



City of Stirling
City of Choice

Annual Report 2018/19



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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 Стерлинг 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 Стерлинг. 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.

شیرازگ نی ا هب یسررتسد

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رگید یاه نابز هب ناوت یم ار یرادرش نه ایلاس شیرازگ مترجمت مترجمت نامدخ اب روظنم نی ا یارب. دوچوم مترجمت Translating and Interpreting Service (TIS) نه نفلت مرامش اب (08) 9205 8555 دی ریگب سامت

ةخین یلع لوصحل نی ا نم

چن یلر یئس قن یجل یونسلا یرققتل لیمحت نکم ی تنرتنالا یلع یلاتلا ا هخوم نم (City of Stirling) نا امک (www.stirling.wa.gov.au/annualreport) قن یدم قانق یلع قروصل او توصول اب اضیا حاتم یرققتل (www.youtube.com/user/cityofstirlingwa) انه بسوئویلا یلع چن یلر یئس “The Year in Review” یئسلا ةخ ارم» یمیم تحت (The Year in Review) اؤاس تاو عیصت ا ددع رفاوتی، قنانتسالا صروصب رارمتساب ةعبت امل ا هحفصت روموجل نکم یئس یئس، قیرولا خینلا نم دوچم عیبت یئسلا تسلا تابت امل یف لفلذکو قرا دالا زکرم یف یرققتل نم قیرو ةخین یئس یئسلا نکم یئس امک. قن یجل ا فستاه یلع عالم علأ لصاوت زکرمب لاصتالا لال خ نم (08) 9205 8555

ن ع قفلت امل تاغللا یلا یونسلا یرققتل مترجمت نکم یئس یئسلا و قیری قنلا مترجمتل قن یئس لاصتالا قیروط (TIS) 13 14 50 مقر یلع



Acknowledgement of Country

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, present and emerging, 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 community, we will continue to realise our vision for reconciliation.





Introduction

The Strategic Community Plan 2018 – 2028 and its supporting Corporate Business Plan 2018 – 2022 form the vision for the development of the City of Stirling.

These two publications detail the community's aspirations and the strategies in place to achieve them. The 2018/19 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.

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 156 of this report.

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

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

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

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 2018/19 Annual Report details the organisation's progress towards the strategic objectives outlined in its Strategic Community Plan 2018 – 2028 and Corporate Business Plan 2018 – 2022.

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 61.

Key result area: Social – Thriving local communities

Major achievements in 2018/19

- Four local community hubs were launched across the City, bringing together a range of services, information resources and community programs that can be accessed by customers at a local level.
- The City's 'Strategic Approach to Activation' has been developed to establish a focussed approach to place activation. City events large and small have been extremely well attended.
- The City was awarded the national and category winner of the 2019 National Awards for Excellence in Local Government for its Kaleidoscope Initiative.
- Attendance numbers at the City's three aquatic centres were well above targets and leisure programs were very well attended throughout the year.
- Stage one improvements for Robinson Reserve were completed, including a new playground, natural play areas, barbecues and a scooter and skate area.
- The City has successfully transitioned the delivery of government-funded services for eligible aged care customers and customers with disability to the new funding models, including Commonwealth Home Care Support (CHSP), Home Care Packages and National Disability Insurance Scheme (NDIS).

Challenges in 2018/19

- Increased plant and equipment maintenance costs due to ageing recreation and leisure facilities and assets, as well as a three-week closure of the outdoor pools at the Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood to test the outdoor pools' structural integrity, presented some challenges throughout the year.
- An increasing population and higher-density living have brought about an increase in the community's reliance upon shared infrastructure, particularly parking spaces, which has resulted in an increased complaints coming to the City.

Key result area: Economic – Prosperous and vibrant City

Major achievements in 2018/19

- The International Sports Promotion Society (ISPS) HANDA World Super 6 Golf Tournament was hosted at Lake Karrinyup Country Club Golf Course in February 2019, with an attendance of almost 20,000 people making a positive impact on our tourism industry.
- In November 2018, the City hosted delegates to the International Cities and Town Centres Conference on a tour of the Scarborough redevelopment. International conference delegates and industry professionals from across Australia were treated to a showcase of the new facilities provided by the City and the state government, as well as new investment by the private sector.
- A Stirling Grant Finder portal was established on the City's website to assist businesses to access funding in 2018/19. The tool allows businesses and members of the Stirling community to search for government and corporate grants currently on offer.
- An indicative business case for the City of Stirling Light Rail Project was prepared, informed by a stakeholder workshop held in September 2018. The business case provides the basis for ongoing lobbying of the federal and state governments to secure funding for a light rail/rapid transit solution along the Scarborough Beach Road Activity Corridor.

Challenges in 2018/19

- Across 2018/19, some commercial centres in the City have experienced business closures as the retail sector adjusts to a changing business environment. The City has established an activation team to work with several local centres and is working with a neighbouring local government to jointly tackle the various issues involved.

Key result area: Built environment

– Liveable and accessible City

Major achievements in 2018/19

- 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 2018/19. 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 in 2018/19.
- Significant progress was made with the City's Local Planning Strategy in the 2018/19 financial year, with a table of proposed modifications compiled and forwarded onto the Western Australian Planning Commission (WAPC) for approval.
- The City continued the promotion and protection of its built heritage by expanding the heritage incentives program to prioritise and allow annual applications from properties on the City's Heritage List. Four new heritage site markers were installed at various locations throughout the City during the 2018/19 financial year, with three older markers being refurbished.

Challenges in 2018/19

- The City has taken on the ownership and responsibility of over \$50 million-worth of new assets from the Scarborough foreshore redevelopment project. These new assets include two major buildings, roads, carparks, drainage, pathways, lighting, fencing, irrigation, a skate park, playgrounds and numerous parks' furniture. The significant number of new assets will impact the City's future budgets by increasing operating and replacement expenditure over the assets' full lifecycle, in order for the City to provide these assets at the required level of service for this destination precinct.

Key result area: Natural environment

– Sustainable natural environment

Major achievements in 2018/19

- The City picked up the Top Recycler Award for WA in the 2019 Mobile Muster Local Government Awards. To win the state award for local government, the City of Stirling collected the most mobile phone components for recycling between May 2018 and April 2019.
- The Water Corporation awarded the City with gold status as a Waterwise Council. This is in recognition of the City's actions to conserve water and improve water quality in its operations and projects.
- Following an audit of residential recycling waste, the City undertook a series of waste education campaigns, workshops and activations to educate the community on correct recycling practices. The City saw a pleasing reduction in the contamination levels found during the first phase of the audit process, showing the benefits of engaging with the community on this matter.
- More than 300 residents attended workshops held around the City on topics such as saving energy and water in the home, gardening for wildlife, Waterwise gardening, pruning and caring for your trees, and solar PV and battery systems.

- A new community garden was approved on the edge of Hamer Reserve in Mount Lawley after a huge show of community support and demand for the project.
- Almost 12,000 native plants were distributed to 500 residents through the annual Plant Giveaway Day, to assist them with the creation of Waterwise native verges or home gardens.

Challenges in 2018/19

- Perth's drying climate and increasing urban density continue to result in a reduction in local groundwater levels. The City is a significant user of groundwater for irrigation and the challenge is to reduce groundwater consumption over time while maintaining community satisfaction with public open space. For the second time, the City has not met its target to remain five per cent under the annual groundwater licence allocated by the Department of Water.
- While a successful education program improved the volume of recyclable waste in our community's recycling bins, the suitability of materials collected for recycling remains an issue. Changing our community's waste management practices is a challenge for the City.

Key result area: Governance

– Making it happen

Major achievements in 2018/19

- Our new customer charter was launched, focussing on providing our customers with clearer commitments about the service they can expect to receive when interacting with the City, along with an improved written response timeframe of seven business days, which is a reduction from the previous 10-business-day response time.
- Significant progress was made on the development of the City's new customer relationship management system and a launch date for the first phase has been set for August 2019.
- The City launched its new website, offering vastly improved layout and intelligent search functionality.
- A Community and Stakeholder Engagement Policy has been developed to improve the way the City involves its stakeholders and community in the important decisions it makes as a local government.
- Council adopted the City's 2018 – 2028 Strategic Community Plan as part of the City's Integrated Planning and Reporting Framework.

Challenges in 2018/19

- The ability to meet demands for City services and deliver a comprehensive capital works program while maintaining financial stability remains a challenge for the City. The City strives to be efficient and effective in its operations and is working hard to maintain low rate increases within an uncertain economic climate. The key challenge for the City is to ensure an appropriate balance of social, financial and economic sustainability approaches are applied for the good of our community.





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 Councillors. 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 being held on 19 October 2019. All persons 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.

Councillors are voted in for a four-year term, with the Council electing the offices of Mayor and Deputy Mayor.

The office of Mayor will be elected by electors of the City for the first time at the next ordinary election.

The role of the Mayor, Deputy Mayor and Councillors

Councillor 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 local government on the performance of the City's functions.

The Deputy Mayor performs the functions of Mayor as required.

Councillors make important decisions relating to the whole of the City, taking into account the views of the community. 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 Councillors 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.



Councillor profiles

The City of Stirling has seven wards:
Balga, Coastal, Doubleview, Hamersley,
Inglewood, Lawley and Osborne.

Residents are represented by two
Councillors in each ward.

Coastal Ward

Cr Karen Caddy

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

City of Stirling Councillor since: 2013



Mayor Mark Irwin

Bachelor of Science
Diploma of Management

City of Stirling Councillor since: 2015



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

Councillor Karen 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 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 a long-term resident of Stirling and currently lives in Scarborough. She understands the unique value of our coastal region and promotes sustainable development that achieves a balance between the needs of the environment, residents and local businesses.

Cr Caddy is committed to developing strong, inclusive communities where everyone can contribute. She has a particular interest in promoting good urban design to enhance our quality of life.

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

Mayor Mark Irwin was born and raised in Scarborough, attending Doubleview Primary School and Churchlands Senior High School. He is also a graduate of the University of Western Australia (UWA). He is married with three children who are all involved in local community groups and sporting clubs. Mayor Irwin is passionate about community service and is an active life member of Scarboro Surf Life Saving Club, where he has held the position of president. He is widely recognised for his role as State President of Surf Life Saving WA and National Director of Surf Life Saving Australia. Other board positions include the Small Business Development Corporation, Stirling Business Association and the Doubleview Independent Primary School. Through these roles, he has forged successful relationships with local, state and national bodies and is dedicated to improving relationships, advocating and providing guidance to the community. He is currently serving his first term as Mayor and provides strategic leadership to a forward-thinking Council.

Balga Ward

Cr David Boothman JP

City of Stirling Councillor since: 1994



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

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

Cr Boothman is the Chairperson for the Mindarie Regional Council.

Cr 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 Balga his whole life and prides himself on supporting the Balga Ward Community. He has an extensive background in supermarkets, with over 25 years' experience working locally.

With a real passion for improving support for children and parents, Cr Sargent has taken on a role at Balga Primary School, where he serves as board chair. You'll also find him at the Balga Friday Market, where he is the current treasurer.

In 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.

Cr Sargent aims to create awareness by bringing community groups together, fostering harmony and inclusion.

Doubleview Ward

Cr Stephanie Proud JP

City of Stirling Councillor since: 2007



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

Councillor Stephanie J Proud has operated a small business since 1989 and has enjoyed a diverse administrative career in small, medium and corporate business enterprises and the local government sector. A resident of the City of Stirling with her family since 1993, she has represented the local community on various issues since 1998 through various community organisations, schools and action groups. Cr Proud has been a past member of the Murdoch University Animal Ethics Committee and served more recently as a RACWA councillor. She is also an active Justice of the Peace. She is a strong advocate for passive and active community recreation, including the development of skate and BMX parks City-wide. She was fundamental to delivering outdoor exercise equipment at Jackadder Lake, Woodlands, and Luketina Reserve, Wembley Downs. Cr Proud has a strong interest in the preservation of public open space and the natural environment, increasing tree canopy, sustainable and moderate residential development and responsible financial management. She is acutely aware of road safety aspects and the need for appropriate infrastructure and community awareness.

Cr Elizabeth Re

Bachelor of Science
Graduate Diploma Education
Member of Australian Institute
of Company Directors
Fellow Environmental Health Australia
City of Stirling Councillor since: 2005



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

Councillor Elizabeth Re was born in Mount Lawley and has lived in Woodlands for most of her life. She has championed the creation of footpaths, park activities, improved public transport systems and upgrades for sporting and community buildings. She is passionate about encouraging sustainability practices, both inside and outside Stirling. Cr Re was the first woman appointed as Principal Health and Building Inspector in local government in WA. Her advocacy on behalf of women and diversity in the workplace was recognised in 2010 as an Australian Ambassador for the Year of Women in Local Government. Cr Re has worked for over 30 years for state and local governments in sustainability, environmental and public health. She was awarded Fellow of Environmental Health Australia for her services in environmental public health and promotion of women in the workforce. She has continuously volunteered throughout her life, founding several local community organisations. She believes community consultation and education are paramount to delivering good services and good value for ratepayers and families.

Hamersley Ward

Cr Andrew Guilfoyle

Bachelor of Arts (Honours)
Doctor of Philosophy (PhD)
in Psychology

City of Stirling Councillor since: 2013



Councillor Andrew Guilfoyle sadly passed away in February 2019. Andrew was a passionate and dedicated Councillor who was devoted to his community and many causes. Before joining Council, he enjoyed a distinguished career in psychology with a PhD in community psychology. He once ran his own social research consultancy and was employed by Edith Cowan University as the Departmental Head of Psychology.

As a Councillor, Andrew strived to connect to people at a local level. During his six years on Council, he was a strong advocate for his constituents, local clubs and environmental conservation, representing them on a number of Council committees and advisory groups.

The passing of Cr Guilfoyle is a great loss for the City and community. His work, passion and dedication have not gone unnoticed and will not be forgotten.

