canopy cover by 2040, the City has calculated that it would need to reach an interim canopy target of 13.7 per cent by 2025, and 15 per cent by 2030. In 2020, canopy cover was 12.3 per cent on average and the chart below shows the City's performance compared to the ideal trajectory to achieve the interim targets. To reach the interim targets and the overall target of 18 per cent by 2040, the City has projected that it would need to reduce significant canopy loss citywide by 50 per cent to just 10 hectares, and enable the planting of 16,000 trees, each and every year.



Figure 47: Tree canopy cover



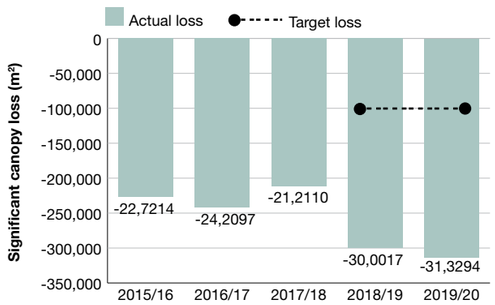
Source: Specterra aerial canopy flyover data 2020, City's canopy projections 2020

Significant tree canopy loss and gain

In 2019/20, the target to reduce significant loss by 50 per cent to just 10 hectares was not achieved. In fact, significant loss actually increased by 50 per cent, meaning that the total canopy lost was three times the 10 hectare 'loss allowance'. Each year that the City loses more canopy than the 10 hectare allowance, it becomes much harder to reach the citywide canopy target of 18 per cent by the due date.

As the chart shows below, significant canopy loss has increased in four of the last five years. In 2019/20, 313,294 square metres or 31.3 hectares of canopy were lost, the largest amount since monitoring began in 2012. This means 2.5 per cent of the canopy which existed in 2018 – 19 no longer exists.

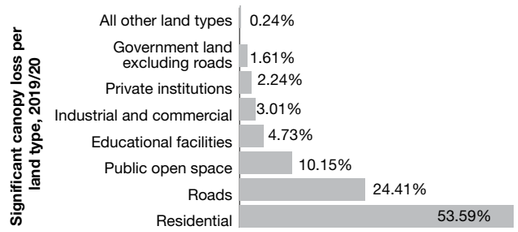
Figure 48: Significant canopy loss



Source: Specterra aerial canopy flyover data 2020

Reasons for the increased loss in 2019/20 included a more than three-fold increase in tree removal on road verges due to Mitchell Freeway widening and other road widening projects, and a 50 per cent increase in tree loss in public open space due to severe storms in early 2020. However, the largest losses occurred once again on residential land (53.6 per cent of total loss). Suburbs which lost more than five per cent of their 2019 residential canopy were Glendalough (22 per cent), Westminster (7.1 per cent), Mirrabooka (6.2 per cent), Tuart Hill (5.7 per cent), Nollamara (5.6 per cent) and Innaloo (5.3 per cent).

Figure 49: Significant loss per land type



Source: Specterra aerial canopy flyover data 2020

Significant canopy gain

In 2020, significant canopy gain was also measured. Canopy gain is measured only every four years due to the slow rate of tree growth, and to ensure that gains detected are accurate. In the four-year period between 2016 and 2020, significant canopy gains of 32.5 hectares were achieved as a result of existing trees growing larger and new trees being planted by both the City and the community. While these gains are welcomed, in the same time period, total significant loss was 106.7 hectares, meaning a net change of minus 74.2 hectares. Between 2016 and 2020, for every unit of tree canopy gained across the City, 3.5 units were lost.

Tree planting

Modelling shows that for the City to reach our 18 per cent canopy target by 2040, 16,000 new trees must be planted each and every year: 10,000 trees in parks and on verges, and 6,000 trees on private land. In the 2019/20, 9,040 City trees were planted in parks and on street verges, meaning the target for City tree planting was not achieved this year. This was mainly due to the increased officer time required to answer tree-related enquiries and queries.

The City also did not achieve the target for planting on private land (3,400 trees planted). The City provided 2,500 free trees for residents to plant in their gardens and outdoor spaces, an increase on the previous year's figure of 1,500, and another 900 trees were planted as a result of residential development requirements via the City's Trees and Development Policy LPP 6.11.

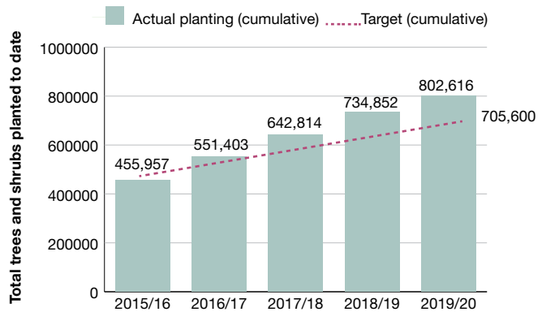
Table 12: Tree Planting

	Street trees	Reserve trees	Private land
Target	5,000	5,000	6,000
Actual	4,570	4,470	3,400

Million trees and shrubs

The City aims to plant one million trees and shrubs over a 17-year period to 2025. This year, the City has changed its annual reporting of trees and shrub planting to show cumulative progress against the target. Since the inception of the initiative 12 years ago, the City has planted 802,616 trees and shrubs to date. In the 2019/20 planting season, the City planted 9,040 trees and 58,724 shrubs, meaning that the City is on track to meet its target. With a focus on planting trees, there have been more than 61,000 trees planted over the past six years, of which 31,000 have been street trees.

Figure 50: Million trees



Source: City's planting records 2020

Looking forward

Preserving and growing the City's urban tree canopy is a major focus in 2020/21. The City's Million Trees Initiative sets out to continue planting within the City's parks, reserves, natural areas and streetscapes. We will engage with our residents to raise awareness, increase knowledge and encourage participation as part of this project. The community will also be encouraged to work alongside the City as part of our Urban Forest Implementation Plan, helping to increase tree retention and conducting tree planting to maximise the urban forest canopy.





Case study

Helping our residents stay cool and grow our urban forest

The City's Free Tree program is now in its fourth year and aims to provide free trees to shade and cool residents' gardens. The program was launched in 2016/17 after annual canopy mapping showed an average loss of 200,000 square metres of tree canopy each year, which is the equivalent of 10 average sized football fields. Data also showed two-thirds of this loss was happening one tree at a time on residential land, mostly due to development.

Aiming to empower residents to replant some of the canopy being lost, while also raising awareness about preserving the canopy we have, the program has increased the number of trees given away each year. This year, equipped with a fresh focus and marketing approach, the program has received record community interest and is on track to increase the number of trees provided to 2,500.

A key focus in 2019/20 was on increasing opportunities for residents to participate. To achieve this, smaller tree species were offered to increase suitability for residents living in higher-density areas. A comprehensive tree selection guide was also developed to assist residents in choosing the right tree for their space. As a result of these efforts, more than half of participants were new to the program and more than two-thirds of participants engaged with the tree selection guide provided.

A fresh marketing approach also included a series of short animations designed to encourage residents to think differently about trees. Key messages highlighted the collective impact of residential tree loss, the length of time trees take to grow and the power of planting trees to help fight against climate change. Promotional materials were also translated into alternative languages to increase accessibility for our residents.

This year also required agile thinking and replanning as community tree collection events could not be held for part of the season due to COVID-19 restrictions. Instead, redeployed employees affected by City facility closures delivered trees directly to residents' homes, creating positive outcomes for both our community and City employees.

Community feedback for the program has been overwhelmingly positive and continues to grow each year. As well as building on the success of the program, the City is committed to finding new ways to empower the community to create cooler, greener neighbourhoods into the future.



Key result area: Governance

Vision: Making it happen

Under the *Local Government Act 1995*, local governments have the general power to provide for the good governance of the people in their district. This means that local governments can make decisions for the good governance of their districts if the Act or any other written law does not prevent them from doing so. In exercising this general power, a local government can make local laws and provide services and facilities.

The City of Stirling has many complex responsibilities and is required to comply with a myriad of legislative and regulatory provisions. To help support good governance, the City has a Governance Framework that provides a foundation for the way in which the council leads the City, affirms good governance principles for Council and the City, and influences interactions with community members and other stakeholders.

Based on feedback from its community and the City's ongoing commitment to its core values, the leadership team has undertaken additional initiatives to provide good governance and build partnerships with government and non-government agencies to benefit the community. We will work to strengthen our customer service, and ensure that the City continues to be a sustainable organisation by optimising the use of City's resources and building organisational capacity and capability.

To allow the City to focus specifically on its community's areas of interest, the overarching vision of 'making it happen' has been separated into four outcome areas, as follows:

Outcome G1: Good governance

Outcome G2: Partner of choice

Outcome G3: Customer-focussed organisation

Outcome G4: Sustainable organisation

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

Service performance

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

Key	
On track	✓
Below expectation	✸
Not assessed	⊙

Services	Customer service	Financial	Human resources	Quality
Advisory and technology services	⊙	✓	✓	✓
Corporate compliance	✓	✓	✓	✓
Customer service	✓	✓	✓	✓
Executive services	⊙	✸	✓	✓
Financial accounting	✓	✓	✓	✓
Financial planning	✓	✓	✓	✓
Fleet services	✓	✓	✓	✓
Governance and Council support	✓	✓	✓	✓
Human resource culture and innovation	✓	✓	✓	✓
Human resource operations	✓	✓	✓	✓
Human resource services	✓	✓	✓	✓
Marketing and communications	✓	✓	✓	✓
Occupational safety and health	✓	✓	✓	✓
Projects and solutions	⊙	✓	✓	✓
Purchasing, procurement and contracts	✓	✓	✓	✓
Rates and receivables	✓	✓	✓	✓
Strategic and business planning	⊙	✸	✓	✓

Total net key result area cost: Governance

	Budgeted 2019/20	Actual 2019/20
Total net key result area cost	$19,714,672	$16,779,489

Total net key result area cost consists of directly attributed revenue and operating expenses offset by corporate overheads.



Strategic project performance

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

Live streaming of council meetings	Complete
To implement technology to enable live streaming of council meetings on the City’s website (subject to Council approval)	
Progress in 2019/20	Technology for live streaming has been acquired, installed and tested
Plans for 2020/21	Project complete

Relationship Management System (RMS) implementation	On track
To implement a new RMS technology to improve customer service within the City of Stirling	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Implementation of contract management system	Complete
To implement a contract lifecycle management system in the City, which will be a single centralised source for managing all contracts throughout their lifecycle	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Project complete

Culture development program	On track
Implementation of initiatives to improve the City’s workplace culture	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Implement the City’s Workforce Plan	On track
Deliver the initiatives outlined in the City’s Workforce Plan 2018 – 2022	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Continue with planned deliverables as outlined in the 2020 – 2024 Corporate Business Plan

Service improvement planning	On track
Review of service levels, key performance indicators and identification of improvements to increase efficiency and effectiveness	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Embedded into usual business

Electronic invoice workflow implementation	Behind schedule
To revolutionise the way the City manages its processes associated with invoice and other paper documents	
Progress in 2019/20	Project delayed due to changed priorities and focus for the project team
Plans for 2020/21	Project to be completed as part of program of work

CIS project management office redesign	Behind schedule
To improve the City’s IT project management capabilities through implementing recommendations from the ‘Re-imagining the PMO’ review	
Progress in 2019/20	All stage one deliverables have been delivered or substantially progressed with the expected date for project completion of 30 July 2020
Plans for 2020/21	Project completion

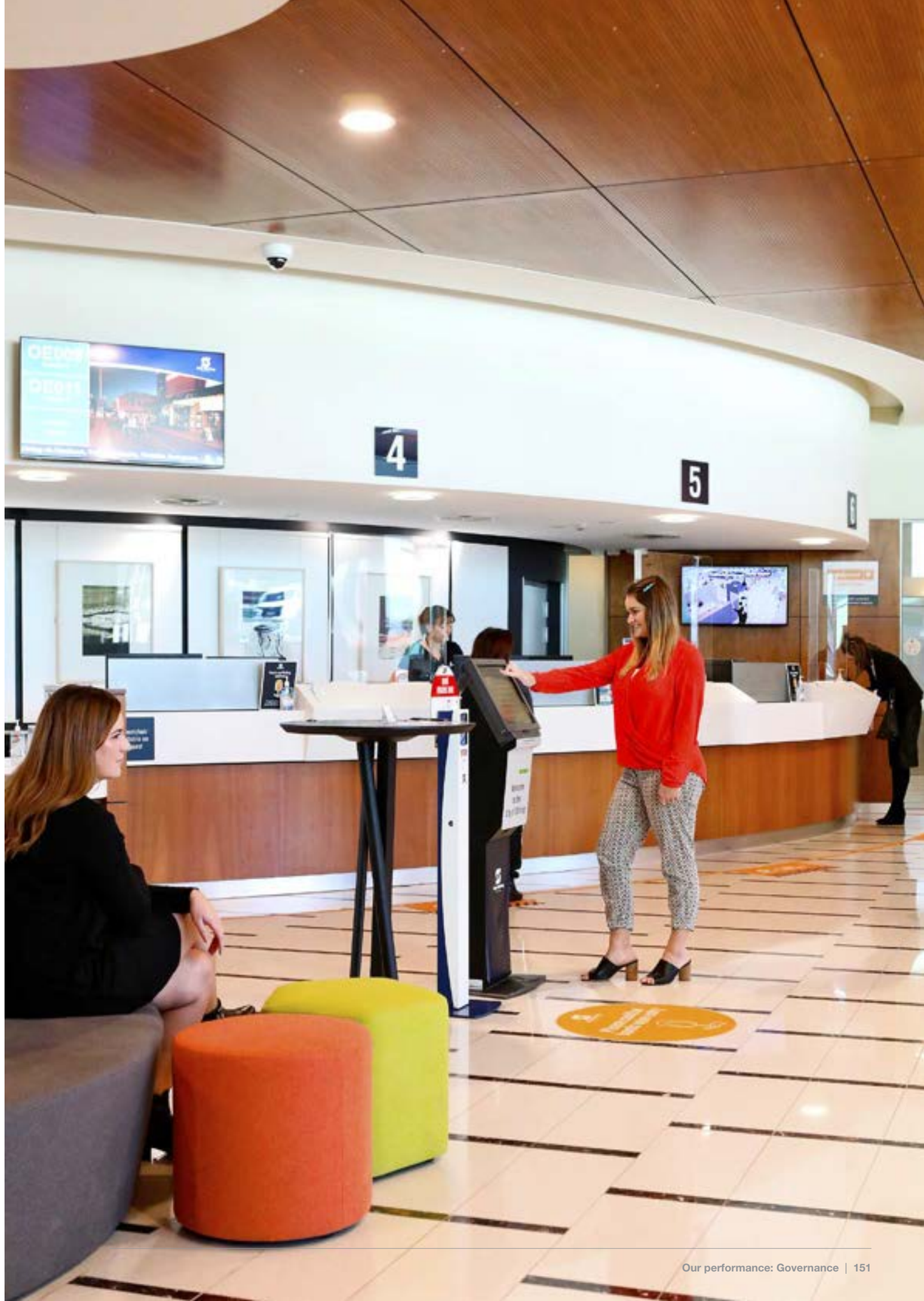
Sharepoint development	Behind schedule
To redesign and upgrade the City's intranet site	
Progress in 2019/20	Completed all releases apart from data tool installation with expected completion in July 2020
Plans for 2020/21	Project completion

Improve service desk applications	Complete
Incremental upgrades to improve service efficiency	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Project complete

Out centres network and connectivity upgrade	Complete
Replacing ageing communications equipment with updated equipment that allows for improved resilience and flexibility when provisioning communication links	
Progress in 2019/20	The project progressed according to schedule and achieved anticipated milestones
Plans for 2020/21	Project complete

Rates system development	Behind schedule
To improve the property and rating system usage	
Progress in 2019/20	System improvements were delayed due to impact of COVID-19
Plans for 2020/21	Project to be completed as part of program of work

Security monitoring and event management for the City's ICT environment	Behind schedule
To deploy a security information and event management (SIEM) system to monitor the City's internet and communication technology environment	
Progress in 2019/20	Majority of milestones completed and order for preferred solution placed, awaiting delivery Expected completion in July 2020
Plans for 2020/21	Project completion



Key result area: Governance – Making it happen

Outcome G1: Good governance

Objective G1.1: Provide accountable and ethical governance

As a local government, the City has an important role to play in contributing to the quality of life of its residents and to make decisions in the best interests of the community. The practice of good governance within Council and throughout the City of Stirling will be in line with a principled approach that emphasises clarity of goals, ownership of processes, opportunity to participate, goodwill, recognition of key roles and relationships and accountability.

The City of Stirling operates within a system of democracy where elected representatives make decisions on behalf of the community and which subsequently places a high degree of emphasis on ethical behaviour in this decision making. The challenge for the City and Council is to ensure that the different and sometimes competing interests of the community are recognised and considered.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'provide accountable and ethical governance':

- Comply with legislation and standards to ensure consistent, transparent and ethical governance.

What has happened during 2019/20?

The City's general approach to corporate governance has been provided on pages 65 – 67. To support the approach, across 2019/20, the City has undertaken a number of activities as outlined within this section. Before providing more detailed commentary, a summary of key actions is listed below:

- Conducted 18 ordinary Council meetings, three special Council meetings and 22 committee meetings, attended by 684 members of public
- Introduced live streaming of Council meetings
- Introduced remote attendance of Council meetings and safety plans in response to COVID-19 restrictions
- Ensured 100 per cent of its council and committee agendas were available to the public 72 hours prior to the meeting
- Ensured 100 per cent of its council and committee minutes were available on the City's website within five working days
- Achieved 100 per cent adherence to the State Records Commission Standard 2
- Responded to 53 Freedom of Information requests
- Achieved several key priorities of the 2019/21 Risk Management Plan
- Registered 32 primary and 187 annual returns to support accountability
- Delivered information management training and service provision to 314 employees
- Naturalised 1,667 new Australians at citizenship ceremonies (seven planned ceremonies were cancelled due to COVID-19 restrictions that would have seen close to a further 1,000 new Australians naturalised).

The City undertook a review of its policies to ensure compliance with state government COVID-19 restrictions. Council endorsed the proposed amendments to each policy and resolved to update the City's policies as circumstances changed or as Council determined. Council also resolved that the policies revert to their original format at the conclusion of both the State of Emergency or Public Health Emergency, or as determined by the Chief Executive Officer or Council due to the relaxation of COVID-19 restrictions.

Compliance audit return

The compliance audit return is an annual measure with results obtained through the annual audit of statutory compliance 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 compliance audit return must be reviewed by the Audit Committee and the results submitted to Council prior to submission to the Department of Local Government, Sport and Cultural Industries by 31 March each year.

The completed compliance audit return for the period 1 January 2019 – 31 December 2019 was presented to the Audit Committee on 18 February 2020 and adopted by Council on 25 February 2020.

There was one area of non-compliance of a minor nature.

Disclosure of Interest – Item 7

'Was an annual return lodged by all designated employees by 31 August 2019?'

One employee did not complete their annual return by 31 August 2019. As required, the City notified the Corruption and Crime Commission and the Department of Local Government, Sport and Cultural Industries of this return lodged after the due date.

It was mutually agreed that the employee undertake the City's online procurement training module as a refresher and include meeting compliance requirements as a key performance indicator in the next performance review. These initiatives are in place and address the nature of the breach. This response has been accepted by the regulators.

Table 13: Annual compliance return issues

Annual compliance returns	2015/16	2016/17	2017/18	2018/19	2019/20
Number of issues in compliance audit return	0	0	0	1	1

Council, committee and records management statutory compliance

From 1 July 2019 – 30 June 2020, the City has achieved 100 per cent compliance with all statutory requirements relating to Council and committee meetings and the State Records Commission Standard 2. The City implemented the newest version of the endorsed electronic document recordkeeping management system in June 2020, ensuring compliance via integration with several core business systems.

Compliance with laws and regulations

Table 14 below provides the number of fines and monetary sanctions the City has received for non-compliance of laws and regulations. This is a Global Reporting Initiative measure that the City deems material to its operations. The City is pleased to report that it received no fines or monetary sanctions for 2019/20.

Table 14: Compliance with laws and regulations

Compliance with laws and regulations	2015/16	2016/17	2017/18	2018/19	2019/20
Number of significant fines and monetary sanctions for non-compliance with environmental laws and regulations	0	0	0	0	0
Number of significant fines and monetary sanctions for non-compliance with other laws and regulations	1	0	0	0	0

Council meeting remote attendance and live streaming

The announcement of the COVID-19 pandemic prompted the City to implement measures to ensure Council business could safely continue. Committee meetings were temporarily suspended with all items reported directly to Council for debate and resolution. Committee meetings were reinstated following the easing of COVID-19 restrictions in Western Australia.

Amendments to the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996* were introduced to allow for elected members to attend council meetings via video conference or in person.

Three council meetings were successfully held, incorporating attendance both in person and via Zoom, with measures introduced to ensure adherence to social distancing requirements. The City of Stirling was the only Perth metropolitan local government that provided for both methods of attendance at Council meetings during the COVID-19 restrictions. Relevant sections of the City of Stirling Meeting Procedures Local Law 2009 were suspended to allow for a change in meeting structure including:

- Remote and physical attendance
- Alternative voting methods
- Deputations to be made at Council
- Public question time to continue via electronic submission.