Cr Karlo Perkov

City of Stirling Councillor since: 2017



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

Councillor Karlo Perkov was born in Stirling and has lived in the area with his family for over 23 years. He will endeavour to ensure that his first term on Council results in tangible benefits for the ratepayers he represents. He also wants to improve council efficiency while maintaining the provision of services that residents currently enjoy. His time spent on the Council Audit Committee has given him the opportunity to ensure that the City of Stirling is exercising prudent fiscal responsibility in its budget procedures.

Cr Perkov is extremely approachable, preferring to catch up with constituents and relevant stakeholders in person. If you have a concern or query, Cr Perkov will make himself available for a coffee or a community catch-up. In an age of social media, in which impersonal communication has become the norm, Cr Perkov prefers to engage the old-fashioned way, face-to-face with a big smile, eager to help.

Cr Perkov has had a distinguished management career which has only been possible by keeping current with best practice, not by resting on his laurels. He believes that Councillors are there to serve all of the City's people.

Inglewood Ward

Deputy Mayor David Lagan

City of Stirling Councillor since: 2011



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

Councillor David Lagan was elected as Deputy Mayor in October 2017 and has been a Councillor since 2011. He has two teenage children who attend local schools and participate in sport, both at school and at club level. Both children work part-time locally and his family enjoys the vibrant lifestyle that the Inglewood Ward offers.

Cr Lagan has a bachelor's degree in teaching, specialising in physical education. He has contributed to Western Australian schools and the community on a number of levels while working for the Australian Sports Commission.

Cr Lagan grew up in a family heavily involved in the Western Australian wine industry. This upbringing has contributed to his strong belief in encouraging and growing small businesses. He believes in thinking 'outside the box' to create more business opportunities within the community.

He is committed to creating a progressive and stronger Stirling and is always available to support community members.

Cr Bianca Sandri

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

City of Stirling Councillor since: 2017



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

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

Being a micro-consultancy owner, Cr Sandri understands firsthand the challenges faced by our local businesses and the importance of good governance, community consultation and supporting our local community groups.

Cr Sandri aims to bring fresh ideas to Council with a strong focus on local community, integrity, service, community engagement and fiscal responsibility.

Lawley Ward

Cr 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 professional with over 20 years' experience in the corporate sector. Cr Migdale has lived in the City of Stirling for over 30 years and attended local schools Carmel Primary and Mount Lawley High School.

Cr Migdale is passionate about identifying and eliminating wasteful expenditure in the City. She strongly supports the safety concerns of her community and aims to ensure limits on high-rise developments in Menora.

Cr Joe Ferrante

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



City of Stirling Councillor since: 2011

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. Cr Ferrante is a senior manager for a global corporation within the aviation industry. In his role, he manages two states: WA and SA. In prior roles, Cr Ferrante worked for seven years for a national government corporation, as state director for WA, SA and NT.

Cr Ferrante has particular interests in community safety, heritage protection and serving the community. He shows his dedication to the community by coaching the first girls' football team at Perth Soccer Club. He is also club patron for the Alexander Tennis Club and Yokine Bowling Club, and he is a friend to the Coolbinia Bombers Football Club.

Cr Ferrante has a passion for the preservation and development of parks, in particular public open spaces and the activation of public spaces.

Osborne Ward

Cr Giovanni Italiano JP

Justice of the Peace since 2009
Member of the Australian Institute of Company Directors

City of Stirling Councillor from 1996-2001, and currently since 2007



M 0419 240 655 | **E** giovanni.italiano@stirling.wa.gov.au

Councillor Giovanni Italiano has been a Stirling resident for more than 64 years, having moved to Perth as a migrant with his Italian parents at the age of three. He has been a City of Stirling Councillor since 2007 and also served as a Councillor from 1996 – 2001. Cr Italiano has served two terms as Mayor between 2013 and 2017 and has been chairperson of Tamala Park Regional Council since 2011.

Cr Italiano is a registered builder and is enthusiastic about improving the local economy and growth opportunities to ensure Stirling is a strong and prosperous City for the community to enjoy. He is passionate about building and development projects, and strives to achieve the right outcomes for the community. He is committed to streamlining processes and making business opportunities accessible to residents and investors. Cr Italiano is also a patron at the Osborne Park Bowling Club and Osborne Park RSL.

Cr 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 member of the community his whole life. He and his wife Mary have two children. He 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 recently re-elected as a Councillor in 2017 after a 13-year break.

Cr Spagnolo is the foundation president and a member of the Osborne Ward Ratepayers' Association. He has worked as a local government building surveyor for over 15 years. With his extensive knowledge of the local government sector, he understands the importance of providing efficient services to the community.

Cr Spagnolo is committed to ensuring fair governance and consistency in Council decisions. He is also committed to providing efficient, friendly services to the community.

Council meetings

The Council of the City of Stirling consists of the 14 Councillors sitting as one body, with the Mayor as presiding member. From October 2019, the Council will consist of 15 elected members with the Mayor being popularly elected by the electors.

Council is the policy and decision-making body for the City and usually meets on the first and third Tuesday of every month. The Chief Executive Officer and the Directors of the City also attend Council meetings to assist the Councillors 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 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 in the week following the Council meeting.

Councillor meeting attendance

The tables below show the Councillors' attendance at meetings held between 1 July 2018 and 30 June 2019.

Table 1: Councillors attendance at meetings

Councillor	Audit Committee (5)	CEO Performance Review Committee (2)	Community and Resources Committee (11)	Ordinary Council (18)	Planning and Development Committee (11)	Special Council (1)
D Boothman JP	1	1*	4	14	10*	1
K Caddy	3*	1*	4*	12	5	1
J Ferrante	0	1*	8	14	10*	0
A Guilfoyle	1	0*	5*	9	4	1
M Irwin	2*	2*	7	17	9*	1
G Italiano JP	4*	2*	10	15	11*	1
D Lagan	5*	2*	11	17	11*	1
S Migdale	4*	1*	9*	17	9	1
K Perkov	3*	2*	8*	17	7*	1
S Proud JP	4	2*	11	17	11*	1
E Re	0	0*	9*	18	0	1
B Sandri	4*	1*	8*	17	10	1
K Sargent	1	1*	10*	14	9	1
A Spagnolo	2	2*	10*	17	11	1

Numbers in brackets represent total number of meetings held during that period. Asterisk (*) denotes committee members.

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, then decide on a course of action and make recommendations to be considered at the next Council meeting.

Audit Committee

The Audit Committee meets at least four times a year and consists of seven Councillors and one external member. The Audit Committee is responsible for overseeing:

- Internal audit, internal control and risk management
- Effectiveness of governance processes to comply with relevant regulatory and legislative requirements and promote lawful and ethical behaviour
- Finance reporting and external audit
- Other business that may be referred by the Council or Chief Executive Officer.

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

Chief Executive Officer's Performance Review Committee

The Chief Executive Officer's Performance Review Committee is responsible for evaluating the City's Chief Executive Officer on their performance and for approving changes such as salary. The committee meets from June to September and consists of all 14 Councillors, with the Mayor as the presiding member.

Community and Resources Committee

The Community and Resources Committee meets monthly and consists of seven Councillors.

The committee advises and makes recommendations to Council on matters including waste management, infrastructure, community services, recreation, sustainability, and arts and activation.

Planning and Development Committee

The Planning and Development Committee meets monthly and consists of seven Councillors.

The committee advises and makes recommendations to Council on matters involving the City's Planning and Development Directorate, covering items such as development approvals, urban planning, economic development and urban regeneration.

Enhancing knowledge of council

The City supports the ongoing development of its Councillors to enable them to engage in the decision-making process with the appropriate knowledge, skills and competencies to undertake their role. The training needs are specific to their legislative and governance roles and functions.

Councillors' fees and allowances

The Salaries and Allowances Tribunal determines the amount of fees to be paid to Councillors for attendance at meetings, expenses to be reimbursed and other allowances.

Chief Executive Officer and delegations

Delegations of authority are required in order to provide officers with the power to carry out duties and make determinations. Under the *Local Government Act 1995* and other relevant legislation, both Council and the Chief Executive Officer are given certain functions and duties to be discharged.

The Chief Executive Officer may delegate to any other officer the authority to perform functions and duties under the Act, or to implement Council decisions.

Delegations of authority are retained in accordance with legal requirements for document retention and record keeping.

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 result in an action dealing with a minor breach. There was one complaint made under Section 5.121 of the *Local Government Act 1995* during the reporting period.

Local laws and council policies

The City has the power to provide 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.

Councillors in the community



Cr Adam Spagnolo at the Karrinyup Men's Shed Open Day promo



Cr Andrew Guilfoyle at a Clothing Drop-Off Day



Cr Bianca Sandri accepting the Designing Out Crime report in Inglewood



Cr David Boothman at the Princess Wallington information session



Cr David Lagan at the Community Citizen of the Year Awards



Cr Elizabeth Re with members of the Innaloo branch of Retirees WA



Cr Giovanni Italiano promoting plans to improve Roselea Estate in Balcatta



Cr Joe Ferrante at the Rates Prize Draw event



Cr Karen Caddy with members of North Beach Football Club to promote floodlighting upgrades



Cr Karlo Perkov enjoying the Carine Dog Park with a local resident



Cr Keith Sargent promoting Mirrabooka Library Innovations Lab



Cr Mark Irwin presenting a Living Green Schools certificate to Newborough Primary School



Cr Stephanie Proud attending the Parks and Leisure Australian Awards of Excellence



Cr Suzanne Migdale at the Heritage and History Awards



Message from the Mayor

It is my pleasure to present the City of Stirling's Annual Report for 2018/19 on behalf of my fellow Councillors. It's been an honour and privilege to be able to serve as the City's Mayor and continue the great work and achievements of the past financial year.

Priorities and focus

One of Council's major priorities in 2018/19 has been to keep making it easier for people to interact with the City. Local government is the closest tier of government to the community and it's our job to deliver the essential services and infrastructure they need and want. To do this, we need to be flexible and work together with the community – which is something we have been working to improve.

In 2018/19, the City's Community and Stakeholder Engagement Policy was developed to improve the way we involve our community and stakeholders in our decision making. This policy will now be implemented across the organisation to help embed best-practice engagement approaches across the organisation and improve customer service across the board.

Doing business with the City

Following on from last year's progress, we've introduced a number of programs and initiatives to help small businesses get on track to better business, including digital marketing workshops and free online tools. We also expanded our Kaleidoscope mentoring program to help more skilled migrants find meaningful work and progressed policies and plans that will further activate our town centres to encourage more people to visit the City.

We've also continued to support and foster economic development in the City by attracting and securing big events like the ISPS HANDA Golf tournament at Karrinyup and Bad Boy BMX at Balcatta. These initiatives, programs and events have supported not only local business, but also the local economy.

Future planning

The City of Stirling works with all levels of government to advocate for services, facilities and infrastructure that will benefit the community well into the future. These relationships have led to multi-million dollar commitments, most notably for the Stephenson Avenue Extension project which is now going ahead after more than a decade of planning. The project will create a gateway to the Stirling City Centre, which will transform the area with the support of major developers in the area. Work on the project is expected to start in early 2020 and will be delivered in phases. It's hoped this project will further support the City's number one advocacy priority: securing trackless tram or light rail to connect Glendalough to Scarborough Beach. This would not only relieve congestion; it would help connect commuters and public transport from the City through to the City's premier tourism destination, Scarborough Beach.

Awards and achievements

In 2018/19 the City was recognised for a variety of outstanding achievements. The following are some key awards won by the City.

- **Australasian Reporting Awards (ARAs):** The City received its fifth consecutive gold award at the Australian Reporting Awards for the 2017/18 Annual Report.
- **Institute of Public Administration Australia (IPAA) Achievement Awards:** The Kaleidoscope Initiative won the IPAA award for Best Practice in Collaboration across Government Agencies for demonstrating high-level collaboration and coordination across organisations to meet a priority objective in the delivery of service to the community.
- **Parks and Leisure Australia WA Awards of Excellence (PLAs):** The City's Stirling Tree Trail event was awarded Community-Based Initiative of the Year and the Scarborough Beach Intergenerational Plaza received a high commendation at the PLAs in the Play Space Over \$500,000 category.
- **Guinness World Record®: The most nationalities in a drum circle:** The City achieved world record status at Harmony Week celebrations this year setting a new record for the most nationalities in a drum circle. With more than 100 participants (including City employees and residents) representing 77 nationalities, the City smashed the previous record of 61 nationalities, held by a Canadian organisation.
- **National Awards for Local Government:** The Kaleidoscope Initiative was recognised as a category winner for Multicultural Australia – Cohesive Communities and as a national overall award winner for excellence in local government. The Moorland Street Bicycle Boulevard project was also a category winner for Excellence in Road Safety and the new operating model of the recycling shop at the Recycling Centre Balcatta was a category winner for Disability Access and Inclusion.

Team work

The successes of the year would not have been possible without the support and dedication of my fellow Councillors, the City's Chief Executive Officer and Executive team, employees, the community and the many volunteers who contribute their valuable time. I am excited to continue working with our dedicated teams to keep delivering positive results and outcomes to our community.

Thank you to all who have contributed to the combined successes of 2018/19.



Cr Mark Irwin
Mayor



Message from the CEO

It has been another big year for the City of Stirling. We have reached a number of milestones, delivered a variety of key projects and more than 200 essential services to our community. We have maintained our reputation as the City of Choice – a place where people want to live, work, visit and invest.

Continued customer satisfaction

The City has once again been recognised with an exceptional customer satisfaction rating of 92 per cent in 2018/19. This result represents the fifth year in a row that the City has achieved a score of 90 per cent or above, indicating that a high percentage of residents continue to be satisfied overall with the services provided by the City of Stirling.

Building on previous work undertaken as part of a major service and organisational review, the City has continued its service improvement planning process across 2018/19. This process aims to identify service levels, key performance indicators and cost drivers for each service provided by the City. The service improvement planning project has been conducted in line with the Australian Business Excellence Framework (ABEF). The ABEF is proven to bring about powerful changes in organisational performance and culture. Over the coming year, the City will continue to increase the efficiency and effectiveness of our customer interactions across the organisation.

Responsible financial management

The City has maintained its excellent track record of financial management. The City once again kept the rate increase to a minimum. At 1.4 per cent it was one of the lowest in the metropolitan area and under the predicted Consumer Price Index (CPI). Our ongoing debt-free status and low rate increases demonstrate the City's overall financial stability and commitment to providing effective and efficient services for our community.

The City and Council worked hard to develop a budget that allowed us to continue to deliver the high level of services, programs and infrastructure the community has come to expect, as well as progress work on our major projects such as the Princess Wallington Community Parkland and the Robinson Reserve Masterplan, funded in partnership with Lotterywest and the state government respectively.

Advocacy and partnerships

The City continued to advocate, develop and maintain partnerships to deliver the priorities in our Strategic Community Plan. The City secured more than \$23.2 million in grants, subsidies and contributions from state, local, and federal governments in 2018/19 to deliver projects and programs to the community. These included \$750,000 from the state government through Member for Balcatta, David Michael MLA, for upgrades to the intersection of Erindale

Road and Boya Way in Balcatta. They also included more than \$3.2 million from the Department of Communities for the delivery of the Women's Domestic Violence Support Program for Safe Return to Home, the delivery of women's refuge services and the development of a community visitors' scheme for socially isolated people in residential aged care facilities.

We also worked closely with both the federal and state governments and the private sector to support investment and development across the City. This facilitated progress on our major strategic projects such as 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. This project in particular made excellent progress throughout 2018/19. 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 in 2018/19.

Delivery of key projects

2018/19 saw the delivery of some of the City's key strategic projects. This included the completion of the stage one improvements for Robinson Reserve, which included a new playground, natural play areas, barbecues and a scooter and skate area.

The City also delivered \$51.5 million-worth of capital works projects, including the design and construction of a BMX facility at Dianella Regional Open Space, the installation of batting cages at Carine Regional Open Space and the upgrade of the Wisborough Selsey Reserve.

The City also undertook a number of building renewal projects that improved the functionality and condition of our community facilities, including the internal refurbishment of Butlers Reserve clubroom and the Dianella Football/Athletic Club facility, improved storage at Stirling Leisure Centres - Hamersley, upgrades to the Osborne Bowls Club and stadium upgrades at Stirling Leisure Centres - Herb Graham Recreation Centre – Mirrabooka.

Looking ahead

The progress we have made as a City during the year is the result of a concerted team effort and consistently high customer service. My gratitude goes to the Mayor, Councillors, Executive team, employees and volunteers for their hard work and support. I am very proud of what we have achieved together and I look forward to continuing to drive excellence in the City of Stirling in 2019/20.



Stuart Jardine
CEO



The City's leadership approach

Our vision

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

Our mission

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

Our values

- Integrity
- Community participation
- Accountability
- Respect
- Environment
- Diversity.

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
220,249¹



55.4% born in Australia²



77.6%
have Australian citizenship²

27%
of residents speak a language other than English at home²



1.1%
identify as Aboriginal or Torres Strait Islander²



55,000
families²

30
suburbs

29%
of adults educated to tertiary degree level or above²



22% aged under 20²

15.5%
aged over 65²

working population of
111,500

36²
median resident age



with over
25,000
working in Stirling²



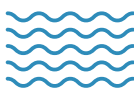
22,000
businesses

92,000
dwellings²



92%
overall community satisfaction score

6 leisure centres
3 with swimming pools



6 libraries



20 community centres

Total area

104.7 km²

6.5 km
of coastline

627 ha
of parks, gardens and developed reserves



738 ha
of natural bushland



52%
of municipal waste diverted from landfill

92,038
trees planted in 2018/19



1,075 km
of roads

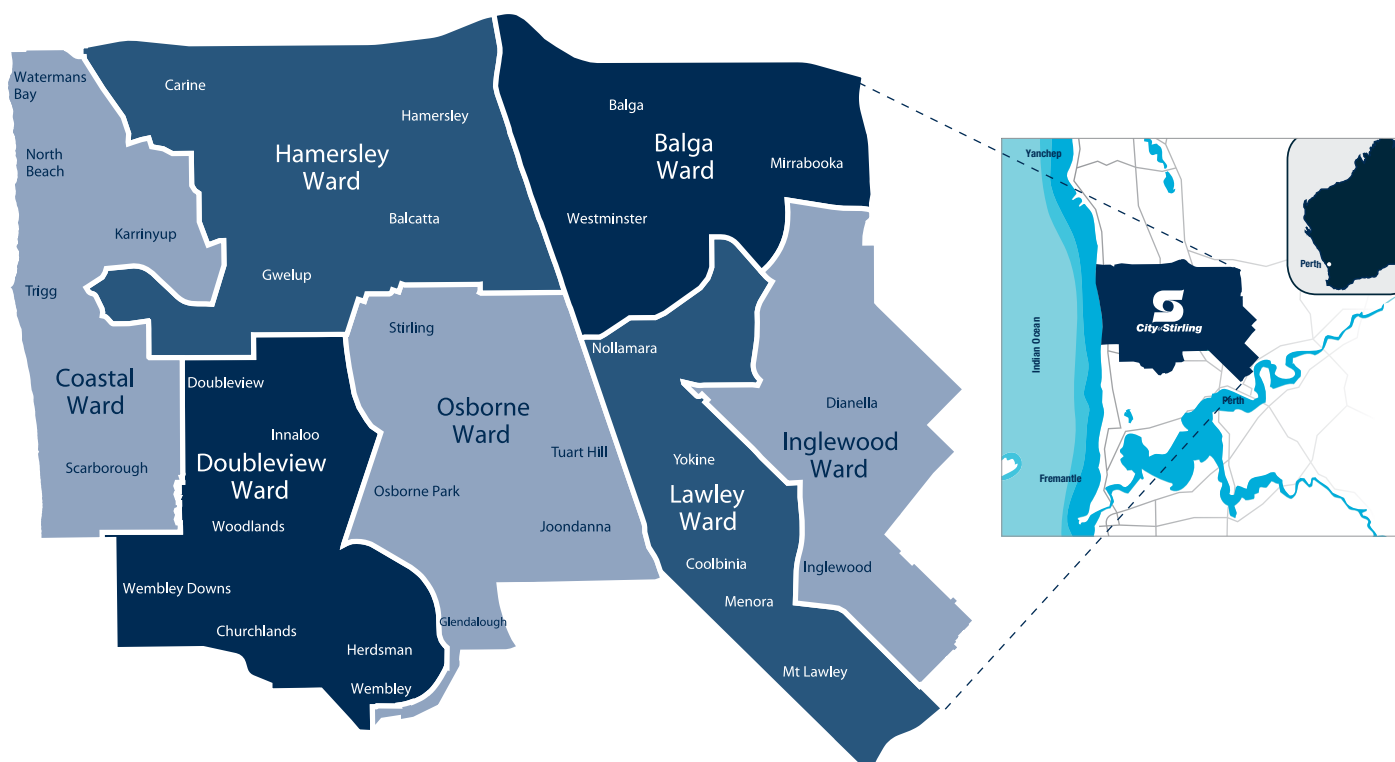
1,061 km
of pathways

16,007
parking bays, including 405 disabled bays

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 to the Swan River in the south, to Ellenbrook in the east and to beyond Yanchep in the north. When colonisation began in 1829, Yellagonga was the Elder of the Aboriginal people to whom Mooro Country belonged.




Yellagonga's people, like their ancestors before them, seasonally migrated from the coastal wetland areas in summer/autumn to inland areas in winter/spring. 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

Our stakeholders are individuals, groups or organisations interested in, impacted by or in a position to influence the City of Stirling's activities or objectives. Civic participation and engagement are an essential part of successful planning, policy development and service delivery at the City. Seeking stakeholder feedback improves the quality of decisions and plays an important part in ensuring that the City is responsive to community and stakeholder needs. We have identified our key stakeholders and why we are important to each other in the graphic below:

Who are our stakeholders?		
 <p>Government</p> <p>Federal and state ministers including the opposition, local government mayors and councillors, federal and state government departments, local government authorities, political influencers, local members.</p>	 <p>Media</p> <p>Print and broadcast, online and social media, local community media.</p>	 <p>Business</p> <p>Local businesses, local business associations, suppliers, contractors and service providers.</p>
Why are they important to the City?		
Provide funding, partnerships, guidance, regulation, legislation, services and networks.	Provide transparency of our operations, enhance and protect our reputation and raise awareness of our activities.	Provide local opportunities by building capacity, vibrancy and employment.
Why is the City important to them?		
Provides local channels to connect with Australian communities through service delivery and partnerships.	Provides content and stories that gauge community trends, including social, environmental and economic data.	Provides opportunities for businesses to thrive, grow, enhance and connect.
How does the City engage with these stakeholder groups?		
Meetings (formal, briefings, networking), correspondence, legislative reporting, events, public relations, advocacy and lobbying, negotiations, projects and joint ventures.	Press releases, media briefings, statements, interviews, photo opportunities and social and digital media.	Economic development team, digital and social media, meetings (formal, briefings, networking), correspondence/advice, events, workshops, biennial business survey, planning and applications and the annual Mayoral Business Breakfast.

Who are our stakeholders?			
 <p>Industry associations and peak bodies</p> <p>Professional and business associations, not-for-profit groups and other non-government organisations.</p>	 <p>Community interest groups</p> <p>State sport associations, local sporting groups, community groups, schools, resident and ratepayers associations, town teams.</p>	 <p>Special inclusion groups</p> <p>People with disabilities, culturally and linguistically diverse people, Aboriginal and Torres Strait Islanders, seniors, youth and young people.</p>	 <p>Community members, ratepayers and residents</p> <p>Residents, ratepayers, customers and visitors.</p>
Why are they important to the City?			
Provide information, perspective, knowledge, experience and expertise.	Provides information, perspective, knowledge, experience and expertise	Provide unique perspectives, knowledge, experiences so City operations can be more inclusive and accessible	Provide funding for facilities, products and services, as well as guidance, feedback, strategic direction, engagement and values.
Why is the City important to them?			
Provides advocacy, access, cultural vibrancy, resources and representation	Provides advocacy, access, cultural vibrancy, resources and representation	Provides access, equity and inclusion across representation, service and facilities.	Provides civic leadership, representation as well as facilities, products and services with continuous improvement.
How does the City engage with these stakeholder groups?			
Business unit representatives customer feedback, City of Stirling website, social media, publications, meetings (formal, briefings, networking, one-on-one events, displays, workshops, forums, working groups) and through the Your Say Stirling website.			

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 events are an overview of City-run and community-run events the City has supported in 2018/19. Many of the community-run events were supported through grants funded by the City via the Cultural Development Fund (CDF). Not-for-profit organisations shared in over \$330,000 from the CDF and an additional \$38,000 was provided through individual event sponsorship. More information on the City's events features on page 56.



NAIDOC

JULY

9: Mirrabooka NAIDOC Event, Mirrabooka
4 - 8: Kids Wonderland, Stirling



Eid Festival

AUGUST

25: Perth Eid Festival, Mirrabooka



Photograph by
Deb Harrison

Metropolitan Football League Grand Finals

SEPTEMBER

22: Shrek the Musical, Stirling
9 and 16: Metropolitan Football League Grand Finals, Osborne Park



Sunset Verandah

JANUARY

16 Jan - 15 Feb: Sunset Veranda, Scarborough
26: Australia Day Breakfast, Nollamara
26: Australia Day BBQ, Scarborough
29: Beach Storytime, Scarborough



ISPS Handa World Super 6 Golf Tournament

FEBRUARY

2: Carine Skate Festival Carine
14 - 17: PGA Super 6 Golf Tournament, Karrinyup
2: Story Walls – The Art Space Collective, Scarborough
9 - 10: Sunset Wine, Scarborough
16: Jambo Africa, Stirling
16: Fall of Singapore Commemoration, Stirling
21 Feb - 3 Mar: Moscow Circus, Stirling
23: Little Athletics State Finals, Dianella
27: RSPCA Action Day, Balga



Guinness World Record Title Attempt

MARCH

2 - 3: BMXA National Series, Balcatta
2: Brazilian Beach Carnival, Scarborough
9 - 10: Surf Lifesaving State Senior State Championships, Scarborough
15 - 17: Surf Lifesaving Junior State Championships, Scarborough
15: Harmony Event and Guinness World Record Attempt, Mirrabooka
16 - 17: King of the Point, Trigg Beach
24: Colours of Italy, Stirling
24: WAAPA In The Park, Mount Lawley

Markets

Sept 2018 – April 2019: Inglewood Night Market – weekly on Mondays, Inglewood

Nov 2018 – April 2019: Scarborough Sunset Markets – weekly on Thursdays, Scarborough

Every Sunday year-round: Stirling Farmers Market, Stirling

Every Friday year-round: Balga Friday Markets, Balga

Monthly February – May 2019: Dinner at Dusk – Food Truck Markets, Balcatta

Other

Ongoing: Stirling Players Season, Stirling Theatre

October – April: Jazz in the Park – last Sunday of each month, Yokine

Monthly Jan – March: Moonlight Cinemas, Scarborough/ Doubleview

January and February: Scholarpalooza, Osborne Park

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



Paw-some Day Out

OCTOBER

13 and 20: Navratri Dance Festival, Balcatta

22 - 28: WA Open Golf Tournament, Inglewood

27: Wembley Downs District Fair

28: Paw-some Day Out, Yokine



West Coast Fiction Festival

NOVEMBER

3: West Coast Fiction Festival, Scarborough

3: Scouts Cubalee Stirling

11: Westfield Community Christmas Pageant, Innaloo

16 - 17: Osborne Park Show, Tuart Hill

17: Groundswell Surf and Skate Festival, Scarborough

17: Western Australian Youth Strings Orchestra End of Year Concert, Churchlands



Light the Night

DECEMBER

2: Tee-Ball Lightning Schools Carnival, Yokine

8: Light the Night Leukaemia Foundation Walk, Scarborough

9: St Patrick's Mt Lawley Christmas Festival, Mt Lawley

9: Hamersley Carols, Hamersley

16: Scarborough Carols

16: North Beach Carols



Booka Beats Festival

APRIL

13 - 14: F45 Playoffs, Scarborough

18: Booka Beats, Mirrabooka

25: ANZAC Day Service North Beach, Mount Lawley, Nollamara Scarborough



Walk for Reconciliation

MAY

9: Welcome to WA Picnic, Carine

28: Walk for Reconciliation, Gwelup



Firepit Markets, Scarborough

JUNE

1: WAYJO Presents 'Vegas Baby!', Astor Theatre Mt Lawley

5 and 19: Churchlands Chamber Concert Series, Churchlands

Major projects

In 2018/19, the City delivered \$51.5 million-worth of capital works projects. A summary of the more significant projects is shown below.