In May 2020, Council endorsed a Live Streaming and Recording of Council Meeting Policy to further enable community participation at Council meetings during COVID-19 restrictions. Live streaming will continue for all future ordinary and special Council meetings in accordance with the policy.

Looking forward

Providing accountable and ethical governance is paramount to the City of Stirling and will be embedded in the services provided to our Council and community. 2020/21 will be an election year for half of the council, and candidates are elected using the first-past-the-post voting system. Seven councillor positions will be available for the elections in October 2020.

Key result area: Governance – Making it happen

Outcome G2: Partner of choice

Objective G2.1: Work with and influence others for mutual benefit

Guided by the Strategic Community Plan 2018 – 2028, the City of Stirling has a proactive and strategic approach that strives to successfully lobby for the broader aspirations of its local community. The City does this by building key relationships with political, industry and community representatives to discuss important issues such as new infrastructure, funding for programs or changes to policy or legislation that will benefit our community.

The City of Stirling is the largest local government area by population in Western Australia and is a thriving cosmopolitan, multicultural and economic hub, spanning 30 suburbs and boasting some of Perth's most popular destinations. The City's size and diversity creates a number of challenges and opportunities that cannot be addressed by local government alone. Becoming a partner of choice and working with and influencing others is critical to achieving economic success and sustainable local communities.

In its Strategic Community Plan 2018 – 28 the City identified the following strategy to contribute to the objective 'work with and influence others for mutual benefit':

- Advocate, lobby and partner with stakeholders to benefit the community.

What has happened during 2019/20?

In line with its strategy, the City of Stirling conducted several targeted advocacy and lobbying activities in 2019/20 to progress the priorities in our Strategic Community Plan. Some of the key actions are outlined below:

Working with state and federal government

The City has had great success as a result of lobbying at the state and federal level in recent years and has continued to advocate for the City's key priorities and objectives as set out in the Strategic Community Plan in 2019/20. The City of Stirling actively engages with key ministers, senior executives and other stakeholders to address important issues within our community and to ensure the City's needs are well articulated and front-of-mind for state and federal governments.

During 2019/20, the City of Stirling regularly met with representatives from Main Roads WA, Department of Transport and LandCorp as part of the Stephenson Avenue extension project steering group to progress stage one of the Stirling City Centre project. This project reached a number of milestones as a result, with the signing of a memorandum of understanding between the state government and the City of Stirling to progress the first phase of the Stephenson Avenue extension project on 3 July 2019.

Further information relating to this strategic project can be found on page 122.

Ongoing lobbying

The City of Stirling has an enviable track record of delivering major infrastructure projects on time and on budget. As a local government, the City does not have access to the same level of funding as the state and federal governments. As such, lobbying for financial support for these major projects is critical to ensure they are funded and delivered.

In 2019/20, the City continued to lobby for our number one priority – the Stirling City Centre project. The recent success of the City's lobbying activities has meant that stage one of this project has now commenced. Commitments of $60 million by the state government and $65 million by the federal government will deliver an extension to Stephenson Avenue that will unlock private investment and jobs in Perth's second CBD.

This year, the City's lobbying activities were targeted at stage two of the Stirling City Centre project, which is to pioneer the first direct rail access in Western Australia from the Perth CBD to the beach. This rapid transit solution will connect at the Glendalough Train Station, with stops at strategic locations down Scarborough Beach Road right through to the iconic Scarborough Beach.

Led by the Mayor and Chief Executive Officer, the City worked closely with Mr Vince Connolly MP, Federal Member for Stirling, and Ms Celia Hammond MP, Federal Member for Curtin, to discuss opportunities and progress this project. The City also met with various government representatives at the federal government level to promote this project and lobby for funding, in December 2019 at Parliament House in Canberra. Additionally, the City met with experts such as Professor Peter Newman from Curtin University and a local government consortium group to explore innovative options for this rapid transit solution.

Annual lobbying delegation

Each year, the City's Mayor and Chief Executive Officer travel to Canberra to meet with key federal government representatives at Parliament House to promote the City of Stirling and our community priorities at the national level. These priorities have been researched and planned with local communities over a number of years and require financial support from the federal government to help turn the City's vision into reality.

In December 2019, the Mayor and Chief Executive Officer met with:

- The Hon Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure
- The Hon David Coleman MP, Minister for Immigration, Migrant Services and Multicultural Affairs; Chief of Staff and Senior Policy Advisor
- The Hon Michaelia Cash MP, Minister for Employment, Skills, Small and Family Business
- Senator Dean Smith.

The Mayor and Chief Executive Officer discussed local priorities at these meetings as well as some 'big ticket' items such as funding for the Stirling City Centre project light rail/trackless tram trial, a proposed funding strategy for the Kaleidoscope Initiative and a potential funding of the Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood upgrade.

Advocacy and partnerships

The City of Stirling works positively in partnership within a range of organisations to improve outcomes for our community. Within the sector, the City works together with other local governments to find regional solutions for a range of common issues that our communities face.

The City of Stirling, the City of Joondalup and the City of Wanneroo have formed a Tri-Cities Alliance to adopt a collaborative and strategic approach to engagement with the state and federal governments. These local governments regularly meet to promote and progress regionally agreed economic development and infrastructure priorities that will provide benefits across multiple boundaries. In 2019/20, the focus was to showcase the tourism industry within each local government via a collaborative production of the Sunset Coast Planner.

In 2019/20, the City of Stirling facilitated a collaborative, place enabling workshop with the City of Vincent to enable community and business-led place activation on Beaufort Street and in the Mount Lawley town centre. The workshop focussed on establishing strong custodianship (one place, two councils) as well as exploring future potential partnership models.

Representatives from the City of Stirling, including the Mayor, attended the Select Committee Inquiry into Local Government hearing where the following matters were addressed:

- The regulatory burden imposed by the *Local Government Act 1995* and any opportunities to reduce this
- Resource sharing among local governments
- The capacity of the Department of Local Government, Sport and Cultural Industries to support and advise local governments
- The role of WALGA
- The Local Government Standards Panel and the Local Government Insurance Scheme.

The City continued to work with small business in Stirling to advocate and support this key industry. The Mayor and Chief Executive Officer had regular meetings with Small Business Commissioner/CEO of the Small Business Development Corporation, Mr David Eaton, to discuss local issues and advise on the City's activities to support small business growth.

Looking forward

The City has had great success as a result of our lobbying in recent years and the Mayor and Chief Executive Officer will continue to advocate for the City's key priorities and objectives as set out in the Strategic Community Plan in 2020/21. Proactive lobbying will commence early in the financial year, in advance of the 2021 state government elections. The City's key projects, priorities and opportunities have been identified through an extensive planning process and state members and candidates will be approached in the coming months with the aim of securing funding.



Key result area: Governance – Making it happen

Outcome G3: Customer-focussed organisation

Objective G3.1: Strengthen customer service

Excellence in customer service is of paramount importance to the City and this is being realised with our ongoing customer relationship management project. Our community members are becoming increasingly technologically aware and this in turn is raising their expectations in relation to customer service. The City is investing heavily in its people, processes and systems to ensure it is well positioned to meet the demands of its community going into the future.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to strengthen customer service:

- Provide consistent, responsive and efficient customer service
- Involve, engage and include our community in the decision-making process
- Transform the City's digital environment to increase access to the City.

What has happened during 2019/20?

Customer experience

The City continues to actively improve the customer experience throughout 2019/20 across a number of focus areas.

To improve the experience provided to customers who visit the City's Administration Centre, a capital works project to refurbish the front counter and foyer area was completed. This refurbishment enabled the City to meet the obligations outlined in the 2014 security audit while also providing increased seating capacity and the foundations for increased self-service options for customers who visit the administration building.

Over the course of 2019/20:

- On average, customers waited less than two minutes for their call to be answered when phoning the City's Customer Contact Centre
- Of calls made to the Customer Contact Centre, 88 per cent were answered, with a 12 per cent call hang-up rate
- Of calls made to the Customer Contact Centre, 57 per cent were answered within two minutes
- The customer service front counter team handled 16,926 face-to-face enquiries at the Administration Centre.

Through an independent agency, the City also undertook a mystery shopping campaign to measure employees against a series of predetermined criteria relating to presentation, courtesy and knowledge. Table 15 presents the results for the past five years. Please note that the City's mystery shopping results in 2019/20 only include data until March 2020 due to COVID-19 restrictions.

Table 15: Mystery shopping results

Mystery shopping results	2015/16	2016/17	2017/18	2018/19	2019/20
Presentation	92.3%	96.4%	95.8%	95.1%	93.4%
Customer courtesy	90.7%	92.8%	93.6%	94.6%	93.4%
Knowledge	83.7%	87.8%	89.4%	84.5%	82.9%
Overall result	90.3%	93.1%	93.7%	93.4%	92.1%

Customer Relationship Management System (RMS)

The City is currently undertaking the most significant digital transformation project in its history with the introduction of its customer RMS, which commenced in December 2018. The project aims to transform the City's people, processes and systems to deliver an exceptional customer experience.

Implementation of the system is a significant transformation project for the City, with wide-scale benefits for both customers and the organisation. For the first time, officers are able to consistently understand and respond to customer needs. This involves being able to work out and about within the community while also staying connected to the office and collaborating with people to reach the right decisions. Employees across a variety of services can now easily receive, action and collaborate on a variety of cases within the system, no matter what device they use as part of their role. The benefits of the project are vast, not only from an efficiency and automation point of view, but also in cost savings and dramatic improvements to customer experience.

The scope of the project during the latter part of 2019/20 has been readjusted to both align with the Economic Stimulus Package and to accommodate a significant reduction of the project budget (and therefore the project team) due to the City's response to the COVID-19 pandemic. All planned (re-scoped) deliverables have been reached. There are now 36 processes and 150 sub-processes digitised, with more than 600 employees using the system.

City website

Since the arrival of the new website in 2018, the City has been committed to continually improving on the digital experience for all users. The City has made some key updates in 2019/20 to enhance user experience and allow for easier navigation within the website. These include:

- The development of the 'Your Say' module aimed at engaging residents, visitors, stakeholders and employees on key City projects
- Increased functionality to the events calendar feed
- Improved user interface on City timetables
- Rollout of the 'Public art and art collection' page, allowing for the online display of the City art collection on the main City website
- The digitisation of City forms, migrating from external software
- The creation of the timeline widget to assist users visualise key project dates and events
- The creation of the video widget to neatly display video content embedded from the City's YouTube channel
- Updates to the Mayor and Councillor profile page, inclusive of a 'Submit an enquiry' feature
- The creation of the news feed widget
- The creation of video banners to showcase event highlights and teasers
- The creation of the two-column widget.



Community engagement

In 2019/20 the City of Stirling took significant steps to embed the principles of the Community and Stakeholder Engagement Policy adopted by Council in 2019 throughout the organisation. The City's engagement program throughout 2019/20 allowed the community to have their say on both strategic and capital projects worth almost $130 million across 10 business units. Some of these projects are outlined in the table below.

Table 16: Community engagement on major projects

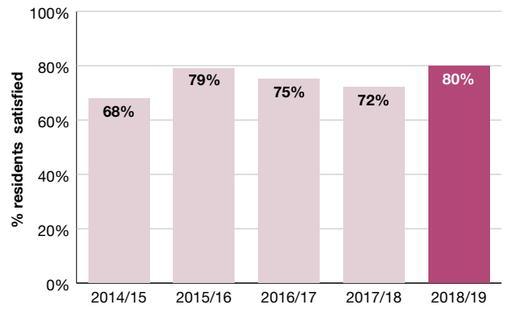
Project	Approximate construction value (total)	Site visits	Survey responses
Hamer Park clubrooms	$1.9 million	1,478	External provider
Stirling Civic Gardens playground	$230,000	1,453	355
Rickman Delawney play space	$533,000	N/A	School engagement only
Stephenson Avenue extension	$125 million ($60M state government, $65M federal government)	4,119	N/A
North Beach toilets	$350,000 (Option C)	1,350	344
Beaufort Street 40 km/h trial	$290,000	628	560
Dianella BMX	$630,000	1,320	181
Westminster Community Food Garden	Strategic	380	29
Better Suburbs	Strategic	1,800	35
Public Health Plan	Strategic	150	12
Economic and Tourism Development Strategy	Strategic	120	129
Walter Road West Local Development Plan	Strategic	1,339	30
Careniup Reserve Master Plan	Strategic	2,566	415
Sustainable Energy Action Plan	Strategic	1,084	80
Beaufort Street Urban Design Study	Strategic	1,482	184

In addition to these projects, 424 development applications were advertised on the City's engagement webpage.

The City transitioned from an external provider to an in-house engagement hub (www.stirling.wa.gov.au/yoursay) in December 2019. By 2020/21, the reporting on engagement projects will be uninterrupted from any migration projects.

Figure 51 shows that in 2018/19, exactly 80 per cent of residents were satisfied with the way in which the City keeps them informed. This represents an eight-percentage-point increase on the 2017/18 result and is reflective of our focus on the way in which we communicate with our community. We will continue our commitment to best-practice in the way in which we inform and engage with our community. Our approaches will evolve in line with technological developments.

***Figure 51:** Satisfaction with the way in which the residents are kept informed*



Looking forward

Implementation of the City's customer RMS is ongoing, with further enhancements to digitally transform and improve customer service. Another four releases will occur in 2020/21, with a number of processes built into the customer RMS that will create efficiency and effectiveness across the organisation.

Key result area: Governance – Making it happen

Outcome G4: Sustainable organisation

Objective G4.2: Optimise use of the City's resources and build organisational capability

The City of Stirling is the largest local government area by population in Western Australia and is a consistently strong performer within the sector. However, we know that the future will bring many opportunities and challenges to test our City and organisation in many ways.

It is vital that the City plans, prioritises, develops its people and manages its organisational performance to ensure that it meets these future challenges whilst making the most of opportunities that arise. We understand that we must take direction from our community and work together to improve our performance. We have worked with our community to refresh our Strategic Community Plan and are working on a number of projects to look at improvements in our service. We will also focus on more meaningful collaboration and teamwork at all levels of the organisation and seek to further improve the organisation's planning, decision making and delivery.

We also take seriously our commitment to our employees, providing more opportunities to develop and grow. The City's Workforce Plan recognises this and aims to develop the knowledge, skills and abilities of our people to ensure they are effective in their positions within the organisation.

Our long-term financial planning is well established. The City is in a strong financial position and is debt free. Our budget process is robust and aligns to the aspirations and priorities set in the City's Strategic Community Plan. This enables the City to continue delivering its high level of services, programs and infrastructure and to keep rate increases low to minimise financial pressure on our community.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective 'optimise use of the City's resources and build organisational capacity and capability':

- Plan for the future, manage resources and measure progress based on the community's vision (Integrated Planning and Reporting Framework)
- Provide responsible financial and asset management to ensure the City's long-term sustainability
- Drive improvement and innovation to build capacity and increase efficiency and effectiveness
- Maintain a highly skilled and effective workforce.

What has happened during 2019/20?

Council adoption of Strategic Community Plan and Corporate Business Plan

The Strategic Community Plan 2018 – 2028 and Corporate Business Plan 2020 – 2024 were approved by Council by an absolute majority on 30 June 2020.

In line with state government requirements, the Strategic Community Plan underwent a minor review in 2019/20. This gave the community and stakeholders an opportunity to provide their feedback on the City's strategic priorities.

In light of the COVID-19 pandemic, further research was also undertaken to understand the changing needs of the community and evaluate the City's future strategic direction, organisational capability and preparedness for the next 10 years.

As a result of this minor review, some changes to key result area titles and wording within the plan have been made to improve understanding and direction. New baseline measures have been developed to align with the revised plan and the City's success and performance in future years will be measured against these.

Performance reporting

The City monitors progress of its Strategic Community Plan and Corporate Business Plan in line with legislative requirements and the City's Performance Evaluation and Reporting Framework. Progress against the City's Strategic Community Plan and Corporate Business Plan is reported annually in the City's Annual Report. Quarterly progress reports are provided to the City's Executive team to monitor service performance and the progress of project milestones.

As part of the service improvement planning project, the City's method of reporting to Council on strategic activities was reviewed to improve the way we report on all services and projects. As a result, elected members are provided with a half-yearly report and a year-end report in addition to the detailed report published in the City's Annual Report.

This cycle of monitoring and reporting meets regulatory requirements, enables the City to assess performance and progress, supports decision making and resource allocation, allows for early intervention, and supports continuous improvement while ensuring greater transparency and accountability.

In addition, Council is provided with regular updates on progress of the City's strategic projects and activities through various channels, including Council workshops, the elected members' Friday Update publication and the Infrastructure directorate's monthly IN-News newsletter, in addition to detailed monthly financial reports.

Continuous improvement

In line with the vision for the City's service improvement planning project, this year the City has focussed on improving services provided to customers – both internal and external. Workshops were held with every business unit in November and December 2019 to outline the process of review to create a better understanding of the role and purpose of each service. Information packs were provided to assist employees to increase efficiency and make better use of resources, increase the capacity to respond to the changing needs of customers, and improve collaboration across the organisation.

Council will continue to see further improvement in reporting in 2020/21, with key performance indicators and targets for 2019/20 being reviewed to ensure that they demonstrate how each service is effectively achieving key objectives.

Workforce Plan – maintaining a highly skilled workforce

As part of the City's Integrated Planning and Reporting Framework, the City is delivering on its Workforce Plan. All 2019/20 project milestones for the plan were delivered during the year. Some of the highlights include:

- The City commenced a City-wide values refresh project with workshops conducted with the elected members and the leadership team.
- All director and business unit manager performance plans have objectives linked to the City's Workforce Plan.
- A culture audit was conducted in February/March 2020 to remeasure the City's culture, with results being compiled to be shared in quarter one, 2020/21.
- The City has reviewed and continues to offer to our ageing workforce initiatives including phased retirement, planning to retire information sessions and flexible working arrangements. The City of Stirling has also entered into a partnership with Curtin University on a national study into the ageing workforce. Interviews and the desktop policy review were completed in the third quarter. A survey is scheduled for quarter two, 2020/21.
- The City reviewed the culture working group members and relaunched the 2020 culture working group in February 2020. Overwhelmingly positive feedback has been received from the culture working group and business units on this initiative.
- The biannual employee engagement Pulse survey was conducted in October 2019. The October 2019 survey was completed by 717 employees and provided excellent insights for the City. The April 2020 survey was postponed to late-2020 due to COVID-19. It was pleasing to see that 80 per cent of respondents strongly agree or agree that they are 'proud to be working at the City' and that 'my job gives me a sense of personal achievement'. In addition, 81 per cent of respondents strongly agree or agree that they have 'been able to maintain a good balance between work and other aspects of my life'. This shows the City is performing in line with our aim to be an 'employer of choice'.
- Enhancements have been made to the City's recruitment management system, BigRedSky, which has demonstrated improvements in matching the experience of applicants to positions. The implementation of an online resourcing request form has also allowed continuous improvements to be made to the City's recruitment process based on feedback received. The City has commenced the implementation of an automated on-boarding module to assist with improving the recruitment experience.
- The City has implemented an improved learning and development system, My Learning and My Development, linked to the City's performance review process. This has the ability to capture and report on skills required and available across the City.
- The City has continued to work to improve data capture and accessibility across key platforms in the organisation, including the core payroll system.
- The City has implemented a small print run of the monthly employee newsletter, Team Brief, to ensure it's available for all employees, particularly those who do not have easy access to email.



Long-Term Financial Plan

The City's Long-Term Financial Plan is an integral component of the Integrated Planning and Reporting Framework. It provides the financial link between the Annual Report, Strategic Community Plan, Corporate Business Plan, Workforce Plan and Asset Management Plans to ensure the City can deliver its strategic objectives over the next 10 years.

To date, the City has maintained sustainable financial performance, targeting a balanced budget as a minimum standard to fund operational and project requirements. The 2019/20 – 2028/29 Long-Term Financial Plan ensures this performance can be maintained over the next 10 years, with a balanced budget and modest rate increases underpinning the forecast estimates. The goal plan is to optimise and balance the City's service delivery, service amenity and financial sustainability to provide the best outcomes for the community.

The City's Long-Term Financial Plan has been reviewed in conjunction with the minor review of the Strategic Community Plan and Corporate Business Plan during 2019/20.

To further demonstrate the City's financial position, a series of financial ratios are outlined below, illustrating the City's position over the past five years. The reporting of these ratios is a statutory requirement. Detailed information relating to the City's financial performance can be found in the Financial Statements section of this report.

Operating surplus ratio

operating revenue minus operating expense

own-source operating revenue

Purpose

This ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

Basic standard between one per cent and 15 per cent (0.01 and 0.15). Advanced standard > 15 per cent (>0.15).