Parks, sports and recreation (including pavilions and toilets)	
Beaufort Street Town Centre - town plaza construction	\$290,000
Bilinga Reserve - reserve upgrade	\$140,000
Butler reserve clubrooms	\$648,633
Carine Regional Open Space - AFL ovals floodlighting upgrade	\$537,000
Carine Regional Open Space - baseball batting cages floodlight installation	\$120,000
Carine Regional Open Space fenced dog park	\$210,000
Charles Riley Reserve floodlighting upgrade	\$471,000
Citywide playground renewal	\$670,385
Delphine Reserve upgrade	\$77,000
Dianella Regional Open Space - design and construction of a BMX facility	\$350,000
Dianella Regional Open Space floodlighting upgrade	\$310,000
Empire Avenue Reserve - oval floodlighting upgrade	\$134,000
Hamersley Public Golf Course – stage 2 irrigation upgrade	\$590,000
Lake Gwelup Regional Open Space - Lagonda Street playground and path network extensions	\$213,000
Mount Lawley ANZAC Memorial upgrade	\$80,000
Natural Areas entry upgrades	\$110,000
Rickman Delawney playground refurbishment	\$533,000
Robinson Reserve upgrade	\$1,445,000
Shade sail renewal - Scarborough Amphitheatre	\$326,567
Stadium upgrades - Stirling Leisure Centres - Herb Graham Recreation Centre - Mirrabooka	\$1,397,045
Wisborough Selsey Reserve - reserve upgrade	\$89,000
Roads, footpaths and traffic management	
Amelia Street (Main – Wanneroo), Balcatta – road resurfacing	\$504,000
Arkana Road (Wanneroo – Princess), Westminster – road resurfacing	\$643,000
Erindale Road/Boya Way, Balcatta – dual lane roundabout	\$750,000
Finchley Crescent, Balga – local area traffic management	\$200,000
Hector Street (King Edward – Hutton), Osborne Park – road resurfacing	\$715,000
Marloo Road (Amelia – Chipala), Westminster – road resurfacing	\$378,103
Mirrabooka Avenue (Yirrigan – Poinsettia) south-bound carriageway, Mirrabooka – road resurfacing	\$243,000
Nollamara Avenue (Tuckfield - Flinders) – Nollamara road resurfacing	\$425,000
Pascoe Street (Milverton – end), Karrinyup – road resurfacing	\$270,000
Princess Road (Arkana – Etchingham), Westminster – road resurfacing	\$508,000
Scarborough Beach Road (Muriel – Odin), Innaloo – road resurfacing	\$1,139,000
Shearn Crescent (Queenscliffe – Ewen), Doubleview – road resurfacing	\$464,000
Stirling east-west Bicycle Boulevard – stage 2	\$850,000
Strategic footpath program – 29 new footpaths	\$1,610,000
The Strand North (Oliver – Alexander), Dianella – road resurfacing	\$268,000
Walter Road (Eighth – Dundas), Dianella – road resurfacing	\$472,000
Wanneroo Road/Beach Road, Hamersley – traffic signal modifications	\$218,000
Woodrow Avenue (Grand Prom – Cleveland), Dianella – road resurfacing	\$203,000

Drainage upgrades and flood mitigation

Arezzo Street, Stirling – drainage relining	\$477,000
Duffy Road (Galahad – Monyash), Carine – drainage upgrade	\$415,000
Edna Street, Tuart Hill – drainage upgrade	\$527,000
Erindale Road, Gwelup – drainage relining	\$321,000
Fairway East, Yokine – drainage upgrade	\$209,000
Grand Promenade, Doubleview – drainage upgrade	\$256,000
Lilacdale Road, Innaloo – drainage upgrade	\$219,000
Longford Place, Karrinyup – drainage upgrade	\$614,000
Odo Street, North Beach – drainage upgrade	\$405,000
Shearn Crescent, Doubleview – drainage upgrade	\$464,000
Valley Road, Wembley Downs – underground detention basin	\$225,000
Weaponess/Hayburn/Stewart Park, Scarborough – drainage upgrade	\$482,000

Fleet and plant

Purchase of new and renewal of the City's fleet	\$9,756,465
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Strategic projects

Rights of Way - construction upgrade projects	\$2,955,310
Rights of Way - lighting retrofit projects	\$392,605

The City secured over \$23.2 million in grants, subsidies and contributions from state, local, and federal governments in 2018/19 to deliver projects and programs to the community. Examples of these are featured below:

- The City received \$1.3 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 in which 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 \$750,000 from the state government through the Member for Balcatta, David Michael MLA, for upgrades to the intersection of Erindale Road and Boya Way in Balcatta. The upgrades included the construction of a dual-lane roundabout to address ongoing traffic and road safety issues for the community.
- The City received \$480,000 in federal and state government grants through the Black Spot Program to introduce countermeasures that would reduce the risk and severity of crashes at five intersections in the City, in the suburbs of Menora, Scarborough, Osborne Park, Yokine and Hamersley.
- The Department of Social Services, through their Settlement Engagement and Transition Support grants program, provided \$712,255 in grant funding to support newly arrived migrants to settle in Australia (\$657,467) and for interpretation services to support newly arrived migrants to settle in Australia (\$54,788).
- The City received over \$3.2 million from the Department of Communities for the delivery of the Women's Domestic Violence Support Program for Safe Return to Home (\$2,555,934), the delivery of Women's Refuge services (\$665,957) and the development of a community visitors' scheme for socially isolated people in residential aged care facilities (\$10,500).
- The Department of Health provided \$4.7 million in funding to provide home care support for frail and elderly people (\$4.2 million) and for the provision of Home and Community Care (HAAC) program services (\$476,109).
- The Kaleidoscope Initiative received both state and federal government funding in 2018/19. The Office of Multicultural Interests (OMI) provided \$231,947 for the delivery of mentoring programs for skilled migrants. Federal funding was also received (\$100,000) from the Department of Social Services for the Strong and Resilient Communities Initiative.
- The Department of Social Services also funded \$44,374 for the Rangoli Project, a job-readiness program targeting women on working, spouse or family visas within the City.
- Lotterywest supported the City with \$22,000 in funding for the City's emergency relief fund, which supports people experiencing family and domestic violence, and \$1,000 in funding for the Thank a Volunteer event, celebrating our volunteers for their contributions to the City.



Director Corporate Services report

Long-term financial sustainability is the key objective of the City 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.

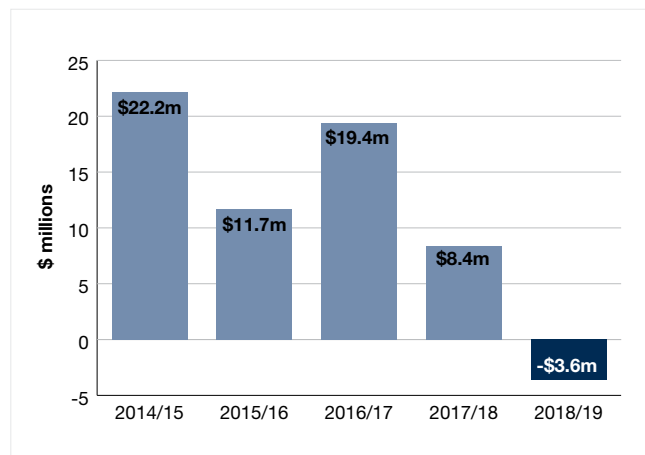
Summary

- Operating deficit was \$3.6 million, \$5.8 million favourable to the budgeted surplus (compared to \$8.4 million surplus in 2017/18). The favourable surplus of \$5.8 million was as a result of reduced running costs of \$3.8 million, employee costs of \$1.5 million and utility costs of \$1.2 million, offset by a higher depreciation expense (\$4 million). In addition, the City received an advance payment of \$3.5 million related to the Commonwealth Government 2019/20 Financial Assistance Grant.
- The City's total capital works expenditure was \$95.5 million (compared to \$89.9 million in 2017/18).
- Rates and charges comprised \$180.1 million (78 per cent) of the total operating revenue of \$231.5 million (compared to \$176.1 million [79 per cent] of \$222.2 million in 2017/18).
- Cash holdings increased by \$17.6 million to \$121.8 million primarily due to increasing City reserves.
- Net assets are valued at \$3.2 billion. This includes infrastructure (\$2.2 billion); property, plant and equipment (\$759 million); and cash equivalents (\$121.8 million).

Net operating result: five-year trend

Figure 1 shows the net operating deficit in 2018/19 was \$3.6 million, a decrease from \$8.4 million in 2017/18. This decrease is influenced by increased expense in depreciation of non-current assets (\$6.0 million), offset by reduced running costs.

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 \$231.5 million revenue during 2018/19. The largest contributions to revenue were provided by general rates (60 per cent), waste service charges (17 per cent), fees and charges (eight per cent), and grants and subsidies (six per cent).

Revenue from general rates and service charges increased by 2.2 per cent compared to 2017/18. This included an increase of more than 609 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

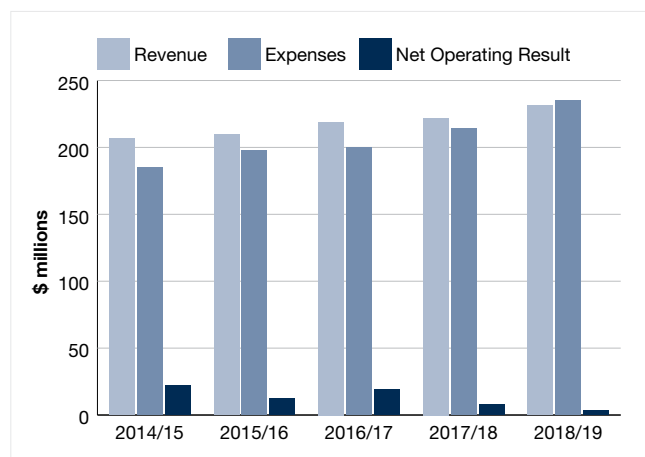
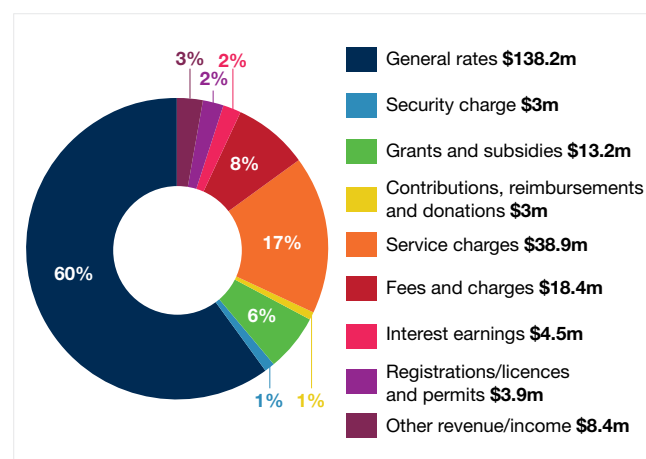


Figure 3: Sourcing the City's revenue

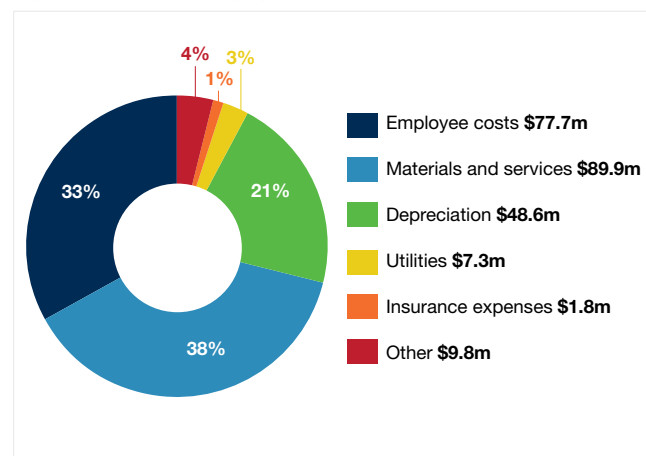


Identifying the City's expenses

Figure 4 shows the allocation of the City's \$235.1 million operating expenditure.

The primary expense components shown in Figure 4 include materials and services (38 per cent), employee costs (33 per cent) and depreciation (21 per cent). The City's total expenses have increased by approximately 10 per cent since 2017/18. This increase in expenditure is mainly related to the higher depreciation in the infrastructure category, (\$6 million) employee expenses of \$6.2 million and underground power expenses of \$4.1 million.

Figure 4: Expenses by type



The City's services: Where rates are spent

The City of Stirling's 893 employees (full-time equivalent) deliver over 200 services and programs to the community through 11 main service cost centres.

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

The annual expenditure budget for the City of Stirling in 2018/19 was \$293.9 million, including capital works but excluding depreciation. The revenue was forecasted to be received mainly from rates (\$137.4 million).