Results

2015/16	2016/17	2017/18	2018/19	2019/20
0.0500	0.0839	0.0339	0.0021	(0.0475)

In adopting the 2019/20 annual budget, Council determined to maintain a low rate increase for all ratepayers, and to use reserve funding to continue to deliver a wide range of services and projects to the community. This resulted in the operating surplus ratio being below the standard used by the Department of Local Government, Sport and Cultural Industries, as reserve funding is not considered when calculating the ratio. Reserves are an important funding source for the City as they assist Council in minimising the impact on ratepayers in any one year where there may be large projects or initiatives. Local governments consciously build reserves for this purpose, and therefore affect the outcome of the ratio, which has its limitations in measuring financial health of organisations.

Current ratio

current assets minus restricted current assets

current liabilities minus liabilities associated with restricted assets

Purpose

This is a modified commercial ratio designed to focus on the liquidity position of a local government that has arisen from past years' transactions.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

The standard is not met if the ratio is lower than 1:1 (less than 100 per cent). The standard is met if the ratio is greater than 1:1 (100 per cent or greater). A ratio less than 1:1 means that a local government does not have sufficient assets that can be quickly converted into cash to meet its immediate cash commitments.

Results

2015/16	2016/17	2017/18	2018/19	2019/20
3.0831	2.1982	2.7364	1.7853	1.6976

The City of Stirling met the standard for local governments for all years measured.

Own-source revenue coverage ratio

own-source operating revenue

operating expense

Purpose

This ratio is a measurement of a local government's ability to cover its costs through its own revenue efforts.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

A basic standard is achieved if the ratio is between 40 per cent and 60 per cent (or 0.4 and 0.6). An intermediate standard is achieved if the ratio is between 60 per cent and 90 per cent (or 0.6 and 0.9). An advanced standard is achieved if the ratio is greater than 90 per cent (or >0.9).

Results

2015/16	2016/17	2017/18	2018/19	2019/20
1.0713	1.0995	1.0419	0.9846	0.9004

The City of Stirling met the standard for local governments for all years measured.

Debt service cover ratio

annual operating surplus before interest and depreciation

principal and interest

Purpose

This ratio is a measure of a local government's ability to repay its debt, including lease payments. The higher the ratio is, the easier it should be for a local government to obtain a loan.

Standards as per WA Department of Local Government, Sport and Cultural Industries:

A basic standard is achieved if the ratio is greater than or equal to two. An advanced standard is achieved if the ratio is greater than five.

Results

2015/16	2016/17	2017/18	2018/19	2019/20
0	0	0	0	0

The City of Stirling has no debt and therefore nil ratio score.

Asset Management Framework

Many of the services the City delivers to its community are reliant on its infrastructure assets and it is imperative that the City manages the full life-cycle of these assets in the most cost-effective manner. As a result, the provision and maintenance of infrastructure assets and associated services is at the heart of the City's long-term commitment to its community.

Infrastructure assets such as roads, stormwater drainage, buildings, parks and pathways present particular challenges as they have long lives and high values. Long-term financial forecasts are significant and require planning for peaks and troughs in expenditure to ensure the City has the available funds to renew and replace such assets. The demand for new and improved services from these existing assets adds to the complexity of planning and financial forecasting.

The creation of new assets also presents challenges in terms of the additional funding required for the ongoing operating and replacement costs necessary to provide the required level of service over the assets' full lifecycle.

The goal of the City's Asset Management Framework is to address these challenges and provide an appropriate level of service for present and future customers through the development of skills, governance, processes, systems and data. This must occur alongside the productive use of resources and the management of assets in the most cost-effective manner.

The City's Asset Management Framework has been prepared under the guidance of the ISO 55000 International Standards for Asset Management, the City's Strategic Community Plan and the Corporate Business Plan. As a result, the framework is well aligned to deliver the City's vision, objectives and strategies in providing cost-effective, transparent, quality and affordable service levels in accordance with community expectations.

The City's Asset Management Policy demonstrates its commitment to aligning asset management with the International Standard ISO 55000. The City's Asset Management Strategy is a 'higher level' enabling document (with a detailed four-year implementation plan) that underpins the Asset Management Policy.

The City has developed transport, drainage, buildings, and parks and open space asset management plans. These outline the asset activities and programs for each service area and resources applied to provide a defined level of service in the most cost-effective manner.

The City's Asset Management Framework is reviewed in conjunction with the Strategic Community Plan and Corporate Business Plan. In summary, the integrated planning mechanism adopted by the City links all its service delivery options to the Strategic Community Plan's vision and objectives and to the Corporate Business Plan.

Looking forward

The City will continue to optimise use of the City's resources and build organisational capacity in 2020/21 with investment of over $1 million in technology projects and upgrades, and additional programs to improve culture and support our valuable workforce.



Case study



The City is getting engaged online

With the increasing diversity of projects being delivered by the City and a rising expectation of the community to be able to get involved, Council adopted the Community and Stakeholder Engagement Policy in 2019. This reaffirmed the City's commitment to its residents to provide them with opportunities to have a say on future projects and initiatives.

To ensure this important policy and its supporting documents became a living, embedded practice, the City's community engagement coordinator developed a suite of e-tools to ensure Council's well-founded engagement philosophy was brought to life.

The first step was to standardise the approach of employees across all areas of the organisation to plan their engagements. The purpose of this was to ensure they could achieve the following outcomes:

- Provide the community with a variety of avenues to receive information about upcoming projects and a range of engagement activities to encourage them to have their say
- Identify the impact each project will have on relevant stakeholders and to adjust the engagement approach accordingly
- Create standardised e-tools to calculate and assess the project's impact to affirm the project officers' intentions around engagement.

This was achieved by developing an online form for project officers to complete. The form asks a number of questions to examine the project context and formulates a tailored engagement plan to meet both Council and community expectations. A truly collaborative effort championed by community engagement coordinator Joshua O'Keefe, the development of the e-tool was project managed by the City's website development officer, Danielle Balshaw, with business analyst work undertaken by Rebekah Taylor. The e-tool was then configured in SharePoint by external contractors under the supervision of the City's corporate information systems team, Roger Damitz and Luana Rodrigues.

This embedded approach delivers the following:

- A collaborative, comprehensive engagement plan based on best practice
- Establishment of both the project and engagement objective
- Qualifies the project to either 'inform' or 'engage'
- Identifies success criteria relevant to the engagement type
- Identifies and captures relevant stakeholders
- Runs a project impact assessment on community, administration and elected members in order to tailor an engagement approach
- Provides recommendations for engagement activities both before and after a decision has been made for all three segments
- Generates a Council report template to explain the engagement approach based on outcomes of the plan
- Generates a marketing request with background information to provide to the marketing, digital and communications teams.

This innovative process has built capacity within the organisation for everyone to become engagement specialists. It allows City employees to take back control of all aspects of their project while still receiving advice and support from the engagement, marketing, digital and communications teams in achieving their engagement outcome.



City of Stirling Financial Statements

For the year ended 30 June 2020

Understanding the financial report and general purpose financial statements

The City's Financial Report and general purpose financial statements are prepared in accordance with the Australian Accounting Standards (as they apply to local governments and not for profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995*, accompanying regulations and amendments.

The Financial Report and general purpose financial statements are accepted by Council at the annual Electors General Meeting.

Financial Statements

The financial statements consist of six financial reports, explanatory notes supporting the reports and endorsement from the Chief Executive Officer and the Auditor General. The six financial reports are:

- Statement of Comprehensive Income by Nature or Type
- Statement of Comprehensive Income by Program
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Rate Setting Statement by Nature or Type

Statement of Comprehensive Income by Nature or Type and Program

The Statement of Comprehensive Income measures the City's performance over the year.

It lists the sources of the City's revenue under various income headings and the expenses incurred in running the City during the year. The expenses relate only to the 'Operations' and do not include the cost associated with the purchase or the building of assets. Expenses do include an item for depreciation which is the value of the assets used up during the year.

Statement of Financial Position

The Statement of Financial Position shows the assets the City owns and what it owes (liabilities) as at 30 June 2020.

The assets and liabilities are separated into Current and Non-Current. Current refers to assets or liabilities that will fall due within the next 12 months (except Long Service Leave refer note 10 within the Notes to the accounts).

Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in value of Total Ratepayers Equity.

The value of equity can only change as a result of:

- The profit or loss from operations described as surplus or deficit in the income statement.
- The use of monies from the City's Reserves.
- A change in the value of non-current assets resulting from a revaluation of these assets.

Statement of Cash Flows

The Statement of Cash Flows summarises the City's cash payments and receipts for the year and the level of cash at the end of the financial year.

Cash in this statement refers to Bank Deposits and investments capable of being quickly converted to cash.

The City's cash arises from, and is used in, two main areas:

- Cash flows from operating activities – summarises all income and expenses relating to City operations, including service delivery and maintenance.
- Cash flows from investing activities – relates to capital works payments recorded as assets in the Statement of Financial Position as well as receipts for the sale of assets.

Rate Setting Statement by Nature or Type and Program

The Rate Setting Statement is a summary of all operating and capital sources of funds and the application of these funds.

The Rate Setting Statement is a critical part of the budget process and establishes the deficit to be made up from rates. The deficit is derived by offsetting all sources of income (except rates) against operating and capital expenditure which is then covered by the raising of rates from the ratepayers of the City.

The Rate Setting Statement is prepared as set out in *The Local Government (Financial Management) Regulations 1996* and the guidelines issued by the Department of Local Government, Sport and Cultural Industries.

Notes to the Statements

The Notes to the Statements are an informative section of the report and enable the reader to understand the basis on which the values shown in the statements are established.

The notes also advise if there has been any change to the Accounting Standards, Policy or Legislation that has impacted on the preparation of the statements.

Within the six Financial Statements, there is a "Note" column to indicate which Note the reader can refer to for additional information. This is particularly useful where there has been a significant change from the previous year's comparative figure.

Statement by Chief Executive Officer

The Annual Financial Report and supporting notes require certification under *The Local Government Act 1995*. The certifications are made by the Chief Executive Officer on behalf of the City as a written undertaking to the Statements being correct and not misleading.

Auditor General Report

Under the *Local Government Amendment (Auditing) Act 2017*, the Auditor General is now responsible for the audit of the City of Stirling 2019–2020 annual financial audit.

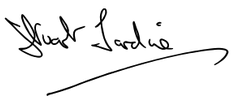
Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Statement by Chief Executive Officer

The attached financial report of the City of Stirling for the financial year ended 30 June 2020 is based on proper accounts and records to present fairly the financial position of the City of Stirling at 30 June 2020 and the results of the operations for the financial year then ended in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the 19th day of February, 2021



Stuart Jardine PSM
Chief Executive Officer



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Statement of comprehensive income by nature or type

For the year ended 30 June 2020

	Note	2020 Budget $	2020 Actual $	2019 Actual $
Revenue				
Rates	18a	140,728,413	141,203,971	138,200,209
Security charge	18b	2,972,310	3,023,880	2,999,820
Grants & subsidies		12,331,940	13,331,681	13,174,815
Contributions, reimbursements & donations		2,856,697	3,049,998	3,013,379
Service charges		38,583,128	39,326,088	38,878,421
Fees & charges		18,479,536	15,643,540	18,398,240
Interest earnings	4b	4,050,680	2,933,149	4,459,615
Registrations/licences & permits		4,483,420	3,770,485	3,889,681
Underground power	4b	–	1,633,607	4,064,326
Other revenue/income		3,824,899	3,052,294	4,378,544
Total revenue from ordinary activities		**228,311,023**	**226,968,693**	**231,457,050**
Expenses				
Employee costs		(82,985,223)	(78,247,546)	(77,695,213)
Materials & contracts direct maintenance of non-current assets		(22,180,668)	(21,470,376)	(21,049,252)
Materials & contracts other works		(75,880,387)	(74,003,764)	(68,882,223)
Underground power		–	(1,600,357)	(4,064,327)
Utility charge		(8,187,432)	(7,643,334)	(7,270,532)
Depreciation and amortisation	4a	(43,766,110)	(50,171,318)	(48,649,086)
Interest expenses	4a	–	(7,509)	(3,782,438)
Insurance expenses		(1,743,625)	(1,457,852)	(1,785,596)
Other expenditure		(3,069,158)	(2,440,369)	(1,897,828)
Total expenditure from ordinary activities		**(237,812,603)**	**(237,042,425)**	**(235,076,495)**
Net result from operating activities		**(9,501,580)**	**(10,073,732)**	**(3,619,445)**
Non-operating activities				
Grants & subsidies		34,399,504	10,310,628	7,036,583
Gifted & acquired assets		–	1,505,592	42,899,184
Equity share of investment	4b	1,666,666	2,084,536	220,301
Fair value adjustment to financial assets		–	(176,866)	(249,675)
Profit on asset disposals		2,230,858	2,234,456	389,177
Loss on asset disposals		(588,868)	(906,680)	(1,512,542)
Total non-operating activities		**37,708,160**	**15,051,666**	**48,783,028**
Net result		**28,206,580**	**4,977,934**	**45,163,583**
Other comprehensive income				
Changes on revaluation of non-current assets	8g	–	(584,371,106)	755,408
Total comprehensive income		**28,206,580**	**(579,393,172)**	**45,918,991**

This statement is to be read in conjunction with the accompanying notes.

Statement of comprehensive income by program

For the year ended 30 June 2020

	Note	2020 Budget $	2020 Actual $	2019 Actual $
Revenue from operations				
General purpose funding	18a	150,214,038	149,209,556	148,420,852
Governance		1,659,550	1,742,657	1,453,920
Law, order and public safety		3,583,197	3,790,948	3,838,593
Health		220,420	207,655	225,306
Education and welfare		10,824,675	10,903,560	9,775,635
Community amenities		42,661,951	43,537,673	43,176,286
Recreation and culture		13,091,806	10,538,097	14,340,899
Transport		3,192,700	2,917,823	3,013,121
Economic services		2,335,000	3,589,545	6,011,650
Other property and services		527,686	531,179	1,200,788
Total revenue		**228,311,023**	**226,968,693**	**231,457,050**
Expenses from operations				
General purpose funding		(60,000)	(964,567)	(2,960,961)
Governance		(14,494,110)	(12,987,976)	(13,554,525)
Law, order and public safety		(8,299,087)	(7,881,732)	(7,698,401)
Health		(3,059,953)	(2,773,116)	(2,786,770)
Education and welfare		(18,962,113)	(17,965,088)	(16,590,688)
Community amenities		(48,018,113)	(45,174,812)	(45,014,527)
Recreation and culture		(66,709,643)	(68,774,904)	(70,233,378)
Transport		(57,345,191)	(55,503,871)	(52,434,777)
Economic services		(5,403,897)	(6,588,257)	(9,809,209)
Other property and services		(15,460,496)	(18,428,102)	(13,993,259)
Total expenditure		**(237,812,603)**	**(237,042,425)**	**(235,076,495)**
Net result		**(9,501,580)**	**(10,073,732)**	**(3,619,445)**

Statement of comprehensive income by program (continued)

For the year ended 30 June 2020

	2020 Budget $	2020 Actual $	2019 Actual $
Non-operating grants,subsidies, contributions			
General purpose funding	2,202,840	2,439,107	2,226,585
Governance	–	21,988	–
Law, order and public safety	–	–	18,000
Community amenities	57,000	–	62,628
Recreation and culture	301,000	1,226,088	653,315
Transport	3,262,983	3,542,658	3,503,822
Other property and services	28,575,681	3,080,787	572,233
Total non–operating grants, subsidies, contributions	**34,399,504**	**10,310,628**	**7,036,583**
Gifted and previously unrecognised assets			
Governance	–	–	116,000
Other property and services	–	1,505,592	42,783,184
Total gifted and previously unrecognised assets	**–**	**1,505,592**	**42,899,184**
Equity share of investment			
Other property and services	1,666,666	2,084,536	220,301
Total equity share of investment	**1,666,666**	**2,084,536**	**220,301**
Fair value adjustment to financial assets			
Governance	–	(176,866)	(249,675)
Total fair value adjustment to financial assets	**–**	(176,866)	(249,675)
Profit/(Loss) on disposal of assets			
Governance	–	(160,612)	(66,392)
Law, order and public safety	–	(42,185)	(1)
Health	–	(99,664)	(6,634)
Education and welfare	–	(167,503)	(227,780)
Community amenities	–	35,778	15,161
Recreation and culture	–	(89,799)	(814,094)
Transport	–	15,579	35,374
Economic services	–	4,767	(8)
Other property and services	1,641,990	1,831,415	(58,991)
Total profit/(loss) on disposal of assets	1,641,990	1,327,776	(1,123,365)
Net result	**28,206,580**	**4,977,934**	**45,163,583**
Other comprehensive income			
Changes on revaluation of non-current assets	–	(584,371,106)	755,408
Total comprehensive income	**28,206,580**	**(579,393,172)**	**45,918,991**

This statement is to be read in conjunction with the accompanying notes.

Statement of financial position

For the year ended 30 June 2020

	Note	2020 $	2019 $
Assets			
Current assets			
Cash and cash equivalents	5	125,256,781	121,847,339
Receivables	6a	6,672,461	9,139,099
Other financial assets at amortised cost	6c	1,324,464	966,353
Inventories	7a	2,716,891	2,225,935
Contract assets	7b	105,836	–
Right of use assets	7c	98,917	–
Total current assets		**136,175,350**	**134,178,726**
Non-current assets			
Investments	16	38,373,601	39,163,821
Other financial assets at fair value	2	178,053	175,171
Other receivables	6b	7,367,304	4,022,932
Property, plant and equipment	8a	753,515,004	758,867,843
Infrastructure	8d	1,659,953,771	2,245,978,232
Contract Assets	2	10,379	–
Total non-current assets		**2,459,398,112**	**3,048,207,999**
Total assets		2,595,573,462	3,182,386,725
Liabilities			
Current liabilities			
Trade and other payables	9a	30,815,104	33,673,224
Contract liabilities	9b	932,091	–
Lease liabilities	9c	36,288	–
Employee related provisions	10	16,372,165	15,450,285
Total current liabilities		**48,155,648**	**49,123,509**
Non-current liabilities			
Employee related provisions	10	1,176,106	1,288,735
Lease liabilities	9c	65,928	–
Total non-current liabilities		**1,242,034**	**1,288,735**
Total liabilities		**49,397,682**	**50,412,244**
Net assets		**2,546,175,780**	**3,131,974,481**
Equity			
Accumulated surplus		1,064,699,126	1,068,420,716
Reserves – cash/investment backed	11	82,218,244	73,924,249
Reserves – asset revaluation	12	1,399,258,410	1,989,629,516
Total equity		**2,546,175,780**	**3,131,974,481**

This statement is to be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2020

	Note	Retained surplus $	Reserves cash backed $	Revaluation surplus actual $	Total equity $
Balance as at 30 June 2018		**1,031,272,335**	**66,240,547**	**1,988,874,108**	**3,086,386,990**
Comprehensive income					
Net result		45,163,583	–	–	45,163,583
Change on revaluation of non-current assets		–	–	755,408	755,408
Total comprehensive income		**45,163,583**	**–**	**755,408**	**45,918,991**
Transfers to trust		(331,500)	–	–	(331,500)
Transfers to reserves	11	(15,476,164)	15,476,164	–	–
Transfers from reserves	11	7,792,462	(7,792,462)	–	–
Balance as at 30 June 2019		**1,068,420,716**	**73,924,249**	**1,989,629,516**	**3,131,974,481**
Change in accounting policy	26d,e	(405,529)	–	(6,000,000)	(6,405,529)
Restated total equity as at 1st July 2019		**1,068,015,187**	**73,924,249**	**1,983,629,516**	**3,125,568,952**
Comprehensive income					
Net result		4,977,934	–	–	4,977,934
Change on revaluation of non-current assets	12	–	–	(584,371,106)	(584,371,106)
Total comprehensive income		**4,977,934**	**–**	**(584,371,106)**	**(579,393,172)**
Transfers to reserves	11	(18,449,707)	18,449,707	–	–
Transfers from reserves	11	10,155,712	(10,155,712)	–	–
Balance as at 30 June 2020		**1,064,699,126**	**82,218,244**	**1,399,258,410**	**2,546,175,780**

This statement is to be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2020

	Note	2020 $	2019 $
Cash flows from operating activities			
Receipts			
Rates		136,625,906	137,148,787
Underground power		1,633,607	764,575
Fees from regulatory services		3,767,446	4,999,455
User charges		57,913,384	58,978,904
Interest earned		3,178,943	4,908,599
Other grants and contributions		15,738,885	14,413,435
Activity functional operating revenue		7,087,249	5,359,190
		225,945,420	**226,572,945**
Payments			
Staff expenses		(100,722,424)	(94,914,303)
Materials and contracts		(74,470,054)	(66,908,884)
Underground power		(1,600,357)	(3,750,000)
Utilities		(7,643,334)	(7,270,532)
Insurance		(1,457,852)	(1,785,596)
Interest		(7,509)	(447,534)
Other expenditure		(2,462,116)	(1,897,828)
		(188,363,646)	**(176,974,677)**
Net cash from operating activities	17d	**37,581,774**	**49,598,268**
Cash flows used in investing activities			
New and redevelopment of community infrastructure		(29,376,985)	(34,397,996)
Payments for purchase of property, plant and equipment		(20,311,816)	(16,794,167)
Transfer to trust		–	(331,500)
Transfer from trust		–	8,564,468
Payments for principal portion of lease liabilities		(32,266)	–
Proceeds from investment in other entity		1,000,000	1,333,333
Proceeds from sale of property, plant and equipment		4,508,224	2,626,681
Capital grants and contributions (government and non-government)		10,040,511	7,036,583
Net cash used in investing activities		**(34,172,332)**	**(31,962,598)**
Net increase in cash and cash equivalents		3,409,442	17,635,670
Cash and cash equivalents at beginning of reporting period		121,847,339	104,211,669
Cash and cash equivalents at end of reporting period	5, 17a	**125,256,781**	**121,847,339**

This statement is to be read in conjunction with the accompanying notes.

Rate setting statement – by nature or type

For the year ended 30 June 2020

	Note	2020 Budget $	2020 Actual $	2019 Actual $
Net surplus at start of financial year		25,931,854	26,581,252	30,674,051
Revenue				
Security charge		2,972,310	3,023,880	2,999,820
Grants and subsidies		12,331,940	13,331,681	13,174,815
Contributions, reimbursements and donations		2,856,697	3,049,998	3,013,379
Service charges		38,583,128	39,326,088	38,878,421
Fees and charges		18,479,536	15,643,540	18,398,240
Interest earnings		4,050,680	2,933,149	4,459,615
Registrations/licences and permits		4,483,420	3,770,485	3,889,681
Underground power		–	1,633,607	4,064,326
Other revenue/income		3,824,899	3,731,385	4,401,564
Total revenue from ordinary activity		**87,582,610**	**86,443,813**	**93,279,861**
Expenses				
Employee costs		(82,985,223)	(78,247,546)	(77,695,213)
Materials and contracts direct maintenance of non-current assets		(22,180,668)	(21,470,376)	(21,049,252)
Materials and contracts other works		(75,880,387)	(74,003,764)	(68,882,223)
Underground power		–	(1,600,357)	(4,064,327)
Utilities		(8,187,432)	(7,643,334)	(7,270,532)
Depreciation on non-current assets		(43,766,110)	(50,171,318)	(48,649,086)
Interest expenses		–	(7,509)	(3,782,438)
Insurance expenses		(1,743,625)	(1,457,852)	(1,785,596)
Other expenditure		(3,069,158)	(2,400,369)	(1,897,828)
Total expenditure from ordinary activities		**(237,812,603)**	**(237,042,425)**	**(235,076,495)**
Total operating		**(150,229,993)**	**(150,598,613)**	**(141,796,634)**
Operating activities excluded				
Profit on disposal of assets		(2,230,858)	(2,234,456)	(389,177)
Loss on disposal of assets		588,868	906,680	1,512,542
Impairment of financial assets		–	(155,118)	(249,675)
Reversal of prior years loss on revaluation of fixed assets		–	(1,257,229)	2,010,571
Movement leave provisions, non-current assets and liabilities and committed grants		–	(607,910)	1,182,781
Gifted and previously unrecognised assets		–	1,505,592	42,899,184
Depreciation on assets		43,766,110	50,171,318	48,649,086
Total excluded from operating result		42,124,120	48,328,877	95,615,312
Amount attributed to operating activities		**(108,105,873)**	**(102,269,736)**	**(46,181,322)**

Rate setting statement – by nature or type (continued)

For the year ended 30 June 2020

	Note	2020 Budget $	2020 Actual $	2019 Actual $
Investment activities				
Grants and subsidies		34,399,504	9,025,242	7,036,583
Equity share of investment		1,666,666	1,000,000	(1,084,411)
Proceeds from disposal of assets		4,828,200	4,508,223	2,626,681
Profit/(loss) on disposals		1,641,990	1,327,776	(1,123,365)
Total capital expenditure		(99,467,071)	(51,130,377)	(95,528,951)
Amount attributed to investment activities		**(56,930,711)**	**(35,269,136)**	**(88,073,463)**
Financial activities				
Transfers to and from town planning schemes and trust		827,143	1,285,386	(331,500)
Payments for principal portion of lease liabilities		–	(32,366)	–
Transfers to reserves		(14,441,837)	(18,449,707)	(15,476,165)
Transfers from reserves		11,991,011	10,155,712	7,792,462
Amount attributed to financial activities		**(1,623,683)**	**(7,040,974)**	**(8,015,203)**
Change in accounting policy		–	(352,663)	–
Net surplus/(deficit) end of financial year		–	22,173,623	26,581,252
Amount required to be raised from rates		**(140,728,413)**	**(140,524,880)**	**(138,177,189)**

Notes to and forming part of the financial statements

For the year ended 30 June 2020

1. Summary of significant accounting policies

a) Basis of preparation

The financial report comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations plus any amendments under the *Local Government Amendment (Auditing) Act 2017*. Material 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 report has also 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.

Except for cash flow and rate setting information, the report has also 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.

Amendments to the Local Government (Financial Management) Regulations 1996

The *Local Government (Financial Management) Regulations* 1996 take precedence over Australian Accounting Standards. Prior to 1 July 2019, Financial Management Regulation 16 arbitrarily prohibited a local government from recognising as assets Crown land that is a public thoroughfare, i.e. land under roads, and land not owned by but under the control or management of the local government, unless it is a golf course, showground, racecourse or recreational facility of State or regional significance. Consequently, some assets pertaining to vested land, including land under roads acquired on or after 1 July 2008, were not recognised in previous financial reports of the City. This was not in accordance with the requirements of AASB 1051 Land Under Roads paragraph 15 and AASB 116 Property, Plant and Equipment paragraph 7.

From 1 July 2019, the City has applied AASB 16 Leases which requires leases to be included by lessees in the statement of financial position. Also, the Local Government (Financial Management) Regulations 1996 have been amended to specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the statement of financial position) rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

The City has accounted for the removal of the vested land values associated with vested land previously recognised by removing the land value and associated revaluation reserve as at 1 July 2019. The comparative year amounts have been retained as AASB 16 does not require comparatives to be restated in the year of transition.

Therefore the departure from AASB 1051 and AASB 16 in respect of the comparatives for the year ended 30 June 2019 remains.

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 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.

New Accounting Standards for Application in Future Years

On 1 July 2020 the following new accounting standards are to be adopted

- *AASB 1059 Service Concession Arrangements: Grantors*
- *AASB 2018-7 Amendments to Australian Accounting Standards* – Materiality
- *AASB 1059 Service Concession Arrangements: Grantors* is not expected to impact the City's financial report.
- *AASB 2018-7 Amendments to Australian Accounting Standards* – the materiality of any changes have not been identified by the City as at 30 June 2020.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

Critical accounting 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.

Impact of COVID-19

The City has carefully considered the impact of COVID-19 in preparing its financial statements ended 30 June 2020. The City has implemented a number of support measures for rate payers and businesses within the City, which include deferral of interest, instalment and arrangement fee plus the introduction of flexible payment options and suspension of debt collection activity.

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. In the process of reporting on the City as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the trust fund are excluded from the financial statements. A separate statement of these monies appears in Note 14 to these financial statements.

b) 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.

c) Rates, grants, donations and other contributions

Rates, grants, donations and other contributions are recognised as revenues when the City obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed in Note 4(f). That note also discloses the amount of contributions recognised as revenues in a previous reporting period which were obtained in respect of the City's operations for the current reporting period.

d) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar.

e) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

f) 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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

2. Other financial assets

Non-current	2020 $	2019 $
a) Other financial assets		
Financial assets at fair value through profit and loss	178,053	175,171
	178,053	175,171

The City, along with other local 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 authorities recognised under the Local Government Act and cannot be commercially traded.

Other financial assets at amortised cost

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest

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 22.

Non-current	2020 $	2019 $
b) Contract Assets		
Financial assets at fair value through profit and loss	10,379	–
	10,379	–

3. Critical accounting estimates and judgements

The preparation of a financial report to conform with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect 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.

Impact of COVID-19

The City has carefully considered the impact of COVID-19 in preparing its financial statements ended 30 June 2020. The City has implemented a number of support measures for rate payers and businesses within the City which include deferral of interest, instalment and arrangement fee plus the introduction of flexible payment options and suspension of debt collection activities.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

4. Operating revenues and expenses

a) The change in net assets resulting from operations was arrived at after charging the following items:

Depreciation on:	2020 $	2019 $
Buildings	6,215,811	5,808,024
Plant and equipment	2,016,719	1,972,243
Mobile vehicles and plant	5,544,690	5,060,796
Furniture and office equipment	1,836,649	2,409,101
Recreation equipment	804,087	539,166
Roads	19,538,862	18,921,200
Drainage	5,986,579	5,932,515
Footpaths	1,850,913	1,822,850
Other engineering infrastructure	702,823	6,183,191
Other engineering reticulation	1,685,111	–
Other engineering parks	3,954,918	–
Right of use assets	34,154	–
	50,171,316	**48,649,086**
Net profit/(loss) on sale of non-current assets	**1,327,776**	**(1,123,365)**
Materials and contracts other works – auditors remuneration		
Audit of the annual financial report	90,000	90,000
	90,000	**90,000**
Interest expense		
Interest on third party payables	7,509	3,782,438
	7,509	**3,782,438**

The City has transferred a number of funds previously held as Trust Funds to the Municipal Fund as at 30 June 2019, recognising this transfer in the Statement of Financial Position. See note 14.

This has resulted in the City conducting an analysis of the interest that should be payable on those funds as at 30 June 2019 and has recognised this on the Statement of Financial Position in that year.

4. Operating revenues and expenses (continued)

b) The change in net assets resulting from operations was arrived at after crediting the following items:

Underground power	2020 $	2019 $
Other underground power	1,633,607	4,064,326
	1,633,607	**4,064,326**
Equity share of investment		
Equity share of Tamala Park Regional Council sales	2,084,536	220,301
	2,084,536	**220,301**
Interest earnings		
Interest on reserve fund investments	1,131,347	1,664,976
Interest on other money investments	1,675,455	2,543,622
Other interest	126,347	251,017
	2,933,149	**4,459,615**
Gifted and previously unrecognised assets		
Gifted from the Metropolitan Redevelopment Authority (Note 8)	–	40,528,528
Other gifted and previously unrecognised assets *	1,505,592	2,370,656
	1,505,592	**42,899,184**

* Includes land which was acquired from the State of Western Australia for nil consideration.

4. Operating revenues and expenses (continued)

c) Statement of objective

The City is dedicated to providing high quality services to the community through the various service orientated programs which it has established.

Governance

To manage the administrative functions of the council.

Law, Order and Public Safety

To increase the support for the protection of life and property within the City and reduce inconvenience through the enforcement of statutory powers and the provision of public order, safety and security services.

Health

To maintain and improve the health and well-being of the community.

Education and Welfare

To facilitate the provision of a range of services and encourage their utilisation for the social well-being of the community.

Community Amenities

To develop waste and environment management programs which recognise community needs.

Recreation and Culture

To plan, construct, maintain and initiate a range of facilities and programs which enables the community to satisfy its need for information, personal development, recreation and leisure.

Transport

To provide facilities and services within the road reserve which promote safety, ease of access and improve the amenity of the locality.

General Purpose Funding

To minimise the costs of financing City operations through effective financial planning and management.

Economic Services

To plan facilities and regulate land use consistent with community expectations and environmental considerations.

Other Property and Services

1. To provide a community information network that complements and supports the corporate and program objectives of the City.

2. To facilitate, develop and maintain City buildings and property.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

4. Operating revenues and expenses (continued)

d) Depreciation of assets (by program)

	2020 $
Governance	693,668
Law, order and public safety	113,043
Health	22,218
Education and welfare	458,357
Community amenities	977,402
Recreation and culture	12,570,782
Transport	27,888,448
Economic services	26,996
Other property and services	7,420,404
	50,171,318

e) Disposal of assets (by program)

	Sale price $	Net book value $	Profit or (loss) on sales $
Governance	30,156	190,768	(160,612)
Law, order and public safety	–	42,185	(42,185)
Health	–	99,664	(99,664)
Education and welfare	–	167,503	(167,503)
Community amenities	–	(35,777)	35,777
Recreation and culture	468	90,267	(89,799)
Transport	11,000	(4,579)	15,579
Economic services	636	(4,131)	4,767
Other property and services	4,465,964	2,634,548	1,831,416
	4,508,224	**3,180,448**	**1,327,776**

f) Conditions over contributions

Grants and contributions which were recognised as revenue during the year or prior years and which were obtained on the condition that they be expended on the acquisition of non-current assets but have yet to be applied in that manner at the reporting date were:

	2020 $	2019 $
Community programs	611,955	136,335
	611,955	**136,335**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

5. Cash and cash equivalents

a) Cash on hand

	2020 $	2019 $
Unrestricted	29,835	36,621
	29,835	**36,621**

b) Short maturity investments

Restricted	82,218,244	73,924,250
Restricted municipal	7,762,016	8,564,468
Unrestricted municipal	35,246,686	39,322,000
	125,226,946	**121,810,718**
Total cash and cash equivalents	**125,256,781**	**121,847,339**

The following restrictions have been imposed by regulations or other externally imposed requirements:

Consolidated reserve	82,218,244	73,924,250
Restricted municipal	7,762,016	8,564,468
	89,980,260	**82,488,718**

Cash and cash equivalents

Cash and cash equivalents includes cash on hand and a municipal fund bank account that are highly liquid investments that are readily convertible to cash and are subject to an insignificant risk of changes in values.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

6. Trade and other receivables

	2020 $	2019 $
a) Current		
Rates outstanding	4,510,027	3,523,358
Debtors: Libraries	30,373	45,363
Commercial waste	968,891	609,097
Fines and penalties	187,678	137,058
Sundry	500,987	748,743
Underground power	–	3,453,817
Australian Taxation Office – GST	686,235	818,423
	6,884,191	**9,335,859**
Less: Allowance for impairment of receivables	(211,730)	(196,760)
	6,672,461	**9,139,099**
b) Non-current		
Rates outstanding – pensioners	1,672,480	1,637,326
Various debtors		
Rates outstanding	1,636,420	1,007,791
Libraries	150,690	158,822
Commercial waste	6,350	31,760
Fines and penalties	506,465	475,552
Sundry	293,326	403,435
Underground power	3,221,176	287,701
Deferred debtors	70,575	70,575
	7,557,482	**4,072,962**
Less: Allowance for impairment of receivables	(190,178)	(50,030)
	7,367,304	**4,022,932**
c) Other financial assets at amortised cost		
Interest due on investments not matured	290,770	536,564
Current prepayments	1,033,694	429,789
	1,324,464	**966,353**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

6. Trade and other receivables (continued)

Trade and other receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Trade receivables are recognised at original invoice amount less any expected credit loss for uncollectible amounts. The carrying amount of net trade receivables is equivalent to the fair value as invoiced less any impairment and risk exposure.

Impact of COVID-19

The City has carefully considered the impact of COVID-19 in estimating its impairment of trade receivables as at 30 June 2020.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently 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.

Current and non-current classification

Classification and subsequent measurement of receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Impact of COVID-19

The City has carefully considered the impact of COVID-19 in the preparing of its financial statements ended 30 June 2020. The City has implemented a number of support measures for rate payers and businesses within the City, which include deferral of interest, instalment and arrangement fee, plus the introduction of flexible payment options and suspension of debt collection activity.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

7. Inventories, contract and lease assets

	2020 $	2019 $
7a. Inventories		
Construction materials and fuel	309,583	313,908
Land for resale	2,407,308	1,912,027
Total	**2,716,891**	**2,225,935**

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.

7b. Contract Assets – Current		
Receivables from contracts with customers		
Contract assets	105,836	–
Total	**105,836**	**–**

Contract assets are measured at the lower of cost and net realisable value.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

7. Inventories, contract and lease assets (continued)

7c. Leases

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 2020 $	Right of use assets – plant and equipment 2020 $	Right of use assets – total 2020 $
Carrying amount at 30 June 2019	–	–	–
Recognised on initial application of AASB 16	**2,300**	**63,120**	**65,420**
Restated total equity at the beginning of the financial year	**2,300**	**63,120**	**65,420**
Additions	–	67,651	67,651
Depreciation (expense)	–	(34,154)	(34,154)
Carrying amount at 30 June 2020	**2,300**	**96,617**	**98,917**
Cash outflow from leases			
Interest expense on lease liabilities	–	7,509	7,509
Lease principal expense	100	32,266	32,366
Total cash outflow from leases	**100**	**39,775**	**39,875**

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.

The City has nine leases relating to plant and equipment. The lease term varies between two to five years. 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. 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.

Right of use assets are subsequently measured under the revaluation model as they relate to asset classes that are also revalued.

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.

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure

a) Movement in carrying amounts of each class of property, plant and equipment

	2020 $	2019 $
Land		
– Independent valuation	416,565,920	423,655,020
– Vested land	–	–
Net book value at end of reporting period	**416,565,920**	**423,655,020**
Buildings		
– Independent valuation	301,001,975	289,187,153
Less accumulated depreciation	(11,969,145)	(5,803,772)
Net book value at end of reporting period	**289,032,830**	**283,383,381**
Plant and equipment		
– Management valuation	13,057,363	12,524,878
Less accumulated depreciation	(2,014,973)	(42,375)
Net book value at end of reporting period	**11,042,390**	**12,482,503**
Mobile vehicles and plant		
– Management valuation	26,685,148	23,568,636
Less accumulated depreciation	(5,060,750)	–
Net book value at end of reporting period	**21,624,398**	**23,568,636**
Furniture and office equipment		
– Management valuation	8,504,842	5,859,325
Less accumulated depreciation	(2,170,449)	(369,364)
Net book value at end of reporting period	**6,334,393**	**5,489,961**
Recreation equipment		
– Management valuation	4,246,771	3,723,786
Less accumulated depreciation	(868,414)	(69,056)
Net book value at end of reporting period	**3,378,357**	**3,654,730**
Assets under construction		
– Cost	5,536,716	6,633,612
Net book value at end of reporting period	**5,536,716**	**6,633,612**
Total property, plant and equipment		
– Independent valuation	717,567,895	712,842,173
– Management valuation	52,494,124	45,676,625
– Cost	5,536,716	6,633,612
Less accumulated depreciation	(22,083,731)	(6,284,567)
Net book value at end of reporting period	**753,515,004**	**758,867,843**

The fair value of property, plant and equipment is determined at least every three years in accordance with the regulatory framework, *Local Government (Financial Management) Regulation 17A (2).*
Refer to Note 8(c) for which year each asset category was assessed and level of fair value hierarchy.
Additions since date of valuations are shown at cost, at the end of each reporting period the valuation is reviewed and where appropriate fair value is updated to reflect current market conditions.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure (continued)

b) Movements in carrying amounts of property, plant and equipment

For the year ended 30 June 2020

Movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Balance at the beginning of the year $	Additions $	(Disposals) net $	Gifted assets $	Change in Accounting Policy $	Depreciation (expense) $	WIP transfers $	Carrying amount at the end of year $
Land	417,655,020	–	(1,089,100)	–	–	–	–	416,565,920
Land vested in Council	6,000,000	–	–	–	(6,000,000)	–	–	–
Total land	**423,655,020**	**–**	**(1,089,100)**	**–**	**(6,000,000)**	**–**	**–**	**416,565,920**
Buildings	283,383,381	381,023	(1,425,371)	7,554,089	–	(6,215,811)	5,355,519	289,032,830
Total buildings	**283,383,381**	**381,023**	**(1,425,371)**	**7,554,089**	**–**	**(6,215,811)**	**5,355,519**	**289,032,830**
Total land and buildings	**707,038,401**	**381,023**	**(2,514,471)**	**7,554,089**	**(6,000,000)**	**(6,215,811)**	**5,355,519**	**705,598,750**
Plant and equipment	12,482,503	467,511	(100,181)	1,509	–	(2,016,719)	207,767	11,042,390
Mobile vehicle and plant	23,568,636	6,242,657	(2,642,204)	–	–	(5,544,690)	–	21,624,399
Furniture and office equipment	5,489,961	2,671,250	(39,249)	49,080	–	(1,836,649)	–	6,334,393
Recreation equipment	3,654,730	325,199	(67,986)	250,485	–	(804,087)	20,016	3,378,357
Assets under construction	6,633,612	4,486,406	–	–	–	–	(5,583,302)	5,536,716
Total property, plant and equipment	**758,867,843**	**14,574,046**	**(5,364,091)**	**7,855,163**	**(6,000,000)**	**(16,417,956)**	**–**	**753,515,005**

Refer to Note 1(a) for details of the change in accounting policy relating to the amendments to the *Local Government (Financial Management) Regulations 1996.*

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure (continued)

b) Movements in carrying amounts of property, plant and equipment

For the year ended 30 June 2019

Movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the prior financial year.