The City also projected to receive \$19.3 million from grants, subsidies and contributions; \$37.8 million from waste services; \$4.8 million in interest earnings; and \$33.1 million from other fees, charges and revenue.

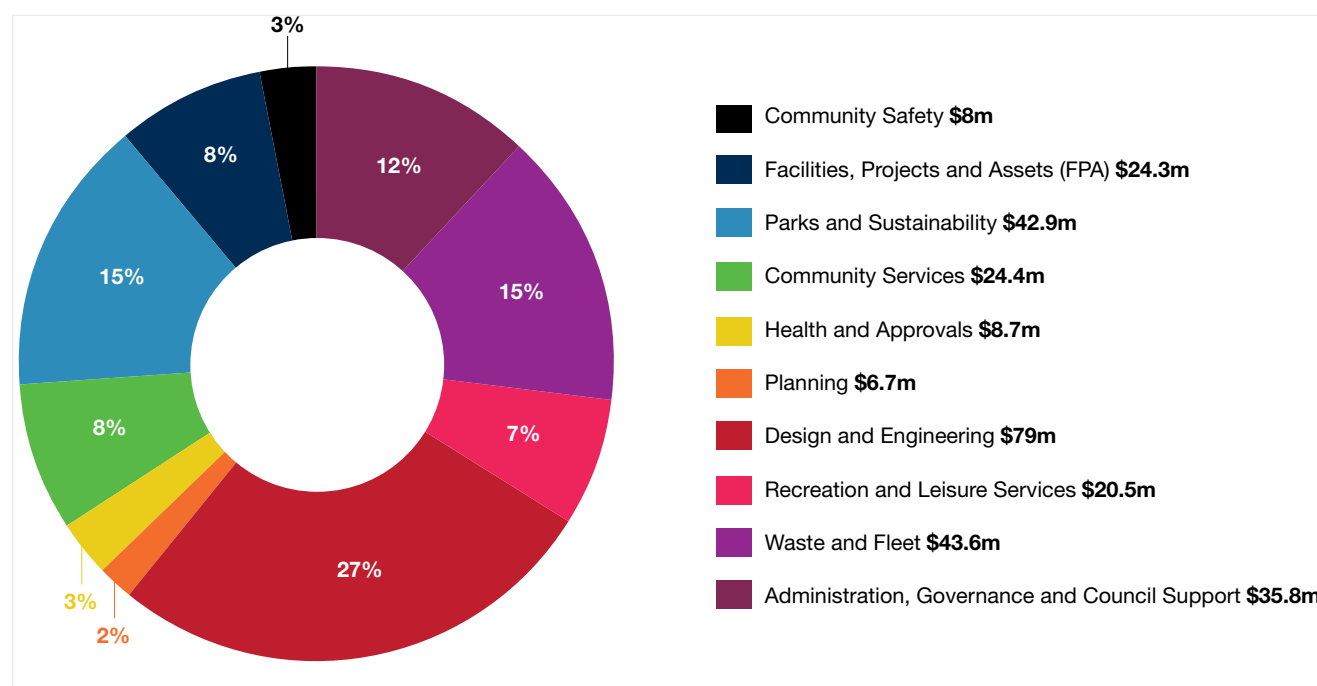
The City had 97,792 ratepayers in 2018/19 and the average rates for a residential property in the City of Stirling were \$1,291. The City's rates rise for the year continued to be one of the lowest in the metropolitan region of Western Australia at 1.4 per cent, however due to growth in the number of properties, actual revenue yield was 2.5 per cent.

A snapshot of the 2018/19 budgeted expenditure for the main service cost centres is shown in Figure 5 as well as in the City's 2018/19 revenue budget tabled below. For more information about the City's financial performance in 2018/19, see the comprehensive financial statements starting on page 147.

The City's revenue 2018/19	\$m Revenue budget
General rates	137.4
Grants, subsidies and contributions (operating and non-operating)	21.6
Profit on sale of assets	0.2
Fees, charges and other revenue	35.7
Waste services	37.8
Interest earnings	4.9
Total	237.6

The difference between revenue and expenditure is mainly related to non-cash items, the largest being depreciation, along with specific projects.

Figure 5: Expenditure by service cost centre budget 2018/19



Statement of financial position

Table 2 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 147.

Table 2: Summary of the Statement of Financial Position

	2019 \$	2018 \$
Total assets	3,182,386,725	3,117,750,039
Total liabilities	50,412,244	31,363,049
Net assets	3,131,974,481	3,086,368,990
Total equity	3,131,974,481	3,086,368,990

The total equity at 30 June 2019 is \$3.2 billion, an increase of \$52.7 million from 2017/18.

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 \$50.4 million as at 30 June 2019, an increase of \$19 million from 2017/18. Of the total liabilities, \$20.9 million relates to amounts owing to suppliers and \$16.7 million owing to employees, the majority of which relates to annual and long-service leave. The City currently has 893 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 \$73.9 million as of 30 June 2019, compared to \$66.2 million in 2017/18. The main reason for the increase is the increased reserve holdings in the strategic waste development and leave liability reserves
- A change in the value of non-current assets, resulting from a revaluation of these assets as explained above.

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 \$17.6 million from 2017/18 due to an increase in the City's reserves.

Future outlook

The City's prudent financial management delivers a high level of service, while the City continues to remain debt-free. It provides the flexibility to fund a range of exciting major projects, which will present a variety of long-term benefits to the City in a sustainable manner.

The City is in a solid financial position, as demonstrated by the financial ratios that are presented on page 213 of the Financial Statements and its finances remain aligned to strategic priorities.



Ingrid Hawkins
Director Corporate Services







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 chose 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.

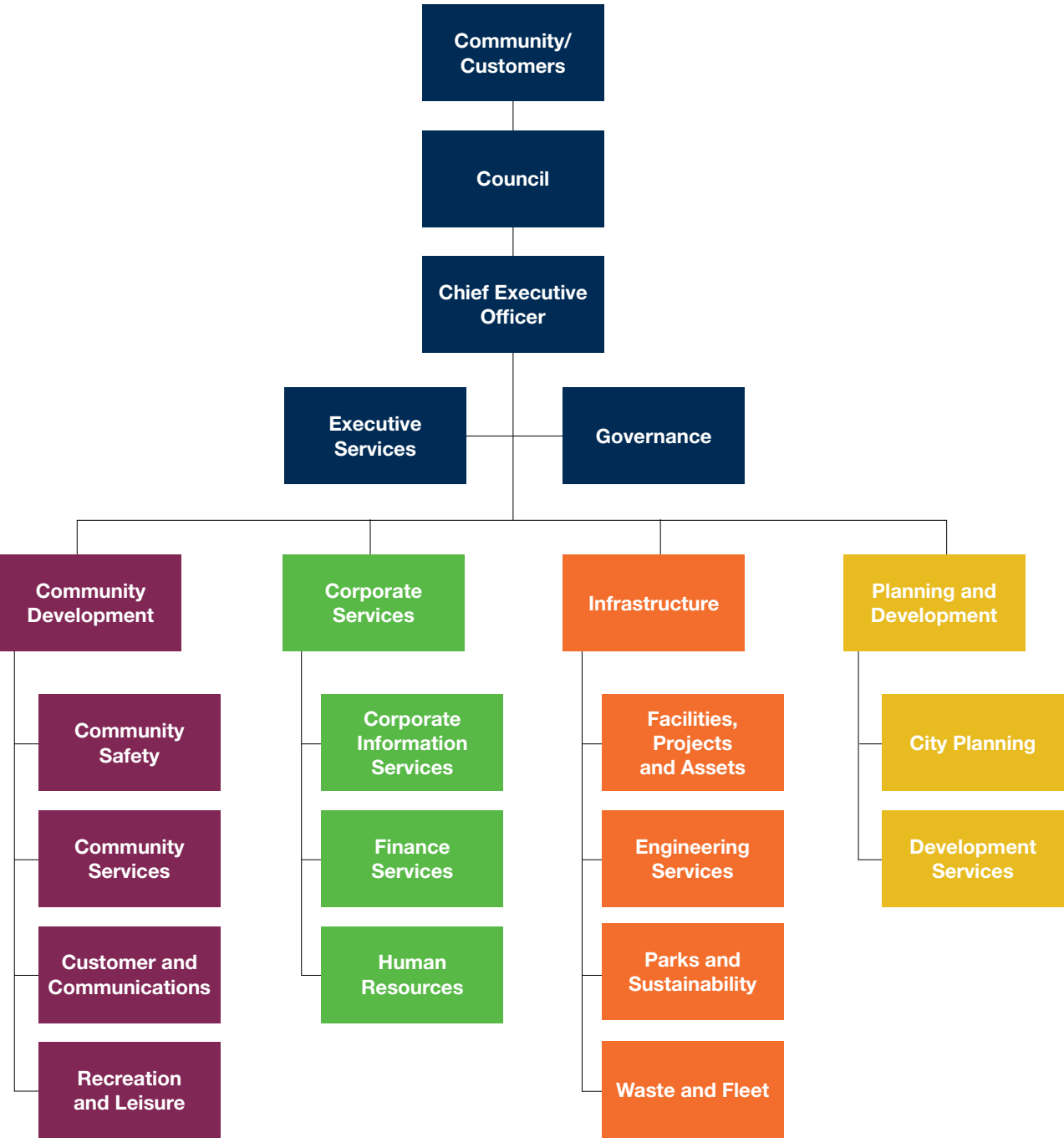
Organisational structure

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 all areas of 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: Organisation chart as at 30 June 2019





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 12 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 of 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 Scarborough Beach Road Activity Corridor
- Scarborough 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.

Before 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 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. 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 lives in the area 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 finance manager. She has held senior financial management roles across the public sector for over 15 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 Littleton

Director Infrastructure

Master of Business Administration
Graduate Diploma of Technology
Graduate Diploma of 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.



Trevor Holland

Director Community Development

Diploma of Public Administration
Certificate of Industrial Relations

Trevor has over 35 years of experience in local government, holding key executive positions in the fields of human resources, finance, contract management, and cultural and social services.

He was appointed as the City's Director of Community Development in 1999 and was the Acting Chief Executive Officer for the City of Stirling for six months in 2007.

Before his career in local government, Trevor worked in management positions in the public and private sectors, including the national machinery and steel industry, and the Western Australian Meat Commission. Trevor also served in the Royal Australian Army.

Trevor retired from his position at the City of Stirling in December 2018.



Ross Povey

Director Planning and Development

Master of Business Administration (Dist)
Bachelor of Arts - Urban and Regional Planning (Hons)
Bachelor of Architecture (Hons)
Bachelor of Applied Science (Architectural Science) (Dist)
Graduate, Australian Institute of Company Directors

Since joining the City of Stirling in January 2005, Ross has been responsible for the major economic development and urban regeneration projects undertaken by the City. To support the growth and development of the City, Ross leads the City Planning and Development Services teams.

Previously, Ross spent five years at the City of South Perth as Director of Strategic and Regulatory Services. Ross began his career in the field of architecture, focussing on the design and development of health, aged care, housing and community facilities before moving into local government, where he has held senior management positions at Cottesloe, South Perth and Stirling.

Our people

The City of Stirling's workforce of 893.45 (established 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 2018/19 financial year was 9.59 per cent.

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 2019

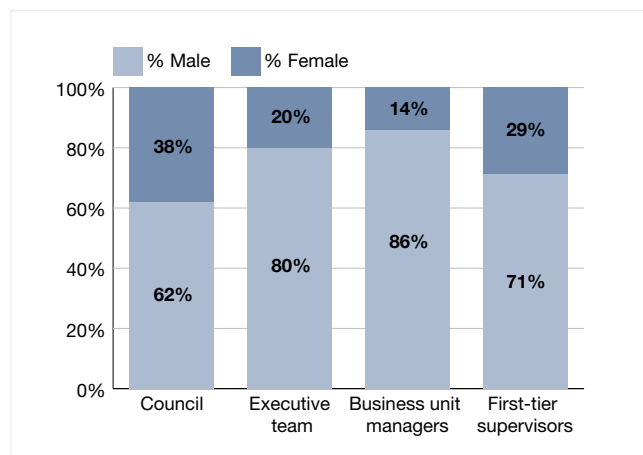


Figure 7: Employee turnover rate

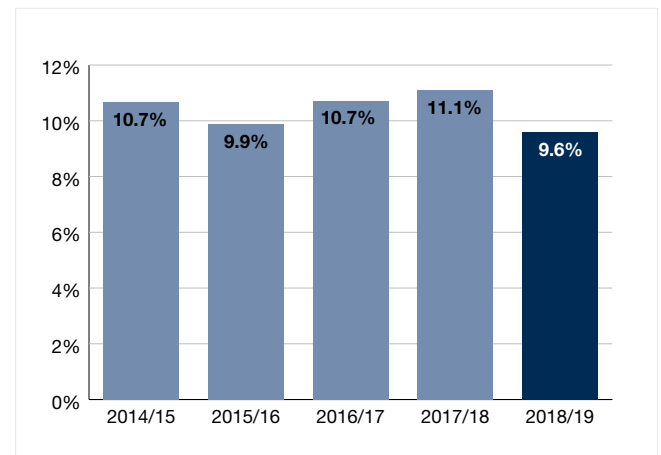
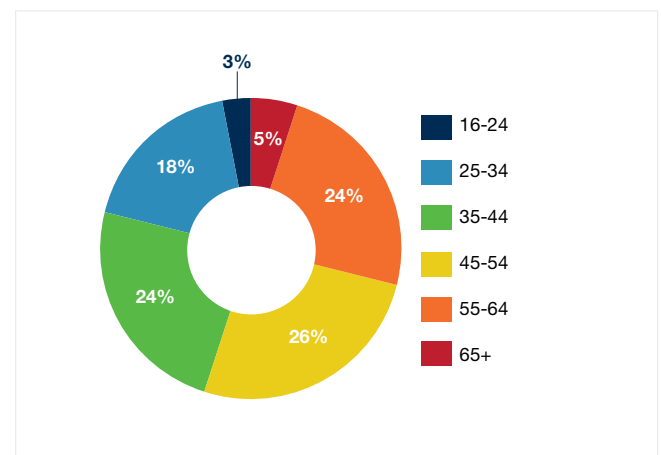


Figure 8: Established workforce – age profile as at 30 June 2019



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 3.

Table 3: Senior officers' remuneration

Salary band	Number of officers
\$100,000-109,000	34
\$110,000-119,000	45
\$120,000-129,000	57
\$130,000-139,000	6
\$140,000-149,000	6
\$150,000-159,000	1
\$160,000-169,000	2
\$170,000-179,000	2
\$180,000-189,000	7
\$190,000-199,000	2
\$200,000-209,000	3
\$210,000-219,000	1
\$220,000-229,000	1
\$240,000-249,000	1
\$260,000-269,000	1
\$360,000-369,000	1
Total	170



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. 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.

All new employees attending corporate orientation with the City receive an access and inclusion summary that provides information on the purpose of the Disability 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, feel encouraged to make contributions and suggestions on how we can improve and strive to be the best we can be, feel proud to say that they work in the City, and 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 employees as one of its most valuable assets, which makes it imperative to recruit effectively and select the right people. In 2018/19, the resourcing team undertook 130 recruitment processes, managing over 11,200 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 Outside Workforce Agreement and this agreement was endorsed by the Fair Work Commission on 9 November 2018.

The City is current negotiating the Inside Workforce Agreement, which is due to expire October 2019. The Inside Workforce covers the majority of the City's employees.

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 12 employees for outstanding performance, one Rising Star and a Team of the Year in September 2018.

In addition to recognising performance, the City recognises long-serving employees, with a monetary award after every five years of service. In 2018/19, over 145 employees were acknowledged for service milestones.

Identifying performance and development needs

The City undertook a review of its performance review process and a new system was implemented in July 2018, with performance reviews being conducted between July and October.

A total of 96 per cent of employees completed a formal performance appraisal. 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

A leadership development program was introduced in 2018 to target specific leadership skills. The City's annual corporate training calendar offered employees an opportunity to improve technical and professional skills through online learning and onsite face-to-face training, with a shift in focus to personal development and wellbeing.

A number of team-building events were conducted in various business areas in support of positive culture change.

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 2018/19, the City supported 16 employees to achieve tertiary qualifications. The City also offered leadership and development opportunities to over 80 employees.

Traineeship program

The City currently has six employees registered on traineeships. These traineeships enable employees to study for and complete nationally recognised qualifications while working, with the costs partly offset by federal/state funding.

Health and wellbeing

As part of the City's commitment to improving the health and wellbeing of its employees, the following initiatives were implemented in 2018/19:

- Drug and alcohol testing of employees continued and the City adopted saliva testing in 2018/19
- Hepatitis A and B vaccinations were provided to at-risk staff
- 257 employees undertook DEXA scanning body composition measurements, which was a new initiative for 2018
- Influenza vaccinations were provided to 368 employees and Councillors
- Skin screening was provided to 457 employees and Councillors
- 'Lunch and Learn' sessions on various topics were held for City employees
- Office ergonomics and vehicle ergonomics sessions were undertaken.

Safety leadership teams

Safety is a key priority for the City. A safety culture places a high level of importance on making health and safety in the workplace part of the everyday values, attitudes and actions of all employees at all levels of the organisation.

The Executive team has established an Executive Safety Leadership Group (ESLG) to develop a strong and positive safety culture within the City both strategically and operationally. In addition to the ESLG, the current Works Safety Committee was replaced with a new safety leadership model of three safety leadership teams, representing all directorates and based on the level of OSH risk exposure faced. Membership includes senior management and employee health and safety representatives. The new model will simplify interaction and communication and allow information to flow between the ESLG and each safety leadership team, with the OSH team's support. The model will strive for best practice in safety to maintain and implement new OSH strategy and initiatives across 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.

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.

Risk Management Framework

The City has developed 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 2018/19, the number of workers' compensation claims reported and lodged with LGIS was 48, with two declined. Concurrently, new injury management training for supervisors has commenced and will become part of the annual calendar of OSH training.

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:

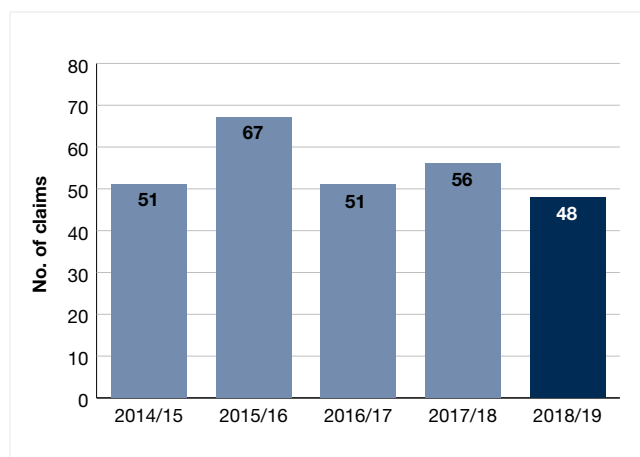
$$\frac{(\text{Number of lost-time injuries in accounting period}) \times 1,000,000}{(\text{Total hours worked in accounting period})}$$

For the City of Stirling in 2018/19, the result is as follows:

$$\frac{(14 \text{ lost-time injuries in accounting period}) \times 1,000,000}{(1,676,904 \text{ hours worked in accounting period})}$$

Therefore, the lost-time injury frequency rate = 8.35

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



Occupational safety and health 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
- Riskware Online Safety System information sessions
- Driver awareness training
- JSEASY – new online Safe Work Method Statement and safe operating procedure tool
- ChemWatch database and implementation of online system
- OSH Risk Register incident cause analysis method basic investigation training
- Hazard identification risk assessment and control training.

Our volunteers

The City of Stirling has a dedicated team of over 500 active volunteers, assisting with a variety of services across the City. There are over 48 different volunteering roles across these services, with a diverse range of volunteering opportunities to choose from.

These dedicated people contribute more than 70,000 hours of their time each year to help the City of Stirling community. During 2018/19, the City has continued to develop new volunteer roles to meet community needs. The City has successfully transitioned to a new software system for volunteer management. The nationally recognised volunteering standards, as outlined by Volunteering Australia, have been adopted by the City and this has guided the development of the volunteer management system to ensure best practice.

The City has successfully increased volunteer recruitment of its younger demographic and will continue to focus on the recruitment and retention of youth volunteers. Volunteers provide the vital link in contributing to the provision of essential services to residents within the City. Below are details on the volunteer roles fulfilled at the City.

Animal care facility

The City of Stirling provides an animal care facility (ACF) for lost dogs. Dogs are collected by their owners or made available for re-homing as required. Volunteers assist by cleaning kennels, feeding and walking dogs.

Books on Wheels

The City of Stirling boasts six library branches, with the Books on Wheels service available to residents who are unable to visit their local library due to age or physical disability. Volunteers help deliver this service by selecting, delivering or returning books using the City's Books on Wheels vehicle.

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 community development projects such as 'crafternoons', movie and lunch days, community board games, seniors' groups, pensioners' groups and a variety of other user groups.

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 seniors eligible for the Commonwealth Home Support Program and Scarborough offers programs and activities for adults with an intellectual disability. Volunteers provide a range of different support services, including activities, concert and 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. The City also provides meal delivery to a number of other local governments in the Perth metropolitan area, which has resulted in a significant increase in volunteer assistance.

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 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 Commonwealth Home Support Program participants.



Brew Barrow



Community transport services

These services assist Commonwealth Home Support Program, Home and Community Care and Home Care Package-eligible clients with transport options. These transport options include medical and social transport, where volunteers drive their own vehicles or City of Stirling vehicles. We also offer a shopping bus program.

Community tree-planting program

The community tree-planting (CTP) program encourages the participation of residents and groups such as schools and Scouts to be involved in tree planting events between May and September across the City each year. The program helps foster a sense of community pride and ownership of streetscapes, while spreading the word about the importance of street trees. Furthermore, the CTP program invites members of the community to register to be added to our volunteer pool of community tree planters. These volunteers are called on to help plant street trees during the winter planting season at each of the CTP events. From this group of volunteers, the City also relies on volunteer tree 'captains' who lead a team of community tree planters at each of these events.

Connect2

The Connect2 program provides an opportunity for eligible residents to join a small group of people who meet regularly and participate in short outings. Most participants are eligible for support through the Commonwealth Home Support Program (CHSP) or Home Care Packages (HCP) program. The groups are informal and are run by staff and volunteers. Transport to and from home is provided.

Conversational English

Volunteers coordinate the English conversation group(s) held at various Stirling libraries. This group provides an opportunity for the public to practice their English language skills in an informal setting. Volunteers plan and lead conversation topics during group sessions.

Family services

The City's family services team runs a variety of programs aimed at strengthening families, connecting communities and promoting health and wellbeing. Programs include bilingual volunteer customer service assistance, hosted workshops on a variety of topics, intergenerational activities, sporting clinics and healthy lifestyle initiatives. The team also host several annual cultural events throughout the year, with volunteers assisting with the organisation and implementation of these.

Job Shop

The Job Shop service is run by volunteers from within the Osborne Community Hub. 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. Registered JPs can volunteer their services.

Local committees and groups

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

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

Mount Flora Regional Museum

The Mount Flora Regional Museum is housed in a 1940s water tank originally built for North Beach residents. After it was phased out of service in the 1970s, the North Suburban Historical Society developed the facility into a museum, with the conversion effected under a bicentenary program funded by the federal government and the City of Stirling. 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.

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 2018/19, these included:

- The volunteer induction program, undertaken by all volunteers to ensure they receive important information before their deployment
- Review of the Volunteer Manual
- Volunteer satisfaction survey
- Continuation of the Volunteer of the Month program, from which each nominee is eligible for the annual Volunteer of the Year Awards
- Review of all volunteer information, licence checks, areas of deployment and volunteer position descriptions
- Volunteer appreciation event to formally acknowledge the valuable work undertaken by volunteers within our community
- First aid training for volunteers operating in high-risk areas
- Uniforms and appropriate personal protection for specific roles.

Awards and recognition

The City was recognised throughout 2018/19 for its outstanding achievements. Across a variety of projects and initiatives, these prestigious awards highlight the innovative work being delivered to the community. They demonstrate that we are a leader in local government and beyond. The following are some key awards won by the City this financial year.

Australasian Reporting Awards (ARAs)

The City received its fifth consecutive gold award at the Australian Reporting Awards for the 2017/18 Annual Report. Recognition of our transparency in reporting has seen great success at the ARAs, having won awards each year since 2009. These awards are open to all 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.

Institute of Public Administration Australia (IPAA) Achievement Awards

The Kaleidoscope Initiative won the IPAA award for Best Practice in Collaboration Across Government Agencies. The award identified the project as one which demonstrates high-level collaboration and coordination across organisations to meet a priority objective in the delivery of service to the community.

Mobile Muster Award

The City of Stirling was awarded top collector in WA at the Mobile Muster Local Government Awards 2019. The awards demonstrate the importance of industry and local government working together to tackle the growing problem of electronic waste (e-waste) and making sure it is safely and securely recycled through an accredited program.

Parks and Leisure Australia WA Awards of Excellence (PLAs)

The City transformed Lake Gwelup Reserve into an experiential Stirling Tree Trail, activating 25 sites with artwork, activities and educational signage sharing unique stories about the local trees. Attracting approximately 4,000 people and generating 1,000 personalised messages to our trees, Stirling Tree Trail was awarded Community-based Initiative of the Year for being an outstanding community-based initiative and free school holiday activity. The initiative provided an engaging way to increase our community's understanding of the benefits trees provide and also encouraged children and their families to gain a closer personal connection with trees as living entities. More information on Tree Trail can be found in the case study featured on page 128 of this report.

The Scarborough Beach Intergenerational Plaza received a high commendation at the PLAs in the Play Space Over \$500,000 category. This award recognises outstanding initiatives and innovative efforts in projects which involve a range of stakeholders and which contribute to creating a sense of place for the local community. It acknowledges the incorporation of innovative landscape and cultural design that aids childhood development.

Guinness World Record®: The most nationalities in a drum circle

The City achieved world record status at Harmony Week celebrations this year. With 100 participants (including City employees and residents) representing 77 nationalities, a new record of the most nationalities in a drum circle smashed the previous record of 61. An incredible display of our multicultural community coming together to achieve a common goal at such a meaningful event was a wonderful achievement by all involved. More information on the Guinness World Record® attempt can be found in the case study featured on page 86 of this report.



Waterwise Councils program – gold status

The Water Corporation awarded the City with gold status as a Waterwise Council. This is in recognition of the City's actions to conserve water and improve water quality in its operations and projects. The City uses an innovative centralised irrigation control system, the City's aquatic centres are endorsed as Waterwise, and the City continues to monitor wetland water quality. The City was also awarded for its Waterwise community incentives and education program, which includes grass replacement rebates, free Waterwise verge plants, and Waterwise gardening workshops.

National awards for local government

With 10 individual categories, these awards celebrate local government projects that demonstrate leading practice, deliver improved outcomes, have the potential to be rolled out across the country and make a meaningful difference for communities. They celebrate Australian local government achievements and spotlight the important role of local governments in delivering targeted quality services to urban and regional communities.

The Kaleidoscope Initiative was recognised as a category winner for Multicultural Australia – Cohesive Communities and also as a national overall award winner for excellence in local government. The overall award is selected from all category winners and highly commended nominations from each category.

The Moorland Street Bicycle Boulevard project was a category winner for Excellence in Road Safety. This project has created a safe cycle route connecting the Stirling Train Station with Scarborough Beach. It was designed to provide a safe, direct and convenient riding environment with minimal impediment from vehicle traffic or pedestrians.