	Balance at the Beginning of the year	Additions	(Disposals) net	Revaluation increments/ (decrements)	Impairment losses/ reversals	Depreciation (expense)	Reclass/ transfers	Carrying amount at the end of year
	$	$	$	$	$	$	$	$
Land	422,262,774	203,125	(1,057,756)	2,246,877	–	–	–	423,655,020
Total land	**422,262,774**	**203,125**	**(1,057,756)**	**2,246,877**	**–**	**–**	**–**	**423,655,020**
Buildings	267,040,015	996,677	(1,027,959)	–	–	(5,808,024)	22,182,672	283,383,381
Total buildings	**267,040,015**	**996,677**	**(1,027,959)**	**–**	**–**	**(5,808,024)**	**22,182,672**	**283,383,381**
Total land and buildings	**689,302,789**	**1,199,802**	**(2,085,715)**	**2,246,877**	**–**	**(5,808,024)**	**22,182,672**	**707,038,401**
Plant and equipment	12,867,097	497,971	(232,136)	116,000	–	(1,972,243)	1,205,814	12,482,503
Mobile vehicle and plant	25,129,310	6,167,133	(2,756,447)	7,779	81,658	(5,060,797)	–	23,568,636
Furniture and office equipment	4,776,229	1,018,237	(50,670)	–	617,454	(2,409,101)	1,537,812	5,489,961
Recreation equipment	2,669,330	770,424	(15,365)	21,713	–	(539,166)	747,794	3,654,730
Assets under construction	8,628,656	7,195,282	–	–	–	–	(9,190,326)	6,633,612
Total property, plant and equipment	**743,373,411**	**16,848,849**	**(5,140,333)**	**2,392,369**	**699,112**	**(15,789,331)**	**16,483,766**	**758,867,843**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure (continued)

c) Fair value measurements of property, plant and equipment

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Land	2	Market approach using recent observable market data for similar properties/income approach using discounted cashflow methodology	Independent registered valuers	June 2018	Price per hectare/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 2018	Construction costs and current condition (Level 3)
Non-specialised buildings	3	Market approach using recent observable market data for similar properties/income approach using discounted cashflow methodology	Independent registered valuers	June 2018	Construction costs and current condition (Level 3)
Plant and equipment	3	Cost approach using replacement cost to calculate value, and then adjusted to take account of accumulated depreciation.	Management valuation	June 2019	Price per item
Mobile fleet and plant	3	Cost approach using replacement cost to calculate value, and then adjusted to take account of accumulated depreciation.	Management valuation	June 2019	Price per item
Furniture and office equipment	3	Cost approach using replacement cost to calculate value, and then adjusted to take account of accumulated depreciation.	Management valuation	June 2019	Price per item
Recreation equipment	3	Cost approach using replacement cost to calculate value, and then adjusted to take account of accumulated depreciation.	Management valuation	June 2019	Price per item
Assets under construction	2	Cost approach using cost of goods or service at acquisition	Actual cost	June 2020	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.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

Following a change to *Local Government (Financial Management) Regulation 17A*, plant and equipment type assets (being plant and equipment and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change is effective from 1 July 2019 and represents a change in accounting policy. Revaluations carried out previously were not reversed as it was deemed fair value approximates cost at the date of change.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure (continued)

d) Movement in carrying amounts of each class of iInfrastructure

	2020 $	2019 $
Roads		
– Independent valuation	1,118,765,869	1,526,682,891
Less accumulated depreciation	–	(37,190,015)
Net book value at end of reporting period	**1,118,765,869**	**1,489,492,876**
Drainage		
– Independent valuation	269,968,362	445,786,174
Less accumulated depreciation	–	(11,736,530)
Net book value at end of reporting period	**269,968,362**	**434,049,644**
Footpaths		
– Management valuation	115,852,468	98,003,989
Less accumulated depreciation	–	(3,574,429)
Net book value at end of reporting period	**115,852,468**	**94,429,560**
Other engineering infrastructure		
– Management valuation	11,471,907	22,889,840
Less accumulated depreciation	(1,703,651)	(1,368,960)
Net book value at end of reporting period	**9,768,256**	**21,520,880**
Reserves		
– Cost	56,191,623	53,817,775
Less accumulated depreciation	–	–
Net book value at end of reporting period	**56,191,623**	**53,817,775**
Reticulation and other parks		
– Management valuation	70,591,139	152,072,587
Less accumulated depreciation	(9,425,893)	(9,006,672)
Net book value at end of reporting period	**61,165,246**	**143,065,915**
Lighting		
– Cost	22,299,285	–
Less accumulated depreciation	(2,489,170)	–
Net book value at end of reporting period	**19,810,115**	**–**
Assets under construction		
– Cost	8,431,832	9,601,582
Net book value at end of reporting period	**8,431,832**	**9,601,582**
Total infrastructure		
– Management and Independent valuation	1,608,949,030	2,245,435,481
– Cost	64,623,455	63,419,357
Less accumulated depreciation	(13,618,714)	(62,876,606)
Net book value at end of reporting period	**1,659,953,771**	**2,245,978,232**

The fair value of Roads, Drainage and Footpaths was done as at 30 June 2020 in accordance with the regulatory framework, *Local Government (Financial Management) Regulation 17A (2).*
Refer to Note 8(f) for which year each asset category was assessed and level of fair value hierarchy.
Additions since date of valuations are shown at cost, at the end of each reporting period the valuation is reviewed and where appropriate fair value is updated to reflect current market conditions.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure (continued)

e) Movements in carrying amounts of infrastructure

For the year ended 30 June 2020

Movement in the carrying amounts of each class of infrastructure between the beginning and the end of the current financial year.

	Balance as at the beginning of the year $	Additions $	Reclass transfers $	Gifted assets $	(Losses)/ reversals $	Depreciation (expense) $	WIP transfers $	Carrying amount at the end of the year $
Roads	1,489,492,876	–	47,790,323	(470,935)	(415,340,223)	(19,538,862)	16,832,690	1,118,765,869
Drainage	434,049,644	–	–	(1,160,526)	(161,152,895)	(5,986,579)	4,218,718	269,968,362
Footpaths	94,429,560	–	27,257,095	(934,595)	(4,511,071)	(1,850,913)	1,462,392	115,852,468
Other engineering infrastructure	21,520,880	–	(11,457,255)	(2,430,674)	–	(702,823)	2,838,128	9,768,256
Reserves	53,817,775	–	–	(1,352,841)	–	–	3,726,689	56,191,623
Reticulation and other parks	143,065,915	–	(80,723,011)	–	–	(4,625,399)	3,447,741	61,165,246
Lighting	–	–	17,132,848	–	–	(1,014,629)	3,691,896	19,810,115
Assets under construction	9,601,582	35,048,504	–	–	–	–	(36,218,254)	8,431,832
Total infrastructure	**2,245,978,232**	**35,048,504**	**–**	**(6,349,571)**	**(581,004,189)**	**(33,719,205)**	**–**	**1,659,953,771**

Refer to Note 8(g) for the details regarding the revaluation of infrastructure assets as at 30 June 2020.

8. Property, plant, equipment and infrastructure (continued)

e) Movements in carrying amounts of infrastructure

For the year ended 30 June 2019

Movement in the carrying amounts of each class of infrastructure between the beginning and the end of the prior financial year.

	Balance as at the beginning of the year $	Additions $	(Disposals) net $	Revaluation increments/ (decrements) $	Impairment (losses)/ reversals $	Depreciation (expense) $	Reclass/ transfers $	Carrying amount at the end of the year $
Roads	1,492,007,400	–	–	–	–	(18,921,200)	16,406,676	1,489,492,876
Drainage	429,653,015	–	–	–	–	(5,932,515)	10,329,144	434,049,644
Footpaths	91,854,194	–	–	–	–	(1,822,848)	4,398,214	94,429,560
Other engineering infrastructure	21,687,234	–	–	46,311	–	(698,664)	485,999	21,520,880
Reserves	46,652,430	–	–	–	–	–	7,165,345	53,817,775
Reticulation and other parks	101,926,102	–	–	40,460,504	–	(5,484,527)	6,163,836	143,065,915
Assets under construction	35,817,633	35,990,212	–	–	–	–	(62,206,263)	9,601,582
Total infrastructure	**2,219,598,008**	**35,990,212**	**–**	**40,506,815**	**–**	**(32,859,754)**	**(17,257,049)**	**2,245,978,232**

8. Property, plant, equipment and infrastructure (continued)

f) Fair value measurements of infrastructure

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Roads	3	Measurements based on unobservable inputs for the asset or liability.	Independent valuation	June 2020	Construction costs and current condition
Drainage	3	Measurements based on unobservable inputs for the asset or liability.	Independent valuation	June 2020	Construction costs and current condition
Footpaths	3	Measurements based on unobservable inputs for the asset or liability.	Management valuation	June 2020	Construction costs and current condition
Other engineering infrastructure	3	Measurements based on unobservable inputs for the asset or liability.	Management valuation	June 2017	Construction costs and current condition
Reserves	3	Actual cost of acquisition.	Actual cost	June 2020	Actual cost
Reticulation and other parks	3	Measurements based on unobservable inputs for the asset or liability.	Management valuation	June 2017	Construction costs and current condition
Lighting	3	Actual cost of acquisition.	Actual Cost	June 2020	Actual Cost
Assets under construction	2	Historical cost of acquisition.	Actual cost	June 2020	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.

g) Infrastructure Assets – Revaluation Decrement

The City of Stirling ('City') is required to undertake a revaluation of their assets in accordance with the requirements of the Local Government (Financial Management) Regulations 1996. In the current financial year the City has revalued Roads, Carparks, Drainage and Pathway assets. The City engaged an external valuer to assist in the valuation of these assets. As shown in Note 8 (e) the total revaluation decrement in the current financial year was $581,004,189.

The City relies on the expertise and professional judgement of the valuers they engage in undertaking the valuations and note that valuations may be subject to significant change. During the 2019/2020 process, consideration was given to:

- Applicable standards
- Asset inventory and condition
- Asset componentisation

A significant change arose for the road and drainage assets due to a change in the estimation of unit rates for the calculations and change in the pattern of consumption applied to estimate the remaining useful life.

Whilst the 2020 valuation has given rise to a significant decrease in the value of the assets, the City considers the decrease to be a change in estimate in accordance with AASB 108. As a result of the uncertainties inherent in business activities, many items in financial statements cannot be measured with precision but can only be estimated. Estimation involves judgements based on the latest available, reliable information.

Infrastructure assets in Local Government are ‘deemed’ to be ‘specialised’ assets with valuation based on level 3 inputs in accordance with AASB 13, which are unobservable inputs for the assets. Unobservable inputs require professional judgement.

With the City engaging and relying on the expertise of different Valuers who make judgements based on the available information, for each valuation, the City undertakes an internal process to obtain confidence in the process adopted and recommended by the Valuer. In all cases this was adequately provided and evidenced in the valuation reports. Thus, the City is satisfied that the current valuation is acceptable at this time.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure (continued)

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.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

Land under control

In accordance with *Local Government (Financial Management) Regulation 16(a)*, the City was previously required to include as an asset (by 30 June 2013), vested crown land operated by the City as a golf course, showground, racecourse or other sporting or recreational facility of state or regional significance.

At 1 July 2019 the City had a golf course within the City boundaries which has been included in the City's fixed assets as land. This golf course had initially been valued at cost in accordance with AASB 116. This golf course land was then revalued along with other land.

The City has accounted for the removal of the vested land values associated with the Hamersley Golf Course previously recognised by removing the land value and associated revaluation reserve as at 1 July 2019. The comparatives have not been restated.

Land Under Roads

As a result of amendments to the Local Government (Financial Management) Regulations 1996, effective from 1 July 2019, vested land, including land under roads, are treated as right-of-use assets measured at zero cost. Therefore, the previous inconsistency with AASB 1051 in respect of non-recognition of land under roads acquired on or after 1 July 2008 has been removed, even though measurement at zero cost means that land under roads is still not included in the City's statement of financial position.

Vested improvements from 1 July 2019

The measurement of vested improvements at fair value in accordance with Local Government (Financial Management) Regulation 17A(2)(iv) is a departure from AASB 16 which would have required the City to measure the vested improvements as part of the related right-of-use assets at zero cost.

Vested Improvements are recognised by the City based on information supplied. For assets acquired at no cost, cost is determined as fair value at the date of acquisition based on information supplied by external parties and consultants.

Initial recognition and measurement between mandatory revaluation dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, 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.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable, future economic benefits associated with the item will flow to the City and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expenses in the Statement of Comprehensive Income in the period in which they are incurred.

Revaluation

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 asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in the Statement of Comprehensive Income.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

8. Property, plant, equipment and infrastructure (continued)

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the future economic benefits embodied in those assets.

Property, plant and equipment, including buildings but excluding freehold land, are depreciated over their estimated useful lives on a straight line basis, using rates which are reviewed each reporting period. The carrying cost of infrastructure assets is depreciated on an annual basis to reflect their expected life.

Infrastructure assets are depreciated on a basis that reflects their consumed economic benefit, which is reviewed each reporting period. Assets are depreciated from the date of acquisition or from the time an asset is held for use.

The expected useful lives are as follows:

Artwork	Not Depreciated
Artwork – Public	10 to 50 years
Buildings	10 to 75 years
Furniture and equipment	2 to 10 years
Plant and equipment	5 to 15 years
Mobile vehicles and plant	1 to 10 years
Computer equipment and photocopiers	2 to 10 years
Recreation equipment	10 to 15 years
Roads	10 to 75 years
Drainage	10 to 75 years
Footpaths	10 to 75 years
Other engineering infrastructure	10 to 75 years
Reticulation and other parks infrastructure	10 to 75 years
Lighting	10 to 75 years
Reserves	Not Depreciated

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

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 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.

Capitalisation threshold

Property, plant and equipment 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 the first reporting period after capitalisation. The impact on depreciation as a result of capitalising infrastructure assets annually instead of periodically is not considered material.

Fair value of assets and liabilities

When performing a revaluation, the City uses a mix of both independent and management valuations using the following as a guide:

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. 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 (i.e. the market with the greatest volume and level of activity for the asset) 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.

8. Property, plant, equipment and infrastructure (continued)

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 City 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.

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 an asset at its current service capacity.

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.

As detailed above, the mandatory measurement framework imposed by the Local Government (Financial Management) Regulations requires, as a minimum, all assets carried at a revalued amount to be revalued at least every 5 years.

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.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the current replacement cost of the asset.

Gifted and previously unrecognised assets

Gifted and previously unrecognised assets are recognised by the City based on information supplied by third parties. For assets acquired at no cost, cost is determined as fair value at the date of acquisition based on information supplied by external parties and consultants.

9. Trade and other payables

9a) Trade and other payables

	2020 $	2019 $
Current		
Trade payables	4,102,610	5,262,174
Accrued creditors	15,908,305	15,621,065
Accrued wages and salaries	1,305,823	2,268,611
Income received in advance	1,736,350	1,956,906
Bonds and other payables	7,762,016	8,564,468
	30,815,104	**33,673,224**

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.

9b) Contract liabilities

	2020 $	2019 $
Current		
Contract liabilities from contracts with customers	337,846	-
Contract liabilities from transfers for recognisable non financial assets	594,245	-
	932,091	-

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 are recognised as revenue when the performance obligations in the contract are satisfied.

9c. Lease liabilities

	2020 Current $	2020 Non-Current $	2020 Total $	2019 Current $	2019 Non-Current $	2019 Total $
Plant and Equipment	36,188	63,728	99,916	–	–	–
Land	100	2,200	2,300	–	–	–
	36,288	**65,928**	**102,216**	**–**	**–**	**–**

9. Trade and other payables (continued)

9c) Lease liabilities

Movements in Carrying Amounts – Plant and Equipment

Purpose	Lease number	Institution	Lease interest rate	Lease term	Actual lease principal 1 July 2019 $	30 June 2020 Actual new leases $	30 June 2020 Actual lease principal repayments $		30 June 2020 Actual lease principal outstanding $	30 June 2020 Actual lease interest repayments $	Actual lease principal 1 July 2018 $	30 June 2019 Actual new loans $	30 June 2019 Actual lease principal repayments $	30 June 2019 Actual lease principal outstanding $	30 June 2019 Actual lease interest repayments $
Governance															
Scanner	1	Ricoh	6.00%	48 months	12,716	–	4,693		8,022	827	17,123	–	4,407	12,716	1,113
Scanner	2	Ricoh	6.00%	60 months	24,248	–	4,820		19,427	1,576	–	26,582	2,334	24,248	864
Scanner	3	Ricoh	6.00%	60 months	24,248	–	4,820		19,427	1,576	–	26,582	2,334	24,248	864
Scanner	7	Ricoh	6.00%	48 months	1,456	–	1,162		295	95	2,547	–	1,091	1,456	166
Scanner	8	Ricoh	6.00%	48 months	–	6,621	626		5,995	179	–	–	–	–	–
									–					–	
Community amenities															
Scanner	9	Ricoh	6.00%	48 months	1,863	–	1,594		268	121	3,359	–	1,497	1,863	218
Economic services															
Scanner	5	Bank of Queensland	6.00%	60 months	–	14,778	1,298		13,481	480	–	–	–	–	–
Scanner	6	Bank of Queensland	6.00%	48 months	–	27,682	5,758		21,924	1,649	–	–	–	–	–
Other property and services															
Parts washer	4	Robowash Pty Ltd	6.00%	24 months	–	18,570	7,494		11,076	1,006	–	–	–	–	–
					64,530	67,651	32,266		99,916	7,509	23,029	53,164	11,663	64,530	3,225

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

10. Employee related provisions

	Provision for annual leave $	Provision for long service leave $	Total $
Opening balance as at 1 July 2019			
Current	6,302,092	9,148,193	15,450,285
Non-current	–	1,288,735	1,288,735
	6,302,092	10,436,928	16,739,020
Additional provisions	1,981,971	916,480	2,898,451
Amounts used	(1,324,352)	(764,848)	(2,089,200)
Balance as at 30 June 2020	6,959,711	10,588,560	17,548,271
Comprises			
Current	6,959,711	9,412,454	16,372,165
Non-current	–	1,176,106	1,176,106
	6,959,711	10,588,560	17,548,271

Employee benefits

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.

Provisions

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Provisions for sick leave or COVID-19 leave are not made in the accounts as they are non-vesting and are paid when incurred.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

11. Restricted reserves – cash backed

	2020 Budget $	2020 Actual $	2019 Actual $
Workers compensation reserve			
Opening balance	2,711,051	2,647,511	2,647,511
Amount set aside/transfer to reserve	1,500,000	1,029,179	1,414,381
Amount used/transfer from reserve	(1,500,000)	(1,168,107)	(1,414,381)
Closing balance	**2,711,051**	**2,508,583**	**2,647,511**

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.

Plant replacement reserve			
Opening balance	4,937,206	4,284,569	4,821,490
Amount set aside/transfer to reserve	3,746,407	4,399,061	4,430,548
Amount used/transfer from reserve	(5,488,700)	(5,500,107)	(4,967,469)
Closing balance	**3,194,913**	**3,183,523**	**4,284,569**

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.

Previous employees long service leave provision reserve			
Opening balance	638,724	660,585	524,929
Amount set aside/transfer to reserve	200,000	51,926	247,802
Amount used/transfer from reserve	(200,000)	(40,325)	(112,146)
Closing balance	**638,724**	**672,186**	**660,585**

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.

Staff leave liability reserve			
Opening balance	13,070,359	13,063,947	12,764,023
Amount set aside/transfer to reserve	313,689	197,966	299,924
Amount used/transfer from reserve	–	–	–
Closing balance	**13,384,048**	**13,261,913**	**13,063,947**

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. Current wage and salary rates are used in the calculation of provisions. The calculation of the provisions is audited annually and included in the accounts. Provisions for sick leave are not made in the accounts as they are paid as incurred.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

11. Restricted reserves – cash backed (continued)

	2020 Budget $	2020 Actual $	2019 Actual $
Road widening reserve			
Opening balance	136,495	136,428	133,296
Amount set aside/transfer to reserve	3,276	2,067	3,132
Amount used/transfer from reserve	–	–	–
Closing balance	**139,771**	**138,495**	**136,428**

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.

Security service charge reserve			
Opening balance	1,100,000	575,992	525,049
Amount set aside/transfer to reserve	900,000	686,067	575,992
Amount used/transfer from reserve	(1,100,000)	(575,992)	(525,049)
Closing balance	**900,000**	**686,067**	**575,992**

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.

Payment in lieu of parking reserve			
Opening balance	3,180,449	2,839,596	2,774,406
Amount set aside/transfer to reserve	76,331	48,054	65,190
Amount used/transfer from reserve	–	–	–
Closing balance	**3,256,780**	**2,887,650**	**2,839,596**

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.

Corporate projects reserve			
Opening balance	1,137,331	1,113,669	–
Amount set aside/transfer to reserve	2,407,296	2,396,876	1,128,305
Amount used/transfer from reserve	(1,234,500)	(1,107,800)	(14,636)
Closing balance	**2,310,127**	**2,402,745**	**1,113,669**

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

11. Restricted reserves – cash backed (continued)

	2020 Budget $	2020 Actual $	2019 Actual $
Asset acquisition reserve			
Opening balance	2,845,759	2,844,362	2,779,062
Amount set aside/transfer to reserve	68,298	43,102	65,300
Amount used/transfer from reserve	–	–	–
Closing balance	**2,914,057**	**2,887,464**	**2,844,362**

Created in 2004/05 to accommodate anticipated revenues from land sales which are an integral part of the City's overall asset rationalisation program.