Leading Age Services Australia (LASA) Excellence in Age Services Awards

Stirling Community Care has been recognised by LASA, with employees recognised both individually and as a team. Linda Kuuse was announced as an individual award winner, being recognised for her outstanding contribution to the age services sector. Through innovation and initiative, Linda has improved the lives of older people and has delivered high-quality care to the aged. Emma McColm was a finalist in the Rising Star Award, being recognised as an individual with less than five years' industry experience who has made an outstanding contribution to the age services sector. Stirling Community Care was also a finalist in the team award for showing outstanding achievements within the age services sector and creating an environment that encourages workplace diversity, positive workplace culture and increased staff wellbeing.

Local Government Road Safety Awards

The City of Stirling received the Safe System Approach – Road Infrastructure Improvements Award for the Scarborough-Doubleview local area traffic management precinct scheme. The city undertook a local area traffic management (LATM) study of the Scarborough-Doubleview precinct in 2009, which was guided extensively by community consultation. The study aimed to explore ways to improve existing traffic concerns relating to safe traffic speeds and intersection safety. The outcomes of various community consultation opportunities and the review of existing traffic measures fed into the ongoing design and construction of LATM treatments as part of the City's capital works program.

The study guided the construction of eight key LATM treatments over a five-year program through the city's capital works program, which had a significant impact on crashes across the eight LATM sites. A summary analysis of the pre- and post-construction crash data for LATM treatment (three to five years' data) has shown total crashes at the LATM treatment sites were reduced from 126 crashes to 50 (a 60 per cent decrease). The total number of crashes resulting in serious injury were also reduced from 40 to nine (a 78 per cent decrease). Based on WA Department of Health data, the societal cost savings within the precinct were \$276,000 for crashes requiring medical attention, \$252,000 for crashes requiring hospitalisation and \$4.2 million for fatal crashes, with a net societal cost saving of \$4.7 million.

Planning Institute Australia Government and Public Use Award

The City of Stirling and the Metropolitan Redevelopment Authority (MRA) were recognised as winners at the 2019 awards, winning the category Best Planning Ideas – Large Project. The Scarborough redevelopment project demonstrates innovation and collaboration by local and state government in working together to deliver a major public infrastructure development. Features of this project include an open-air intergenerational plaza and skate park with climbing walls, a themed playground, a new Transperth transit hub, a central square for events and activities, a new surf club and watchtower, and the iconic Scarborough Beach Pool.

Community Citizen of the Year Awards

The City of Stirling awarded some of its most exceptional citizens at its Australia Day Community Citizen of the Year Awards ceremony. The awards, which are held in conjunction with the Australia Day Council of WA, recognise local individuals and community groups who have made an outstanding contribution to the community in the past year. City of Stirling Deputy Mayor, Cr David Lagan, who presented the awards, said the calibre of nominees was, as usual, very high. "The time and personal effort these nominees devote to their community goes above and beyond what is expected," Deputy Mayor Lagan said. "We received many impressive nominations this year, so our winners should be very proud of themselves." This year's award recipients were:

Community Citizen of the Year – Hayley Solich

Hayley has been a volunteer for the past 25 years, with significant work in multiple programs, events and committees. She has provided personal support to people in crisis, including housing and resourcing homeless people, women in domestic violence situations and the drug affected. Hayley also sits on 11 committees within mental health, representing the lived experience of carers, and she recently contributed her time to the filming of training videos for Carers WA, in order to improve the experience of carers in the emergency departments of local hospitals.

Senior Community Citizen of the Year (65 years and over) – Walter Kolb

Walter is a quiet achiever recognised for his significant contribution as a horticulturalist. He has dedicated more than 4,000 hours to coastal regeneration in the City. In retirement, Walter continues to apply his considerable skills and boundless energy to the rehabilitation of the City of Stirling coastline.

Young Community Citizen of the Year (under 25 years) – Laura Ives Hicks

Laura is a Guide leader, and she now helps lead a Guide unit called Scarborough Beach Seaview Guides, catering for a group of girls aged 10-14 years. Laura sits on the Olave Committee, which is the adult Guide group of women age 18-29 years, supporting each other to continue their Guiding journey. She also produces the regular Olave Newsletter for Olave members. Laura generously gives her time each week to help young girls have access to positive Guiding experiences.

Active Citizen Award (Community Group) – Stirling Youth Advocates

The Stirling Youth Advocates (SYA) work in unity to advocate on behalf of the young people living in the City of Stirling. The SYA have come up with several events and activities over the year to promote community life, especially for young people. By organising events and partnerships, the SYA group is making an impact by bringing the community together and sharing their opinions and positive thoughts with others.

City of Stirling Community Volunteer of the Year – Bernie Pugh

Bernie has volunteered for the City of Stirling for over 11 years and has been working with the Connect2 program for the past four. Bernie is one of the most willing volunteers to assist at short notice, fill in when other volunteers are away and ensure the bus is comfortable and spotless for the participants. Bernie's strengths – and the reasons he was nominated – are his caring nature, his ability to find out what is important to each and every client and ensure their needs are met, and the way he interacts with humour and sensitivity. He is well regarded by everyone and is a valuable asset to the City.



Connecting with the community

The City of Stirling's diverse community is encouraged to be actively involved with and informed about the City's many community services, programs, events and initiatives.

Communication

The City is committed to communicating with its residents and provides the community with ongoing updates and information through a variety of channels. Each year the City produces hundreds of communication pieces to ensure the community is kept up to date.

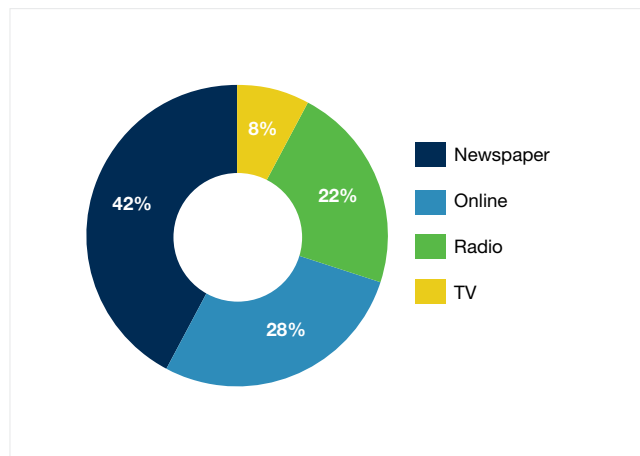
The City's Stirling Scene, an eight-page quarterly publication, features community-focussed content. Stirling Scene is delivered to 98,000 households across the City with a readership of 77 per cent of our residents. The City also produces Stirling Scoop, a monthly newsletter that features timely updates on the City's news, views, events and activities. It is published in three local community newspapers that provide coverage across the City's boundaries. In addition to this, the City places regular advertising called Stirling Notices in three local community newspapers to deliver relevant messages to the community.

The City communicates with its residents through the media by responding to questions from local, state and interstate journalists on a daily basis. Council decisions receive a lot of media attention, in particular Notices of Motion put forward by Councillors at Council meetings. Large projects were a focus of media this year, with the Scarborough Beach Redevelopment receiving significant local, national and international coverage. The Stephenson Avenue Extension project, which received \$65 million in state and federal government funding, was also in the spotlight.

The City's communications team ensures that the community is kept up to date on all of the positive things happening across the City through the media. To do this, the City maintains a positive relationship with journalists and media outlets, to help ensure the right information reaches the right people, in the right way. In 2018/19, the City responded to more than 780 media enquiries and a total of 1,095 stories featuring the City of Stirling appeared in press, online and broadcast media. These stories reached 60,275,815 people and generated \$2,273,552 in media value. One high-profile event which caught the attention of the media this year was the ISPS HANDA World Super Golf Tournament, which reached more than 422 million people worldwide.

Figure 10 shows where media coverage was received in 2018/19.

Figure 10: Media coverage (by type) in 2018/19



Digital communications

The City's website continues to be the most accessible source of information for the public. In 2018/19, the City's website was visited 1.4 million times by 721,000 unique visitors, with an average number of 2.3 pages viewed per visit. New visitors to the site made up 76 per cent of site traffic, with 24 per cent of traffic being attributed to returning visitors. A Mayoral blog has been introduced to help keep the community updated on Council decisions and priorities, as well as what Councillors have been doing in and around the community.

Community members can subscribe to 22 different City e-newsletters, covering a range of topics including libraries, arts and events, sustainable living, recreation and community safety. Throughout 2018/19, a total of 324 e-newsletters were distributed to over 90,000 subscribers.

Social media continues to grow and has become an integral tool for sharing City information with our community. The City operates a centralised Facebook strategy, whereby one site delivers messages to our online audience. The City's Facebook page has attracted a following of over 39,000, and in 2018/19 the City delivered key messages to over 1,756,000 people through targeted social media advertising. The City's Instagram page has over 4,000 followers and both its Facebook and Instagram platforms maintain the second largest council reach in Western Australia. The City continues to offer digital storytelling via the City's YouTube channel, both from organic videos and targeted advertisements. The City uses these digital stories to promote City initiatives and services, including The Year in Review (a digital interpretation of the Annual Report), the Benefits of Street Trees and the annual Sunset Veranda highlights reel. Digital presentations are shown directly to the community via the network of digital screens throughout City facilities. Project-specific presentations are included when lobbying for federal and state government funding opportunities and the annual Mayor's Business Breakfast.

Community presentations are displayed on our website, embedded via the City's YouTube channel. In 2018/19, the City uploaded 41 digital stories to YouTube, with total views reaching 35,142 people via YouTube alone. The City also uses Google advertising to ensure the majority of City services are front of mind when residents use the Google search engine.

Community engagement

The City of Stirling is committed to creating an even brighter future for everyone visiting, living, working or investing in the region. The City recognises that the way to achieve this is by informing, listening to and involving stakeholders, and by supporting a culture of effective stakeholder and community engagement where decision making reflects the interests, needs and aspirations of those impacted.

The City uses a variety of engagement and consultation tools to provide opportunities for stakeholders and the community to share ideas, contribute to solutions and provide feedback on projects and initiatives. There are a number of established channels the City uses on an ongoing basis to actively communicate and engage with our stakeholders, including:

- Social media – Facebook, Twitter, Instagram, LinkedIn and YouTube
- Corporate website and Mayoral blog
- City-held and City-run community events and activities
- Publications, media releases and electronic newsletters
- Customer service team, either by phone or face-to-face
- Annual residents' satisfaction survey.

In addition, the City uses a variety of targeted methods as part of a wide range of engagement activities to help inform Council decisions, including:

- Public and private meetings
- Focus groups and workshops
- Drop-in events
- Surveys
- Information sessions and forums.

However, the City's online engagement hub – Your Say Stirling - has quickly grown to be the City's most popular engagement tool and has encouraged greater participation from our community.

The use of communications and engagement techniques is constantly changing and the City has recognised the importance of incorporating more digital technologies into the mix. While face-to-face and traditional methods will always be an essential component, stakeholders are increasingly using digital technologies to access information and participate in daily life, presenting additional opportunities for the City to communicate and engage with the community.

Customer service

The City is committed to delivering high standards of service to ensure our customers consistently receive positive experiences, in line with the City's Customer Service Charter.

To support and embed a customer-centric culture, information regarding the City's service standards are presented to new employees through our corporate induction program. Customer service information sessions are delivered annually to employees, promoting the importance of effective communication, engagement and the provision of accurate, meaningful and timely advice.

The City is committed to achieving continuous improvement through:

- Providing ongoing awareness and education to employees about the City's expected customer service standards to support the achievement of the Customer Service Charter commitments
- Measuring and reporting on written response timeframes and customer call-back timeframes, in line with the requirements of the Customer Service Charter
- Measuring and reporting on City-wide customer satisfaction and feedback, identifying customer needs, analysing trends and making recommendations to implement process and system improvements
- Providing education and guidance to support the effective management of complaints and complex customer enquiries
- Improving the consistency and accuracy of centralised knowledge articles and information
- Refining and adding value to customer processes, and implementing learnings from customer feedback
- Developing online employee customer service learning programs.

Further information relating to the City's customer service performance across 2018/19 can be found on page 136-137.

Ombudsman's Office of Western Australia

The City received 13 enquiries and investigation notifications from the Ombudsman's Office of Western Australia. Twelve were resolved in favour of the City, with one outcome pending at the end of the 2018/19 financial year.



Community festivals and events

The City of Stirling is vibrant and active, and continues to host a large number of high-quality community events and activities of varying sizes throughout the year.

The popular Sunset Veranda pop-up venue returned to Scarborough Beach for a superb season of world-class entertainment, once again as an official Fringe World independent venue. Celebrating the City's unique lifestyle, diversity, heritage and culture, this hub of activity attracted over 15,000 people to more than 70 events throughout the month, running for the full Fringe World festival for the first time. Wowing crowds with comedy, music, cabaret and more, the Sunset Veranda also placed a great focus on being a family-friendly venue. This included children's arts and craft workshops, a youth concert, children's shows and all-ages events. As a result, four Sunset Veranda children's shows won Fringe World awards, including Best Children's Show and Best Dance and Physical Theatre show.

The City continued its partnership with the Western Australian Academy of Performing Arts (WAAPA) to present WAAPA in the Park, a free concert under the stars with performances and productions by WAAPA students, the up-and-coming stars and events industry professionals of WA. This year, the outdoor concert attracted record crowds of over 3,000 to Ron Stone Park in Mount Lawley/Menora.

The Blink Photography Awards 2018 received over 333 entries, with 143 photographs shortlisted for display in the exhibition in four technical categories - colour, monochrome, altered and mobile. The five-day exhibition at the Osborne Community Hub attracted over 600 attendees, with many visitors and participating photographers commending the high quality of the display and event.