Edith Cowan lighting reserve			
Opening balance	39,761	39,741	38,829
Amount set aside/transfer to reserve	954	602	912
Amount used/transfer from reserve	–	–	–
Closing balance	**40,715**	**40,343**	**39,741**

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.

Tamala Park reserve			
Opening balance	81,982	2,441,187	1,782,535
Amount set aside/transfer to reserve	1,668,634	1,036,993	1,375,219
Amount used/transfer from reserve	–	–	(716,567)
Closing balance	**1,750,616**	**3,478,180**	**2,441,187**

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.

Strategic waste development reserve			
Opening balance	22,767,182	26,374,243	22,217,177
Amount set aside/transfer to reserve	1,101,586	6,057,677	4,199,280
Amount used/transfer from reserve	(1,885,075)	(1,191,738)	(42,214)
Closing balance	**21,983,693**	**31,240,182**	**26,374,243**

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

11. Restricted reserves – cash backed (continued)

	2020 Budget $	2020 Actual $	2019 Actual $
Public parking strategic reserve			
Opening balance	10,370,220	10,885,294	10,127,169
Amount set aside/transfer to reserve	248,885	164,951	758,125
Amount used/transfer from reserve	(150,000)	(126,195)	–
Closing balance	**10,469,105**	**10,924,050**	**10,885,294**

This reserve was created to fund the City's Paid Parking Strategy.

Investment income reserve			
Opening balance	1,165,899	1,753,462	1,138,573
Amount set aside/transfer to reserve	89,034	194,750	614,889
Amount used/transfer from reserve	–	–	–
Closing balance	**1,254,933**	**1,948,212**	**1,753,462**

The investment income reserve will hold rent from investment properties, dividends and distributions from other investments and interest earned on capital investment reserve.

Capital investment reserve			
Opening balance	3,709,752	3,707,932	3,622,805
Amount set aside/transfer to reserve	–	1,430,000	85,127
Amount used/transfer from reserve	(270,000)	(8,372)	–
Closing balance	**3,439,752**	**5,129,560**	**3,707,932**

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.

Tree reserve			
Opening balance	351,942	555,731	343,693
Amount set aside/transfer to reserve	209,447	273,360	212,038
Amount used/transfer from reserve	(162,736)	–	–
Closing balance	**398,653**	**829,091**	**555,731**

The tree reserve will hold any funds set aside under the City's Street and Reserve Trees Policy.

Mirrabooka Regional Centre Strategy reserve			
Opening balance	–	–	–
Amount set aside/transfer to reserve	1,908,000	–	–
Amount used/transfer from reserve	–	–	–
Closing balance	**1,908,000**	**–**	**–**

The Mirrabooka Regional Centre Strategy reserve will hold proceeds of any sale of land in the Mirrabooka Regional Centre Strategy project area until required to meet the expenditure on associated works and services.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

11. Restricted reserves – cash backed (continued)

	2020 Budget $	2020 Actual $	2019 Actual $
Development contribution right of way improvement works reserve			
Opening balance	–	–	–
Amount set aside/transfer to reserve	–	437,076	–
Amount used/transfer from reserve	–	(437,076)	–
Closing balance	**–**	**–**	**–**

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.

Total Restricted Reserves – cash backed			
Opening balance	68,244,112	73,924,249	66,240,547
Amount set aside/transfer to reserve	14,441,837	18,449,707	15,476,164
Amount used/transfer from reserve	(11,991,011)	(10,155,712)	(7,792,462)
Closing balance	**70,694,938**	**82,218,244**	**73,924,249**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

12. Revaluation reserves – non cash backed

	2020 Actual $	2019 Actual $
Plant and equipment revaluation reserve		
Opening balance	29,747	29,747
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	–	–
Closing balance	**29,747**	**29,747**
Mobile vehicle and plant revaluation reserve		
Opening balance	200,454	325,048
Amount set aside/transfer to reserve	–	81,658
Amount used/transfer from reserve	(54,275)	(206,252)
Closing balance	**146,179**	**200,454**
Furniture and office equipment revaluation reserve		
Opening balance	866,650	249,195
Amount set aside/transfer to reserve	–	617,455
Amount used/transfer from reserve	(418)	–
Closing balance	**866,232**	**866,650**
Recreation equipment revaluation reserve		
Opening balance	13,690	13,690
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	–	–
Closing balance	**13,690**	**13,690**
Roads revaluation reserve		
Opening balance	1,029,585,354	1,029,585,354
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	(415,340,223)	–
Closing balance	**614,245,131**	**1,029,585,354**
Drainage revaluation reserve		
Opening balance	310,987,470	310,987,470
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	(161,152,895)	–
Closing balance	**149,834,575**	**310,987,470**
Footpath revaluation reserve		
Opening balance	67,402,659	67,402,659
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	(4,511,071)	–
Closing balance	**62,891,588**	**67,402,659**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

12. Revaluation reserves – non cash backed (continued)

	2020 Actual $	2019 Actual $
Other engineering infrastructure revaluation reserve		
Opening balance	13,130,779	13,130,779
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	–	–
Closing balance	**13,130,779**	**13,130,779**
Reserve revaluation reserve		
Opening balance	31,827,308	31,827,308
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	–	–
Closing balance	**31,827,308**	**31,827,308**
Other parks infrastructure revaluation reserve		
Opening balance	5,066,854	5,066,854
Amount used/transfer to reserve	–	–
Amount used/transfer from reserve	–	–
Closing balance	**5,066,854**	**5,066,854**
Reticulation revaluation reserve		
Opening balance	555,012	555,012
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	–	–
Closing balance	**555,012**	**555,012**
Land revaluation reserve		
Opening balance	405,284,657	406,333,568
Adjustment to opening balance AASB 16	(6,000,000)	–
Amount set aside/transfer to reserve	–	–
Amount used/transfer from reserve	(1,059,618)	(1,048,911)
Closing balance	**398,225,039**	**405,284,657**
* Adjusted for adoption of new accounting standard AASB 16		
Building revaluation reserve		
Opening balance	113,107,998	113,107,997
Amount set aside/transfer to reserve	–	1
Amount used/transfer from reserve	(1,069,333)	–
Closing balance	**112,038,665**	**113,107,998**
Equity accounted investments		
Opening balance	11,570,884	10,259,427
Revaluation increment	2,882	1,311,457
Revaluation decrement	(1,186,155)	–
Closing balance	**10,387,611**	**11,570,884**
Total Revaluation Reserves – non cash backed		
Opening balance	1,989,629,516	1,988,874,108
Adjustment to opening balance AASB16	(6,000,000)	–
Amount set aside/transfer to reserve	2,882	2,010,571
Amount used/transfer from reserve	(584,373,988)	(1,255,163)
Closing balance	**1,399,258,410**	**1,989,629,516**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

13. Superannuation

The City makes compulsory contributions to superannuation plans on behalf of its employees. Amendments to the Local Government Regulations in 2006 enabled freedom of choice for superannuation under the requirements of the Commonwealth Government rules for superannuation schemes. This change allows employees to choose superannuation plans other than the WA Local Government Superannuation Plan (WALGSP) and also provides for the current WALGSP to be the default scheme should an employee not choose another scheme.

Contributions relating to superannuation plans are recognised as expenses in the Statement of Comprehensive Income. The amount of superannuation contributions made by the City during the reporting period was **$9,894,088** (2019: $9,212,027)

14. Trust funds

a) 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 2019	Receipts	Paid out	Interest earned	Closing balance 30 June 2020
	$	$	$	$	$
Other bonds	735,960	–	(233,817)	11,085	513,228
Town Planning Scheme No 18	717,945	–	–	11,835	729,780
Town Planning Scheme No 25	571,179	–	–	9,415	580,594
Town Planning Scheme No 27	647,968	–	(27,270)	10,986	631,684
Town Planning Scheme No 28	802,864	–	–	13,235	816,099
Laneways	946,827	33,819	(188,703)	15,048	806,991
Other Trusts and Canteen	1,442,014	496,043	(390,607)	26,783	1,574,233
Payment in lieu of public open space	13,390,754	–	(1,021,508)	248,701	12,617,947
	19,255,511	**529,862**	**(1,861,905)**	**347,088**	**18,270,556**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

15. Commitments and contingencies

a) Capital expenditure commitments

At the reporting date, the City had capital expenditure commitments of $7,404,896 for the purchase of property, plant and equipment and infrastructure which have not been provided for elsewhere in the financial statements. The majority of projects that have expenditure commitments are expected to be finalised in the 2020/2021 financial year.

b) Contingent liability – guarantee for Mindarie Regional Council

The City, along with other member councils of the Mindarie Regional Council, has agreed to provide a financial guarantee to the operators of the resource recovery facility to be built at the Mindarie Regional Council site at Neerabup.

The guarantee will cover Mindarie Regional Council's obligations to make a termination payment to the facility operators if there is a Force Majeure event, a default event under the Resource Recovery Facility Agreement by the Mindarie Regional Council or where member Councils of Mindarie Regional Council fail to pay the applicable gate fees.

The financial guarantee is to provide comfort to the operator (and its financiers) by providing a direct contractual relationship between each member council and the operator.

c) Contaminated Site – Tamala Park Landfill Site

In February 2020, Mindarie Regional Council (MRC) received the Mandatory Auditor's Report (MAR) as requested by the Department of Water and Environmental Regulation (DWER) in respect of the Tamala Park Waste Management Facility site.

Among other things, the purpose of the report was to:

- confirm that earlier investigations undertaken adequately characterised the contamination status of the site and
- whether potentially significant risks to human health, the environment or environmental values exist on-site or off-site

The report notes that groundwater impacts from landfill activities are currently evident in the aquifer immediately beneath the landfill at concentrations above the relevant DWER irrigation or drinking water guidelines.

Further testing and analysis is still required to understand the full extent of the offsite impact on potential ground water contamination. The MRC has commenced work on the MAR recommendations identified. At this stage, it is not possible to make a reasonable estimate of the financial impact that may arise from possible remedial action.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

16. Investments

Equity contributions in other unlisted entities

	2020 Actual $	2019 Restated $	2019 Actual $
Mindarie Regional Council	22,740,301	23,515,642	23,926,456
Tamala Park Regional Council	15,633,300	15,237,365	15,237,365
	38,373,601	**38,753,007**	**39,163,821**

* Mindarie Regional Council accounts for 2018/2019 were restated in June 2020

a) Mindarie Regional Council

The City, along with the City of Perth, City of Joondalup, City of Wanneroo, City of Vincent, Town of Cambridge and Town of Victoria Park 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. The City uses the refuse disposal facility at Mindarie to deposit all non recyclable waste collected by the City's domestic and commercial waste services.

The City has received its share of lease fees, since the facility became operational. Capital contributions paid during establishment are represented in the accounts of the City as a non current asset.

The City currently has a contingent liability in relation to the Mindarie Regional Council. Details of this contingent liability are provided in note 15(b).

Mindarie Regional Council financial position

Retained surplus attributed to equity accounted investment

	2020 Actual $	2019 Restated $	2019 Actual $
Balance at beginning of the financial year	10,755,523	10,411,767	11,014,163
Share of (loss)/profit from activity after tax	(775,341)	302,184	712,998
Adjustment for realisation of revaluation reserve	2,906,044	41,572	–
Balance at end of the financial year	12,886,226	10,755,523	11,727,161
Carry amount of equity accounted investments			
Balance at beginning of financial year restated	23,515,642	22,635,502	22,635,502
Share of profit/(loss)	(775,341)	302,184	712,998
Transfer to reserve	–	–	41,572
Share of revaluation of assets	–	577,956	536,384
Balance at end of the financial year	22,740,301	23,515,642	23,926,456

* Mindarie Regional Council accounts for 2018/2019 were restated in June 2020

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

16. Investments (continued)

	2020 Actual $	2019 Restated $	2019 Actual $
Current assets	40,659,608	37,247,209	37,247,209
Non current assets	64,690,790	57,938,907	59,171,350
Total assets	**105,350,398**	**95,186,116**	**96,418,559**
Current liabilities	(8,355,529)	(7,487,383)	(7,487,383)
Non current liabilities	(28,773,967)	(17,151,807)	(17,151,807)
Total liabilities	**(37,129,496)**	**(24,639,190)**	**(24,639,190)**
Net assets	**68,220,902**	**70,546,926**	**71,779,369**
Total equity Mindarie Regional Council	68,220,902	70,546,926	71,779,369
City's share of equity (one third)	22,740,301	23,515,642	23,926,456

* Mindarie Regional Council accounts for 2018/2019 were restated in June 2020

b) Tamala Park Regional Council

The City, along with the City of Perth, City of Joondalup, City of Wanneroo, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Tamala Park Regional Council. On the 21 February 2006 the Council received a report advising the formal establishment of the Tamala Park Regional Council under Section 3.61 of the *Local Government Act 1995*. The Tamala Park Regional Council formally came into existence on the 3 February 2006.

The Tamala Park Regional Council's activities will 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.

	2020 Actual $	2019 Actual $
Tamala Park Regional Council	15,237,365	15,244,109
Restatement in relation to capitalisation threshold	–	(4,073)
Share of profit/(loss)	(53,465)	220,301
Capital contributions	1,449,400	1,110,361
Distributions received from joint venture entities	(1,000,000)	(1,333,333)
Balance at end of the financial year	**15,633,300**	**15,237,365**

The City's share of the inventory of land held for re-sale in relation to the joint venture has been recognised in Note 7 at $2,407,308.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

16. Investments (continued)

Tamala Park Regional Council financial position

	2020 Actual $	2019 Actual $
Current assets	45,517,277	44,320,816
Non current assets	1,757,617	1,723,283
Total assets	**47,274,894**	**46,044,099**
Current liabilities	(345,026)	(326,286)
Non current liabilities	(29,968)	(5,719)
Total liabilities	**(374,994)**	**(332,005)**
Net assets	**46,899,900**	**45,712,094**
Total equity Tamala Park Regional Council	**46,899,900**	**45,712,094**
City's share of equity (one third)	**15,633,300**	**15,237,365**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

17. 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, net of any outstanding bank overdraft. 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:

	2020 $	2019 $
Cash at bank	29,835	36,621
Short maturity investment	125,226,946	121,810,718
Total cash and cash equivalents	**125,256,781**	**121,847,339**

b) Non-cash investing activities

During the reporting period the City acquired assets that were gifted from the State of Western Australia as well as the Metropolitan Redevelopment Authority as referenced in Note 8.

c) Taxation

Except for the goods and service and fringe benefits tax, the activities of the City are exempt from taxation.

d) Reconciliation of net cash used in operating activities to change in net assets.

	2020 $	2019 $
Net result	4,977,934	45,153,583
Depreciation	50,171,316	48,649,086
Underground power	–	(1,499,613)
Increase/(decrease) in impairment	(155,118)	270,178
Increase in employee entitlements	809,250	3,091,017
Increase/(decrease) in payables & provisions	(2,445,289)	7,342,111
Increase in income in advance	1,089,663	51,599
(Increase) in receivables	(1,099,460)	(4,867,693)
(Increase) in prepayments	(603,905)	(165,560)
Decrease in inventory	4,325	1,211,605
(Increase) in investments	(2,084,536)	(1,288,283)
(Increase) in assets under construction	–	(23,148)
Loss on sale of non-current assets	(1,327,776)	1,123,365
Acquired assets	(1,505,592)	(42,899,184)
Reduction of GST refund for fringe benefit tax	–	696,089
(Increase) in contract assets	(49,608)	–
Increase in lease liabilities	99,916	–
Equity share of investment	–	(220,301)
Government subsidies	(10,299,346)	(7,036,583)
Net cash from operating activities	**37,581,774**	**49,588,268**

e) Credit standby arrangements

Bank overdraft limit	500,000	500,000
Bank overdraft at reporting date	–	–
Total amount of credit unused	**500,000**	**500,000**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

18. Rates and service charges

a) General Rate

	2020 Budget $	2020 Actual $	2019 Actual $
GRV rate in the $: 5.0117 cents	111,800,743	111,627,988	109,164,570
Rateable value general rates $2,230,794,809			
Estimated number of properties 66,887			
Minimum payments			
GRV number of assessments 32,826 at $853	28,000,578	27,897,535	27,745,105
GRV number of assessments 21 at $805	16,905	16,905	16,758
Interim rates	910,187	982,452	1,250,756
Specific area rate			
Mirrabooka trades area	–	–	23,020
Total general rates levied	**140,728,413**	**140,524,880**	**138,200,209**
Plus			
Late payment penalties	330,000	301,518	480,550
Arrears rates	50,000	27,060	394,257
Instalment charges and interest	360,000	377,573	(108)
General purpose grant	4,556,445	4,755,771	4,518,411
Other general purpose funding	4,189,180	3,222,756	4,827,533
Total general purpose funding shown on income statement	**150,214,038**	**149,209,558**	**148,420,852**

b) Security service charges

The City provided a Security Patrol service with a mission 'To reduce the incidence of preventable crime, anti-social behaviour and residents fear of crime within the boundaries of the City of Stirling through patrols and proactive security measures'.

The charge per property was fixed at $30.00 and the revenue raised was $3,023,880. The original budget was $2,972,310.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

18. Rates and service charges (continued)

c) Instalment option for rates

The City operates four payment option plans consisting of a one payment option that is eligible to be in the City's early payment incentive scheme plus a one payment option that is ineligible for the City's early payment incentive scheme, plus two or four instalment options. The one payment options must be received within 35 days of issue of statements and comprises of any arrears, current rubbish charge, current security charge and current pool fence inspection charge (if any.) To be eligible for the early payment incentive scheme, the one payment option must be received within 28 days of issue of statements. For the two and four instalment options, payments are required to be 25% or 50% of current rates, plus the instalment interest. Subsequent instalments comprise 25% or 50% of current rates plus any instalment interest.

The rate of interest charged for the instalment options was 3%. In response to the COVID-19 crisis, the City removed any instalment and arrangement fees from April 2020. The amount of revenue raised from the imposition of the interest was $377,573.

The original budget was $330,000.

d) Rates early payment incentive scheme

The City operated an incentive scheme in which 19 prizes were donated by sponsors.
To be eligible, full payment of all rates and charges must have been received by 21 August 2019.
This excluded pensioner rates deferred under the provisions of the *Rates and Charges (Rebates and Deferments) Act 1992*.
The selection method involved a computer programme that selected all assessments eligible to be in the draw.
The draw was conducted in the presence of several senior officers.
The total cost to the City for the incentive scheme was $36,359.
The original budget was $40,000.

e) Concession and write offs

The total cost or reduction of revenue from the waiver or grant of concession was Nil.

The total amount of rates written off was Nil. The original budget was Nil.

f) Late payment interest

The rate of interest charged for the late payment of rates and service charges was 7%.

The amount of revenue raised from the imposition of the interest for the late payment of rates and service charges was $301,518. The original budget was $330,000.

The rate of interest charged for the late payment of any other money was 7%.

The amount of revenue raised from the imposition of the interest for the late payment of any other money was Nil.
The original budget was Nil.

The City in response to the COVID-19 crisis removed any late payment interest and late payment fees from April 2020.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

19. Information about fees to Council Members

	2020 Budget $	2020 Actual $	2019 Actual $
Communications and IT allowance	55,000	52,500	49,000
Travel expenses	30,000	14,140	13,820
Meeting fee allowance	530,000	475,157	444,322
Mayoral allowance	100,000	89,753	88,864
Deputy Mayoral allowance	30,000	22,438	22,216
	745,000	**653,988**	**618,222**

20. Related parties transactions

Key management personnel (KMP) compensation disclosure

The total of remuneration paid to KMP of the City during the year are as follows:

	2020 Actual $	2019 Actual $
Short-term employee benefits	1,367,374	1,436,687
Post-employment benefits	99,520	113,508
Other long-term benefits	25,932	32,939
Termination benefits	–	160,216
	1,492,826	**1,743,350**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

20. Related parties transactions (continued)

Short-term employee benefits

These amounts include all salary, paid leave, fringe benefits and cash bonuses awarded to KMP except for details in respect to fees and benefits paid to elected members which may be found at Note 19.

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 long service benefits accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP.

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. **Entities subject to significant influence by the City**
An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity which holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

iii. **Joint venture entities accounted for under the equity method**
The City is involved in joint venture arrangements with Tamala Park Regional Council and Mindarie Regional Council.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

20. Related parties transactions (continued)

The City's main related parties are as follows:

a) Tamala Park Regional Council

The City along with the City of Perth, City of Joondalup, City of Wanneroo, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Tamala Park Regional Council. The City will contribute one third of any funding required for capital or operating costs and will also be entitled to one third of revenue from the sale of lots of land.

The City's one-third interest in the Tamala Park Regional Council is accounted for in the financial statements using the equity accounting method and all transactions are accounted for on normal terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following related party transactions occurred with the Tamala Park Regional Council for the financial year ending 30 June 2020:

	2020 Actual $	2019 Actual $
Associated companies/individuals:		
Sale of goods and services	228,369	216,919
Purchase of goods and services	115,311	164,099
Joint venture entities:		
Distributions received from joint venture entities	1,000,000	1,333,333
Amounts outstanding from related parties:		
Trade and other receivables	–	–
Loans to associated entities	–	–
Loans to key management personnel	–	–
Amounts payable to related parties:		
Trade and other payables	–	9,468
Loans from associated entities	–	–

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

20. Related parties transactions (continued)

b) Mindarie Regional Council

The City along with the City of Perth, City of Joondalup, City of Wanneroo, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Mindarie Regional Council.

The City's one-third interest in the Mindarie Regional Council is accounted for in the financial statements using the cost accounting method and all transactions are accounted for on normal terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following related party transactions occurred with the Mindarie Regional Council for the financial year ending 30 June 2020:

	2020 Actual $	2019 Actual $
Associated companies/individuals:		
Sale of goods and services	235,716	276,365
Purchase of goods and services	11,328,327	12,504,865
Joint venture entities:		
Distributions received from joint venture entities	–	–
Amounts outstanding from related parties:		
Trade and other receivables	–	–
Loans to associated entities	–	–
Loans to key management personnel	–	–
Amounts payable to related parties:		
Trade and other payables	171,524	732,017
Loans from associated entities	–	–

c) Local Government House Unit Trust

The City along with other Councils and Shires has units in the Local Government House Trust. There were no transactions between the Trust and City of Stirling in the current financial year.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

21. Major land transaction information

a) The development and subdivision of Tamala Park (Catalina Estate)

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 project is expected to have a ten-year life cycle with more than 2,500 lots developed for housing that will be progressively sold in stages. The first stage of the development commenced in early 2011 and the first lots were released for sale in July 2012.

The City along with the City of Perth, City of Joondalup, City of Wanneroo, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Tamala Park Regional Council. The City will contribute one third of any funding required for capital or operating costs and will also be entitled to one third of revenue from the sale of lots of land.

As at 30 June 2020 the value of the City's equity share of its investment in the Tamala Park Regional Council was $15,633,300 (refer note 16).

Total of sales and expenditure of Catalina Estate Land

	2020 Actual $	Total to 30 June 2019 $	Total $
Income from sales	9,040,976	237,098,500	246,139,476
Cost of lots sold	(2,979,336)	(85,656,780)	(88,636,116)
Direct selling costs	(127,333)	(21,638,969)	(21,766,302)
Marketing costs	(207,457)	(2,015,940)	(2,223,397)
Administration cost	(588,666)	(3,928,755)	(4,517,421)
Surplus	**5,138,184**	**123,858,056**	**128,996,240**

City of Stirling equity share of sales and expenditure of Catalina Estate land

	2020 Actual $	Total to 30 June 2019 $	Total $
Income from sales	3,013,659	79,032,833	82,046,492
Cost of lots sold	(993,112)	(28,552,260)	(29,545,372)
Direct selling costs	(42,444)	(7,212,990)	(7,255,434)
Marketing costs	(69,152)	(671,980)	(741,132)
Administration cost	(196,222)	(1,309,585)	(1,505,807)
Surplus	**1,712,728**	**41,286,018**	**42,998,747**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

21. Major land transaction information (continued)

Catalina Estate Sales

	Year	Revenue $
Stages land was released for Catalina Estate		
FY13 Stages	2012/2013	51,375,500
FY14 Stages	2013/2014	50,325,000
FY15 Stages	2014/2015	77,688,000
Stage 15	December 2015	15,444,000
Stage 18A	May 2016	8,626,000
Stage 14B	October 2016	2,444,000
Stage 17A	February 2017	7,135,000
Stage 18B	June 2017	7,194,000
Stage 25	August 2017	17,733,000
Stage 17B	May 2018	3,956,000
Stage 26	September 2019	2,463,000
	Total	**244,383,500**

* The above sales are from Tamala Park Regional Council minutes

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

21. Major land transaction information (continued)

Estimated sales and cost of sales Catalina Estate 2020 to 2023

	2020 Actual $	2021 Forecast $	2022 Forecast $	2023 Forecast $
Income from sales	9,040,976	42,399,590	56,044,482	53,580,503
Cost of lots sold	(2,979,336)	(15,263,852)	(20,176,014)	(19,288,981)
Direct selling costs	(127,333)	(3,921,962)	(5,184,115)	(4,956,197)
Marketing costs	(207,457)	(317,997)	(420,334)	(401,854)
Administration cost	(588,666)	(551,195)	(728,578)	(696,547)
Surplus	**5,138,184**	22,344,584	29,535,442	28,236,925

Tamala Park Regional Council financial position

	2020 Actual $	2019 Actual $
Current assets	45,517,277	44,320,816
Non current assets	1,757,617	1,723,283
Total assets	**47,274,894**	**46,044,099**
Current liabilities	(345,026)	(326,286)
Non current liabilities	(29,968)	(5,719)
Total liabilities	**(374,994)**	**(332,005)**
Net assets	46,899,900	45,712,094
Total equity Tamala Park Regional Council	**46,899,900**	**45,712,094**
City's share of equity (one third)	**15,633,300**	**15,237,365**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

22. Financial risk management

The City's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The City's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the City.

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 Council.

The City held the following financial instruments at the balance date:

	Carrying value		Fair value	
	2020 $	2019 $	2020 $	2019 $
Financial assets				
Cash and cash equivalents	125,256,781	121,847,339	125,256,781	121,847,339
Financial assets at amortised cost	178,053	–	178,053	–
Trade and other receivables	6,672,461	9,139,099	6,672,461	9,139,099
Contract assets	105,836	–	105,836	–
Non-current debtors	7,367,304	4,022,932	7,367,304	4,022,932
	139,580,435	135,009,370	139,580,435	135,009,370
Financial liabilities				
Payables	30,815,104	33,673,224	30,815,104	33,673,224
Contract liabilities	932,091	–	932,091	–
Lease liabilities	102,216	–	102,216	-
	31,849,411	33,673,224	**31,849,411**	33,673,224

Fair value for cash and cash equivalents, receivables, payables and borrowings are estimated as the carrying value, which approximates to fair value.

a) Cash and cash equivalent

The City's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The Finance area manages the cash and investments portfolio with the assistance of independent advisers (where applicable). The City has an investment policy which is subject to review by Council. An Investment Report is provided to Council on a monthly basis setting out the make-up and performance of the portfolio.

Cash and investments are also subject to interest rate risk – the risk that movements in interest rates could affect returns.

The City manages these risks by diversifying its portfolio and only placing surplus cash with banking institutions with a high credit rating.

b) Receivables

Policy from 1 July 2019 till March 2020
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 incentive programs.

c) Change in Policy in response to COVID-19

The City in response to the COVID-19 crisis removed any interest, instalment and arrangement fees from April 2020.
The City also introduced more flexible payment options and suspended any debt collection activities.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

22. Financial risk management (continued)

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 City makes suitable provisions for doubtful receivables as required and carries out credit checks on most non-rate debtors. 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 managing rates or service charges which remain unpaid.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

A profile of the City's current receivables credit risk at balance date follows:

	2020 %	2019 %
Percentage of rates and annual charges		
Current	0.00%	0.00%
Overdue	100.00%	100.00%
The amount outstanding as at 30 June 2020 represented 0.3% of the total asset base.		
Percentage of other receivables		
Current	59.83%	13.43%
Overdue	40.17%	86.57%
The amount outstanding after impairment/ expected credit loss as at 30 June 2020 represented 0.41% of the total asset base.		

d) Payables and borrowing

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. There is no risk associated with borrowing as this is a book figure representing unpresented cheques.

	Due within 1 Year $	Due between 1 and 5 Years $	Total contractual cash flows $	Carrying values $
2020				
Payables	30,815,104	–	30,815,104	30,815,104
Contract liabilities	932,091	–	932,091	932,091
Lease liabilities	102,216	–	102,216	102,216
	31,849,411	**–**	**31,849,411**	**31,849,411**
2019				
Payables	33,673,224	–	33,673,224	33,673,224
	33,673,224	–	33,673,224	33,673,224

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

22. Financial risk management (continued)

e) Interest rate risk

The City is exposed to interest rate risk mainly through financial assets and liabilities. The following table details the City's exposure to interest rate risk as at reporting date.

		Fixed interest rate maturity					
	Av int rate %	Var int rate $	Less than 1 year $	1 to 5 years $	More than 5 years $	Non int bearing $	Total $
2020							
Financial assets							
Cash	0.66	–	–	–	–	29,835	29,835
Cash and cash equivalents	0.66	–	125,226,946	–	–	–	125,226,946
Total		**–**	**125,226,946**	**–**	**–**	**29,835**	**125,256,781**
Financial liabilities							
Payables		–	–	–	–	20,010,915	20,010,915
Bank overdraft	1.04	–	–	–	–	–	–
Unpresented cheques/EFT's		–	–	–	–	362,075	362,075
Total		**–**	**–**	**–**	**–**	**20,372,990**	**20,372,990**
2019							
Financial assets							
Cash	2.33	–	–	–	–	36,621	36,621
Cash and cash equivalents	2.33	–	121,810,718	–	–	–	121,810,718
Total		**–**	**121,810,718**	**–**	**–**	**36,621**	**121,847,339**
Financial liabilities							
Payables		–	–	–	–	20,883,239	20,883,239
Bank overdraft	4.19	–	–	–	–	–	–
Unpresented cheques/EFT's		–	–	–	–	340,452	340,452
Total		**–**	**–**	**–**	**–**	**21,223,691**	**21,223,691**

The balance of the bank overdraft amount reflects the book position and includes cheques that have been drawn but have not yet been debited to the bank account. Funds are maintained in investment until required.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

22. Financial risk management (continued)

f) Sensitivity to interest rate risk

The rate of interest the City received on financial investments fell by between 100 and 125 basis points for the year ending 30 June 2020.

The City's exposure to interest rate risk, which is the risk that a financial instruments value will fluctuate as a result of changes in market interest rates, is considered negligible for all financial instruments.

Liquidity risk is managed through maintaining adequate cash reserves and borrowing facilities. This is achieved by continuously monitoring forecast and actual cash flows, maintaining an appropriate mix of financial institutions to invest with and setting limits in terms of borrowing and investments.

The City has significant funds invested and returns from those investments are dependent upon current interest rates. If interest rates were to increase or decrease by 0.25%, the annual return would increase or decrease by $313,142.

There is no real interest rate risk in relation to financial liabilities because the overdraft disclosure is purely a book figure representing unpresented cheques.

g) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the City. The Council has adopted the policy of only dealing with creditworthy counterparties and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults. The City measures credit risk on a fair value basis.

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 City does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics.

h) Fair value of financial instruments

The City considers that the carrying amount of financial assets and financial liabilities recorded in the financial statements represents their respective fair values.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

23. Performance measurements

Financial information by ratio:

	2020	2019	2018	2017	2016
Current ratio					
Current assets minus restricted current assets / *Current liabilities minus liabilities associated with restricted assets*	1.6976	1.7853	2.7364	2.1982	3.0831
Asset sustainability ratio					
Capital renewal and replacement expenditure / *Depreciation expense*	0.6179	0.6808	1.0025	3.4996	2.5187
Debt service cover ratio*					
Annual operating surplus before interest and depreciation / *Principal and interest*	0.0000	0.0000	0.0000	0.0000	0.0000
**The City has no debt as at 30 June 2020*					
Operating surplus ratio					
Operating revenue minus operating expense / *Own source operating revenue*	(0.0475)	0.0021	0.0339	0.0839	0.0500
Own source revenue ratio					
Own source operating revenue / *Operating expense*	0.9004	0.9846	1.0419	1.0995	1.0713
Asset consumption ratio	0.7581	0.8611	0.8702	0.9953	0.9382
Depreciated replacement cost of assets / *Current replacement cost of depreciated assets*					
Asset renewal funding ratio					
Assets renewals / *Depreciation, amortisation and Impairment*	0.9083	0.8831	0.8621	2.8755	1.8890

24. Subsequent event

There have been no subsequent events of a material nature to report since the end of the financial year.

The COVID-19 crisis has had no material impact on the 2020 financial results. The ongoing impact of the pandemic cannot be assessed on future results.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

25. Opening and closing funds

Determination of opening funds

	Note	2019 Actual $	2018 Actual $
Current assets			
Cash and cash equivalents		121,847,339	104,211,669
Trade and other receivables		9,139,099	6,762,399
Other assets		966,353	800,793
Inventories		2,225,935	3,437,540
Total current assets		**134,178,726**	**115,212,401**
Current liabilities			
Payables and provisions		(49,123,509)	(30,189,085)
Total current liabilities		**(49,123,509)**	**(30,189,085)**
Net current assets		**85,055,217**	**85,023,316**
Budget adjustments (non-cash)			
Less: committed cash		–	632,004
Add: current annual leave	10	6,302,092	6,154,076
Add: current long service leave	10	9,148,193	6,369,210
Budget adjustments net		**15,450,285**	**11,891,282**
Less: restricted financial assets reserves	5b	(73,924,250)	(66,240,547)
Opening fund on Rate Setting Statement		**26,581,252**	**30,674,051**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

25. Opening and closing funds (continued)

Determination of closing funds

	Note	2020 Actual $	2019 Actual $
Current assets			
Cash and cash equivalents	5,17a	125,256,781	121,847,339
Trade and other receivables	6a	6,672,461	9,139,099
Other assets	6c	1,324,464	966,353
Inventories	7a	2,716,891	2,225,935
Contract assets		105,836	–
Right of use assets		98,917	–
Total current assets		**136,175,350**	**134,178,726**
Current liabilities			
Payables and provisions	9, 10	(48,155,648)	(49,123,509)
Total current liabilities		**(48,155,648)**	**(49,123,509)**
Net current assets		**88,019,702**	**85,055,217**
Budget adjustments (non-cash)			
Add: current annual leave	10	6,959,711	6,302,092
Add: Current long service leave	10	9,412,454	9,148,193
Budget adjustments net		**16,372,165**	**15,450,285**
Less: restricted financial assets reserves	5b	(82,218,244)	(73,924,250)
Closing funds on Rate Setting Statement		**22,173,623**	**26,581,252**

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

26. Initial application of accounting standards

During the current year, the City adopted all of the new and revised Australian Accounting Standards and Interpretations which were compiled, became mandatory and which were applicable to its operations.

Effective 6 November 2020, *Local Government (Financial Management) Regulation* 16 was deleted and *Local Government (Financial Management) Regulation* 17A was amended with retrospective application. The changes were effective for financial years ending on or after 30 June 2020 so are required to be applied retrospectively with cumulative effect applied initially on 1 July 2019.

a) AASB 15: Revenue from contracts with customers

The City adopted AASB 15 Revenue from contracts with customers (issued December 2014) on 1 July 2019 resulting in changes in accounting policies. In accordance with the transition provisions AASB 15, the City adopted the new rules retrospectively with the cumulative effect of initially applying these rules recognised on 1 July 2019. In summary the following adjustments were made to the amounts recognised in the balance sheet at the date of initial application (1 July 2019):

	Note	AASB 118 carrying amount 30 June 2019 $	Reclassification $	AASB 15 carrying amount 01 July 2019 $
Contract assets	7a	–	–	–
Contract liabilities – current				
Contract liabilities from contracts with customers	9a	–	410,657	410,657
Contract liabilities non-current				
Contract liabilities from transfers for recognisable non financial assets	9a	–	–	–
Adjustment to retained surplus from adoption of AASB 15	26e	–	410,657	–

b) AASB 1058: Income For Not-For-Profit Entities

The City adopted AASB 1058 Income for Not-for-Profit Entities (issued December 2016) on 1 July 2019 which will result in changes in accounting policies. In accordance with the transition provisions of AASB 1058, the City adopted the new rules retrospectively with the cumulative effect of initially applying AASB 1058 recognised at 1 July 2019. Comparative information for prior reporting periods was not restated in accordance with AASB 1058 transition requirements.

In applying AASB 1058 retrospectively with the cumulative effect of initially applying the Standard on 1 July 2019 changes occurred to the following financial statement line items by application of AASB 1058 as compared to AASB 118: Revenue and AASB 1004: Contributions before the change:

	Note	AASB 118 and AASB 1004 carrying amount 30 June 2019 $	Reclassification $	AASB 1058 carrying amount 01 July 2019 $
Trade and other payables				
Grant income receivable	7	–	(262,894)	(262,894)
Deferred grant income	9a	–	256,356	256,356
Adjustment to retained surplus from adoption of AASB 1058	26e	–	(6,538)	–

Assets that were acquired for consideration, that were significantly less than fair value principally to enable the City to further its objectives, may have been measured on initial recognition under other Australian Accounting Standards at a cost that was significantly less than fair value. Such assets are not required to be remeasured at fair value.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

26. Initial application of Accounting Standards (continued)

The table below provides details of the amount by which each financial statement line item is affected in the current reporting period by the application of this Standard as compared to AASB 118 and 1004 and related Interpretations that were in effect before the change.

	Note	2020 As reported under AASB 15 and AASB 1058 $	2020 Adjustment due to application of AASB 15 and AASB 1058 $	2020 Compared to AASB 118 and AASB 1004 $
Statement of comprehensive income				
Revenue				
Rates		141,203,971	–	141,203,971
Operating grants, subsidies and contributions		13,331,681	594,245	13,925,926
Capital grants		10,310,628	611,955	10,922,583
Fees and charges		15,643,540	–	15,643,540
Non-operating grants, subsidies and contributions		10,310,628	–	10,310,628
Net result		–	1,206,200	1,206,200
Statement of Financial Position				
Trade and other receivables		6,672,461	105,836	6,778,297
Contract assets	7b	105,836	(105,836)	–
Trade and other payables	9a	30,815,104	(611,955)	30,203,149
Contract liabilities	9b	594,245	(594,245)	–
Net assets		–	1,206,200	1,206,200
Statement of changes in equity				
Net result		–	1,206,200	1,206,200
Retained surplus		–	1,206,200	1,206,200

Refer to Note 2(a) for new revenue recognition accounting policies as a result of the application of AASB 15 and AASB 1058.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

26. Initial application of Accounting Standards (continued)

c) AASB 16: Leases – Other

The City adopted AASB 16 retrospectively from 1 July 2019 which resulted in changes in accounting policies. In accordance with the transition provisions of AASB 16, the City has applied this Standard to its leases retrospectively, with the cumulative effect of initially applying AASB16 recognised on 1 July 2019. In applying AASB 16, under the specific transition provisions chosen, the City will not restate comparatives for prior reporting periods.

	Note	2020 $
Operating lease commitments at 30 June 2019 applying AAS 117		–
Discount applied using incremental borrowing rate		64,530
Lease liability recognised as 1 July 2019 discounted using the City's incremental borrowing rate of 6%	9b	64,530
Lease liability – current		11,663
Lease liability – non-current		52,867
Right-of-use assets recognised at 1 July 2019		63,120

In applying AASB 16 for the first time, the City will use the following practical expedient permitted by the standard. The exclusion of initial direct costs from the measurement of the right-of-use asset at the date of initial application.

d) AASB 16: Leases – Peppercorn

***Local Government Financial Management Regulation* 17a**

Effective 6 November 2020, *Local Government (Financial Management) Regulation 16* was deleted and *Local Government (Financial Management) Regulation* 17A was amended with retrospective application. The changes were effective for financial years ending on or after 30 June 2020 required to be applied retrospectively with cumulative effect applied initially on 1 July 2019.

In accordance with the changes, the City was required to remove the values attributable to certain crown land assets previously required to be recognised, as well as the associated revaluation surplus at 1 July 2019.These assets have been measured as concessionary lease right-of-use assets at zero cost in accordance with AASB 16. For further details relating to these changes, refer to Note 11.

In summary the following adjustments were made to the amounts recognised in the statement of financial position at the date of initial application (1 July 2019):

	Note	Carrying amount 30 June 2019 $	Reclassification $	Carrying amount 01 July 2019 $
Property, Plant and Equipment	8	6,000,000	(6,000,000)	–
Revaluation Surplus	12	405,284,657	(6,000,000)	399,284,657

Also, following changes to Local Government (Financial Management) Regulation 17A , plant and equipment type assets (being plant and equipment and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change is effective from 1 July 2019 and represents a change in accounting policy. Revaluations carried out previously or during the year were not reversed as it was deemed fair value approximates cost at the date of the change.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

26. Initial application of Accounting Standards (continued)

e) Impact of New Accounting Standards on Retained Surplus and Revaluation Surplus

The impact on the City's retained surplus due to the adoption of AASB 15, AASB 1058 and AASB 16 as at 1 July 2019 was as follows:

	Note	Adjustments	2019 $
Retained surplus – 30 June 2019			1,068,420,716
Adjustment to retained surplus from adoption of AASB 15	26a	410,657	
Adjustment to retained surplus from adoption of AASB 16	26c	1,410	
Adjustment to retained surplus from adoption of AASB 1058	26b	(6,538)	405,529
Retained surplus – 1 July 2019			1,068,826,245

The impact on the City's opening revaluation surplus resulting from *Local Government (Financial Management) Regulation* 16 being deleted and the amendments to *Local Government (Financial Management) Regulation* 17A as at 1 July 2019 was as follows:

	Note	Adjustments	2019 $
Revaluation surplus - 30 June 2019			1,989,629,516
Adjustment to revaluation surplus from deletion of FM Reg 16	26d	(6,000,000)	
Adjustment to revaluation surplus from deletion of FM Reg 17	26d	–	(6,000,000)
Revaluation surplus - 1 July 2019			1,983,629,516

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2020

27. New accounting standards and interpretation for application in future years

Pronouncement	Title	Summary	Application date
AASB 1059	Service Concession Arrangements: Grantors	This Standard addresses the accounting for a service concession arrangement by a grantor that is a public sector entity. The Standard is based on the International Public Sector Accounting Standard IPSAS 32 Service Concession Arrangements: Grantor and is broadly consistent with AASB Interpretation 12 Service Concession Arrangements, which sets out the accounting for the operator of such arrangements, in relation to its principles for recognising service concession assets. The Standard requires a grantor to: • Recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset • Reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset • Initially measure a service concession asset at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement, subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified in this Standard • Recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator, using either (or both) the financial liability model or the grant of a right to the operator model.	1 Jan 20

27. New accounting standards and interpretation for application in future years (continued)

Pronouncement	Title	Summary	Application date
Conceptual Framework AASB 2019-1	Conceptual Framework for Financial Reporting Amendments to Australian Accounting Standards – Reference to the Conceptual Framework	The revised Conceptual Framework includes some new concepts, provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts. It is arranged in eight chapters, as follows: • Chapter 1 – the objective of financial reporting • Chapter 2 – qualitative characteristics of useful financial information • Chapter 3 – financial statements and the reporting entity • Chapter 4 – the elements of financial statements • Chapter 5 – recognition and derecognition • Chapter 6 – measurement • Chapter 7 – presentation and disclosure • Chapter 8 – Concepts of capital and capital maintenance AASB 2019-1 has also been issued, which sets out the amendments to Australian Accounting Standards, Interpretations and other pronouncements in order to update references to the revised Conceptual Framework. The changes to the Conceptual Framework may affect the application of accounting standards in situations where no standard applies to a particular transaction or event. In addition, relief has been provided in applying AASB 3 and developing accounting policies for regulatory account balances using AASB 108, such that entities must continue to apply the definitions of an asset and a liability (and supporting concepts) in the Framework for the Preparation and Presentation of Financial Statements (July 2004), and not the definitions in the revised Conceptual Framework.	1Jan 20
AASB 2018-6	Amendments to Australian Accounting Standards – Definition of a Business	The Standard amends the definition of a business in AASB 3 Business Combinations. The amendments clarify the minimum requirements for a business, remove the assessment of whether market participants are capable of replacing missing elements, add guidance to help entities assess whether an acquired process is substantive, narrow the definitions of a business and of outputs, and introduce an optional fair value concentration test.	1 Jan 20
AASB 2018-7	Amendments to Australian Accounting Standards – Definition of Material	This Standard amends AASB 101 Presentation of Financial Statements and AAS 108 Accounting Policies, Changes in Accounting Estimates and Errors to align the definition of 'material' across the standards and to clarify certain aspects of the definition. The amendments clarify that materiality will depend on the nature or magnitude of information. An entity will need to assess whether the information, either individually or in combination with other information, is material in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.	1 Jan 20

Independent Auditor's report

INDEPENDENT AUDITOR'S REPORT

To the Councillors of the City of Stirling

Report on the Audit of the Financial Report

Opinion
I have audited the annual financial report of the City of Stirling which comprises the Statement of Financial Position as at 30 June 2020, and the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year then ended, as well as notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by the Chief Executive Officer.

In my opinion the annual financial report of the City of Stirling:
(i) is based on proper accounts and records; and
(ii) fairly represents, in all material respects, the results of the operations of the City for the year ended 30 June 2020 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, 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 of my report. I am independent of the City in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the annual financial report. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter – Basis of Accounting
I draw attention to Notes 1 and 8 to the annual financial report, which describe the basis of accounting. The annual financial report has been prepared for the purpose of fulfilling the City's financial reporting responsibilities under the Act, including the Local Government (Financial Management) Regulations 1996 (Regulations). My opinion is not modified in respect of these matters:
(i) Regulation 17A requires a local government to measure vested improvements at fair value and the associated vested land at zero cost. This is a departure from AASB 16 *Leases* which would have required the entity to measure the vested improvements also at zero cost.
(ii) In respect of the comparatives for the previous year ended 30 June 2019, Regulation 16 did not allow a local government to recognise some categories of land, including land under roads, as assets in the annual financial report.

Emphasis of Matter – Infrastructure Assets Revaluation
I draw attention to Note 8 (f) of the financial report which explains the basis for the infrastructure assets revaluation in the year ended 30 June 2020 and the associated change in estimates. My opinion is not modified in respect of this matter.

Responsibilities of the Chief Executive Officer and Council for the Financial Report
The Chief Executive Officer (CEO) of the City is responsible for the preparation and fair presentation of the annual financial report in accordance with the requirements of the Act, the Regulations and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards. The CEO is also responsible for such internal control as the CEO determines is necessary to enable the preparation of the annual financial report that is free from material misstatement, whether due to fraud or error. In preparing the annual 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 and 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 Responsibility for the Audit of the Financial Report
The objectives of my audit are to obtain reasonable assurance about whether the annual 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 annual financial report.

A further description of my responsibilities for the audit of the annual financial report is located on the Auditing and Assurance Standards Board website at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This includes the identification and assessment of the risk of material misstatement due to fraud arising from management override of controls. This description forms part of my auditor's report.

Report on Other Legal and Regulatory Requirements
In accordance with the Local Government (Audit) Regulations 1996 I report that:
(i) In my opinion, the following material matters indicate significant adverse trends in the financial position of the City:
    a. The Asset Sustainability Ratio as reported in Note 23 of the annual financial report has progressively declined over the past 3 years and for the past 2 years has been below the Department of Local Government, Sport and Cultural Industries' (DLGSCI) standard.
(ii) All required information and explanations were obtained by me.
(iii) All audit procedures were satisfactorily completed.
(iv) In my opinion, the Asset Consumption Ratio and the Asset Renewal Funding Ratio included in the annual financial report were supported by verifiable information and reasonable assumptions.

Other Matter
The financial ratios for 2016 and 2017 in Note 23 of the annual financial report were audited by another auditor when performing their audit of the City for the years ending 30 June 2016 and 30 June 2017. The auditor expressed an unmodified opinion on the annual financial report for that year.

Matters Relating to the Electronic Publication of the Audited Financial Report
This auditor's report relates to the annual financial report of the City of Stirling for the year ended 30 June 2020 included 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 annual financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this annual financial report. If users of the annual financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited annual financial report to confirm the information contained in this website version of the annual financial report.

CAROLINE SPENCER
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
25 February 2021





Statements and indexes

In this section you will find information related to the City's Global Reporting Initiative (GRI) performance, a glossary and listing of acronyms used throughout the Annual Report and an index of figures and tables.

Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) develops globally applicable Sustainability Reporting Guidelines for voluntary use by organisations via annual reporting.

The GRI table shows how the City is reporting on a standardised set of social, economic and environmental indicators. It is the City's view that all relevant GRI indicators should be disclosed and reported on in the annual reporting process.

If the City is reporting on an indicator, the table below notes a page reference. If an indicator is not being reported on, the City will mark it as either 'Not Reported This Year', meaning that the City aims to report the disclosure in the future, or 'Not Applicable', meaning that the City assesses that the indicator is not relevant.

GRI Standard	Disclosure		Page number
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	**Organizational profile**		
	102-1	Name of the organization	Front cover
	102-2	Activities, brands, products, and services	75 – 164
	102-3	Location of headquarters	Back cover
	102-4	Location of operations	29
	102-5	Ownership and legal form	10
	102-6	Markets served	31, 32
	102-7	Scale of the organization	48, 51
	102-8	Information on employees and other workers	51
	102-9	Supply chain	40
	102-10	Significant changes to the organization and its supply chain	None
	102-11	Precautionary Principle or approach	27
	102-12	External initiatives	Not applicable
	102-13	Membership of associations	Not reported this year
	Strategy		
	102-14	Statement from senior decision-maker	22
	102-15	Key impacts, risks, and opportunities	42 – 45
	Ethics and integrity		
	102-16	Values, principles, standards, and norms of behavior	26, 27
	102-17	Mechanisms for advice and concerns about ethics	27, 65
	Governance		
	102-18	Governance structure	65 – 67
	102-19	Delegating authority	18
	102-20	Executive-level responsibility for economic, environmental, and social topics	49, 50
	102-21	Consulting stakeholders on economic, environmental, and social topics	71
	102-22	Composition of the highest governance body and its committees	10 – 17
	102-23	Chair of the highest governance body	12
	102-24	Nominating and selecting the highest governance body	10
	102-25	Conflicts of interest	18
	102-26	Role of highest governance body in setting purpose, values, and strategy	16
	102-27	Collective knowledge of highest governance body	17
	102-28	Evaluating the highest governance body's performance	17
	102-29	Identifying and managing economic, environmental, and social impacts	22 – 25
	102-30	Effectiveness of risk management processes	68
	102-31	Review of economic, environmental, and social topics	71
	102-32	Highest governance body's role in sustainability reporting	12 – 17
	102-33	Communicating critical concerns	16, 17
	102-34	Nature and total number of critical concerns	42, 44
	102-35	Remuneration policies	52
	102-36	Process for determining remuneration	52
	102-37	Stakeholders' involvement in remuneration	52
	102-38	Annual total compensation ratio	Not reported this year
	102-39	Percentage increase in annual total compensation ratio	Not reported this year
	Stakeholder engagement		
	102-40	List of stakeholder groups	30, 31
	102-41	Collective bargaining agreements	52
	102-42	Identifying and selecting stakeholders	30, 31
	02-43	1 Approach to stakeholder engagement	30, 31, 60, 62
	102-44	Key topics and concerns raised	74
	Reporting practice		
	102-45	Entities included in the consolidated financial statements	Financial Statements
	102-46	Defining report content and topic Boundaries	70
	102-47	List of material topics	74
	102-48	Restatements of information	None
	102-49	Changes in reporting	None
	102-50	Reporting period	Front cover
	102-51	Date of most recent report	2019
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	5
	102-54	Claims of reporting in accordance with the GRI Standards	5
	102-55	GRI content index	248 – 253
	102-56	External assurance	Financial Statements

GRI Standard	Disclosure		Page number
Material Topics			
200 series (Economic topics)			
GRI 201: Economic Performance 2016	**Economic Performance**		
	201-1	Direct economic value generated and distributed	Financial Statements
	201-2	Financial implications and other risks and opportunities due to climate change	38 – 41
	201-3	Defined benefit plan obligations and other retirement plans	52
	201-4	Financial assistance received from government	39
GRI 202: Market Presence 2016	**Market Presence**		
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable
	202-2	Proportion of senior management hired from the local community	Not applicable
GRI 203: Indirect Economic Impacts 2016	**Indirect Economic Impacts**		
	203-1	Infrastructure investments and services supported	34, 35
	203-2	Significant indirect economic impacts	87, 102, 103
GRI 204: Procurement Practices 2016	**Procurement Practices**		
	204-1	Proportion of spending on local suppliers	138
GRI 205: Anti-corruption 2016	**Anti-corruption**		
	205-1	Operations assessed for risks related to corruption	65
	205-2	Communication and training about anti-corruption policies and procedures	65
	205-3	Confirmed incidents of corruption and actions taken	None
GRI 206: Anti-competitive Behaviour 2016	**Anti-competitive Behaviour**		
	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None
GRI 207: Tax 2019	**Tax**		
	207-1	Approach to tax	Not applicable
	207-2	Tax governance, control, and risk management	Not applicable
	207-3	Stakeholder engagement and management of concerns related to tax	Not applicable
	207-4	Country-by-country reporting	Not applicable

GRI Standard	Disclosure		Page number
Material Topics			
300 series (Environmental topics)			
GRI 301: Materials 2016	**Materials**		
	301-1	Materials used by weight or volume	138
	301-2	Recycled input materials used	138
	301-3	301-3 Reclaimed products and their packaging materials	138
GRI 302: Energy 2016	**Energy**		
	302-1	Energy consumption within the organization	134 – 135
	302-2	Energy consumption outside of the organization	135
	302-3	Energy intensity	Not reported this year
	302-4	Reduction of energy consumption	134 – 135
	302-5	Reductions in energy requirements of products and services	Not reported this year
GRI 303: Water and Effluents 2018	**Water**		
	303-1	Interactions with water as a shared resource	131 – 133
	303-2	Management of water discharge-related impacts	133
	303-3	Water withdrawal	131 – 132
	303-4	Water discharge	Not reported this year
	303-5	Water consumption	131 – 132
GRI 304: Biodiversity 2016	**Biodiversity**		
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not reported this year
	304-2	Significant impacts of activities, products, and services on biodiversity	143 – 145
	304-3	Habitats protected or restored	142 – 143
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	142 – 143
GRI 305: Emissions 2016	**Emissions**		
	305-1	Direct (Scope 1) GHG emissions	136 – 137
	305-2	Energy indirect (Scope 2) GHG emissions	136 – 137
	305-3	Other indirect (Scope 3) GHG emissions	136 – 137
	305-4	GHG emissions intensity	Not reported this year
	305-5	Reduction of GHG emissions	136 – 137
	305-6	Emissions of ozone-depleting substances (ODS)	Not reported this year
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not reported this year
GRI 306: Waste 2020	**Effluents and Waste**		
	306-1	Waste generation and significant waste-related impacts	129 – 130
	306-2	Management of significant waste-related impacts	Not reported this year
	306-3	Waste generated	129 – 130
	306-4	Waste diverted from disposal	129 – 130
	306-5	Waste directed to disposal	129 – 130
GRI 307: Environmental Compliance 2016	**Environmental Compliance**		
	307-1	Non-compliance with environmental laws and regulations	None noted
GRI 308: Supplier Environmental Assessment 2016	**Supplier Environmental Assessment**		
	308-1	New suppliers that were screened using environmental criteria	138
	308-2	Negative environmental impacts in the supply chain and actions taken	138

GRI Standard	Disclosure		Page number
Material Topics			
400 series (Social topics)			
GRI 401: Employment 2016	**Employment**		
	401-1	New employee hires and employee turnover	51
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	52, covered in agreements
	401-3	Parental leave	52, covered in agreements
GRI 402: Labor/Management Relations 2016	**Labor/Management Relations**		
	402-1	Minimum notice periods regarding operational changes	52, covered in agreements
GRI 403: Occupational Health and Safety 2018	**Occupational Health and Safety**		
	403-1	Occupational health and safety management system	53, 54
	403-2	Hazard identification, risk assessment, and incident investigation	53, 54
	403-3	Occupational health services	53, 54
	403-4	Worker participation, consultation, and communication on occupational health and safety	53, 54
	403-5	Worker training on occupational health and safety	53, 54
	403-6	Promotion of worker health	53, 54
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53, 54
	403-8	Workers covered by an occupational health and safety management system	52, covered in agreements
	403-9	Work-related injuries	54
	403-10	Work-related ill health	54
GRI 404: Training and Education 2016	**Training and Education**		
	404-1	Average hours of training per year per employee	53
	404-2	Programs for upgrading employee skills and transition assistance programs	53
	404-3	Percentage of employees receiving regular performance and career development reviews	53
GRI 405: Diversity and Equal Opportunity 2016	**Diversity and Equal Opportunity**		
	405-1	Diversity of governance bodies and employees	51
	405-2	Ratio of basic salary and remuneration of women to men	52, covered in agreements
GRI 406: Non-discrimination 2016	**Non-discrimination**		
	406-1	Incidents of discrimination and corrective actions taken	52, covered in agreements
GRI 407: Freedom of Association and Collective Bargaining 2016	**Freedom of Association and Collective Bargaining**		
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	52, covered in agreements
GRI 408: Child Labor 2016	**Child Labor**		
	408-1	Operations and suppliers at significant risk for incidents of child labor	Not reported this year

GRI Standard	Disclosure		Page number
Material Topics			
400 series (Social topics)			
GRI 409: Forced or Compulsory Labor 2016	**Forced or Compulsory Labor**		
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not reported this year
GRI 410: Security Practices 2016	**Security Practices**		
	410-1	Security personnel trained in human rights policies or procedures	Not reported this year
GRI 411: Rights of Indigenous Peoples 2016	**Rights of Indigenous Peoples**		
	411-1	Incidents of violations involving rights of indigenous peoples	Not reported this year
GRI 412: Human Rights Assessment 2016	**Human Rights Assessment**		
	412-1	Operations that have been subject to human rights reviews or impact assessments	Not reported this year
	412-2	Employee training on human rights policies or procedures	Not reported this year
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not reported this year
GRI 413: Local Communities 2016	**Local Communities**		
	413-1	Operations with local community engagement, impact assessments, and development programs	55 – 57, 60 – 63
	413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable
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	417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable
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Acronyms

ACF: Animal Care Facility

ALIA: Australian Library and Information Association

ANZAC: Australian and New Zealand Army Corps

ARA: Australasian Reporting Awards

BGR Bulk Globe Replacement

BMX: Bicycle Motocross

CBD: Central Business District

CCTV: Closed-circuit Television

CEO: Chief Executive Officer

CHSP: Commonwealth Home Support Program

COVID-19: Coronavirus Disease 2019

CRCWSC: Cooperative Research Centre's Water Sensitive Cities

CSRFF: Community Sporting and Recreation Facilities Fund

DRP: Design Review Panel

EAP: Employee Assistance Programs

ESLG: Executive Safety Leadership Group

GRI: Global Reporting Initiative

HACC: Home and Community Care

HEAT: Home Energy Assessment Toolkit

HIRAC: Hazard Identification, Risk Assessment and Control

HVAC: Heating, Ventilation and Cooling

IAP2: International Association of Public Participation

JP: Justice of the Peace

LED: Light Emitting Diode

LG: Local Government

LGIS: Local Government Insurance Scheme

MC: Master of Ceremonies

MCA: Migration Council Australia

MRA: Metropolitan Redevelopment Authority

NAIDOC: National Aborigines and Islanders Day Observance Committee

NDIS: National Disability Insurance Scheme

OSH: Occupational Safety and Health

OSHMS: Occupational Safety and Health Management System

POS Public Open Space

PV Photovoltaic

RACWA: Royal Automobile Club of Western Australia

RCB: Recycling Centre Balcatta

RFID: Radio Frequency Identification

RMS: Relationship Management System

ROW: Rights of Way

SBDC : Small Business Development Corporation

STEAM: Science Technology Electronics Arts and Mathematics

SYA: Stirling Youth Advocates

TAFE: Technical and Further Education

TEC: Threatened Ecological Communities

WALGA Western Australian Local Government Association

WAPC: Western Australian Planning Commission

WRAP: Workplace Risk Assessment Plan



Glossary

Activation: planning for a diverse range of activities in a location or precinct ensuring the needs of all potential users are met as part of their daily life.

Biodiversity: the variety of all living things including plants, animals and micro-organisms, their genes and the ecosystems of which they are a part.

Capital works: scheduled infrastructure works generally encompassing capital works for road, drainage and building assets.

Census: an official survey of the population of a country.

Cultural Development Fund: a City of Stirling grants scheme that provides access to funding to assist with the coordination of events and projects within the City.

Design WA: a state government initiative to ensure good design is at the centre of all development in Western Australia.

Digital literacy: the skills required to live, learn, and work in a society by communicating and accessing information through digital technologies.

Diversity: understanding that each individual is unique, and recognising our individual differences.

Environmental footprint: the measurement of the harmful effects of human activities on the environment.

Global Reporting Initiative: a leading not-for-profit organisation that has developed a comprehensive Sustainability Reporting Framework that is widely used around the world.

Kaleidoscope Initiative: a program aimed to help newcomers to the City of Stirling gain meaningful employment which then enables them to contribute their skills and experience to the local economy.

Landfill: sites for disposal of non-recyclable waste.

Local Planning Strategy: a guide for future decisions in relation to rezoning and funding for future services and infrastructure.

Ombudsman WA: An officer of the Western Australian Parliaments who investigates and resolves complaints relating to the decision making of government agencies, local government and universities.

Procurement: the act of obtaining or buying goods and services.

Stakeholder: individuals, groups or organisations interested in, impacted by or in a position to influence the City of Stirling's activities or objectives.

Stirling Business Centre: a co-working space where small businesses can operate from.

Streetscapes: the appearance or view of a street including footpaths, lighting, buildings and natural elements.

Sustainable: the ability to meet present-day needs without compromising the ability of future generations to meet their own needs.

Town Teams: groups formed by a local community to focus on the activation of a specific location.

Urban forest: a collection of trees that grow within a city, town or suburb.

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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 Golf Course
102 Marmion Avenue, Karrinyup
(08) 9447 7137

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 Community Centres

There are 15 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.

Stirling Leisure Centres

Hamersley
Belvedere Road, Hamersley
(08) 9205 7600

Herb Graham – Mirrabooka
38 Ashbury Crescent, Mirrabooka
(08) 9205 7320

Karrinyup
2 Nerita 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