Epic Tales, a new addition to the events program, was an exciting storytelling workshop series for young people aged between eight and 17 years, held at multiple Stirling libraries during the July school holidays. The 33 artistic

workshops sessions, facilitated by Perth's most influential creatives, proved to be extremely popular, with 27 sold-out activities and the remaining workshops near full. Over 341 participants joined in workshops that provided an artistic way for young people to share their story, be creative, explore their imagination and find their unique voice.

The City is committed to supporting community and not-for-profit groups' delivery of events and activities that help build connections and positive communities within the City.

Eligible events and projects that have a community or arts aspect are funded through the Cultural Development Fund as well as receiving value-in-kind support. The City is proud to have funded 28 events through this grant in 2018/19, totalling \$331,700. Level One – Flagship events included returning favourites the Inglewood Night Markets, Scarborough Sunset Markets, Wembley Downs District Fair, Rotary Carine Community Fair, Osborne Park Show, Scarborough Beach Carols, Mount Lawley Christmas Festival, Perth Eid Festival, Jambo Africa and the NAIDOC Mirrabooka Celebration, as well as the inaugural Colours of Italy Festival.

The City sponsors events that have a significant community benefit and/or meet the needs of demographics not currently catered for by existing events. Sponsored events in 2018/19 included:

- Kids Wonderland
- Community Christmas Pageant Innaloo
- King of the Point
- Sanitarium Weet-Bix TRYathlon
- Story Walls.

In 2018/19, over 350 events were run within the City, entertaining thousands of residents and visitors. Additional information is provided in the 'Our performance' section of this report. An overview of the City's calendar of events features on pages 32 - 33.



Corporate governance

The City of Stirling is committed to improving its approach to governance practices in a number of areas, including decision making, risk management and probity. The City has actions in place to prevent misconduct, corruption and fraud, and has a Code of Conduct for all elected members and employees. This 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.

The City supports the democratic process through:

- Delivering community decision-making processes through Council and committee meetings and other decision-making processes
- High-level support to elected members and Council
- Compliance, risk and accountability across the City
- Information management to ensure decisions and documents are recorded, and freedom of information to make them accessible

Code of Conduct

The Code of Conduct provides Council members and employees with consistent guidelines for an acceptable standard of professional conduct.

The code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability. The code provides a guide and a basis of expectations for Council members and employees. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective responsibilities may be based.

Statement of Business Ethics

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

Within its daily operational duties in developing and coordinating a multitude of services for the community and visitors to the City, there exists a responsibility to ensure value for money. This responsibility includes the assurance that the City's business relationships are transparent, honest, fair, ethical and consistent.

In doing business with the City, it is expected that our commercial business partners share these same responsibilities in order to align with the City's principle of zero tolerance to fraud and corruption. As such, compliance with this Statement of Business Ethics is a condition of contracting with the City. Complying with this statement and supporting the City's procurement values demonstrates an understanding of the City's core business and the socially favourable outcomes it seeks to achieve.

Records management

The City's corporate records are managed in accordance with the City's Record Management Plan and Information Management Policy.

All Councillors and employees are responsible for maintaining complete, accurate and reliable evidence of all business transactions and ensuring all corporate documents are retained within the City's official recordkeeping system at the point of creation, 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.*

Risk management

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

The City approaches risk management as an integral part of the management function in the organisation. It is the responsibility of all employees, with business unit managers having overall responsibility and accountability for assessing and managing risks within the context of their business environments. Business units are supported in this role through the development, maintenance and continual improvement of an active risk management culture that acknowledges the need for assessment, management, recording and reporting of risks in all functions and processes.

Risk Management Framework

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

Oversight of the framework sits with the Corporate Risk Management Group, which reports to the Executive team, and through the Executive team to the Audit Committee in respect to the requirements of the *Local Government (Audit) Regulations 1996 Regulation 17*.

Key risk activities completed during 2018/19

The City's principal risks are identified, assessed and captured in the City's Corporate Risk Register. Control assessments are conducted to mitigate the level of each risk and treatment plans implemented as required.

The City's Risk Management Framework continues to be embedded, with risk identification and assessments being conducted across all business units at strategic, operational and project levels.

Compliance

The Audit Committee recommends a report to Council on the City's annual compliance audit return, which 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.

The Audit Committee receives the internal compliance self-assessment report on a six-monthly basis. This reports 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.

The Audit Committee receives 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.

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 2018/19, the Audit Committee received internal audit reports on:

- Waste Services
- Lease Management
- Asset Management and Building Maintenance
- Corporate information services – service management
- Risk, Internal Control and Legislative Compliance
- Financial Management
- Asbestos and Pesticide
- Parking Services.

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 \$2.8 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 \$2.8 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.

Sustainable procurement and responsible investment

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 Procurement Policy, which provides guidance for employees to minimise negative environmental and social impacts from purchasing goods and services.

In 2018/19, the City developed a more rigorous process to assess sustainability risk for upcoming tenders. These are assessed 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 is included as content in the City's sustainability e-learning module, which all relevant staff complete during induction.

As part of our sustainable procurement program, the City has continued to purchase 100 per cent recycled and carbon-neutral office paper for use across the City.

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 2019, the City had 50 per cent of its investments in banks that do not finance the fossil fuel industry. This percentage has increased marginally from 45 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.





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 147.

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*.

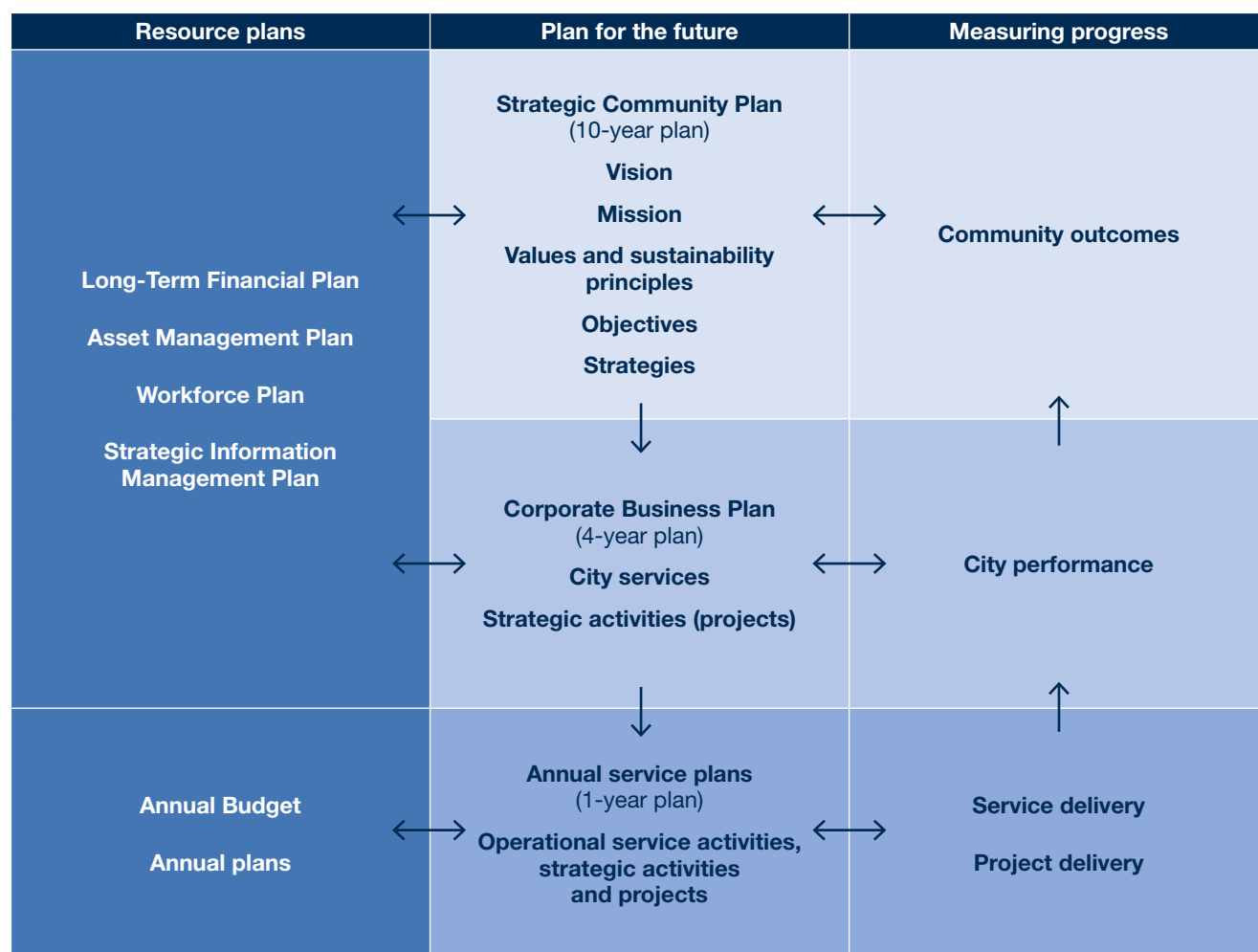
Regulations under Section 5.56 (2) state that the minimum requirement of the plan for the future is the development of a:

- 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 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.



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'.



Major review of the Strategic Community Plan

In 2017/18, the City of Stirling conducted a major review of its Strategic Community Plan through consideration of resident priorities and an analysis of trends and drivers impacting the City.

Over 2,000 people were actively engaged in the major review of the City of Stirling's Strategic Community Plan. Community members were invited to contribute via a number of channels:

- Online survey
- Multicultural Framework consultation
- 2017 Community Perceptions Survey
- Community group meetings
- Community workshops (open invitation)
- Bob Daniel Community Centre – Inglewood, Thursday 24 August 2017
- Stirling Community Centres – Karrinyup, Saturday 26 August 2017
- Stirling Leisure Centres – Herb Graham Recreation Centre – Mirrabooka, Tuesday 29 August 2017
- City of Stirling Administration Centre, Friday 1 September 2017.

The City of Stirling advertised for participants in the consultation process through:

- The City of Stirling's Facebook page, reaching over 34,491 Facebook followers
- Three local newspapers, involving two weeks of advertising
- Direct email invitation to community groups
- Posters and flyers distributed to all libraries and leisure centres
- Focus story on the City of Stirling's website.

Community views were consistent in most areas. While some priorities differed, feedback identified that the previous Strategic Community Plan 2016 - 2026 generally aligns with current community views and expectations. Participant feedback regarding the vision for the City of Stirling was also consistent with the current focus on choice and diversity, with much value placed on the City's diverse places, landscapes, population and culture.

New focus areas of social, economic, built and natural environment, and governance have been introduced to the revised Strategic Community Plan 2018 – 2028. This is as a direct result of feedback to improve the understanding of the objectives and strategies within the plan.

The 2018/19 Annual Report focuses on 'year one' of the implementation of the revised Strategic Community Plan 2018 – 2028, and the first time the City has reported our performance against this plan.

Corporate Business Plan

The Corporate Business Plan outlines how the City will use its resources over a four-year period and is 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 the 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'.



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 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.



Measuring community satisfaction

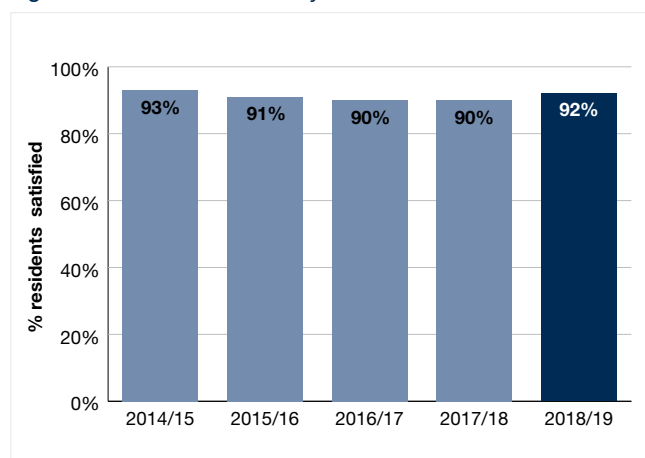
To help understand the views and opinions of its community, the City undertakes a resident satisfaction survey on an annual basis. The survey is conducted by an independent research consultancy to ensure that an appropriate cross-section of the community is represented and that rigorous statistical approaches are applied¹. These surveys have been conducted every year since 1999, with the 2018/19 survey undertaken in June 2019.

As part of the survey, residents were asked how satisfied they were overall with the services provided by the City. For 2018/19, the City is delighted to report that 92 per cent of respondents stated that they were either satisfied or very satisfied. This result represents the fifth year in a row that the City has achieved a score of 90 per cent or above, indicating that a high percentage of residents continue to be satisfied overall with the services provided by the City of Stirling.

The City continually strives to maintain strong satisfaction results and to make improvements where necessary. Further results from the survey of residents are provided throughout the remainder of this report.

¹The 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.

Figure 11: Overall community satisfaction



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 2018/19, following the structure outlined below.

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

The City's population is large and diverse with an estimated residential population (ERP) at 30 June 2018 of 220,249. The City has a long history of recognising and supporting its community but acknowledges that there is always more to be done. The connectedness and integration of diverse groups is critical to the fabric of our society and the City uses many approaches to encourage and nurture a cohesive, healthy, harmonious and safe community as a whole.

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
Aquatic Services	✓	✓	✓	✓
Arts and Activation	✓	✱	✓	✓
Community Capacity	✓	✓	✓	✓
Emergency Management	✓	✓	✱	✓
Environmental Health Service	✓	○	○	✓
Family Services	✓	✓	✓	✓
Leisure Services	✓	✓	✓	✓
Libraries and Lifelong Learning	✓	✓	✓	✓
Parking Services	✓	✓	✱	✓
Ranger and Security Services	✓	✓	✱	✓
Recreation Facilities	✓	✓	✓	✓
Senior Services	✓	✓	✓	✓
Youth Services	✓	✓	✓	✓

Exception-based commentary for 'below expectation' service performance:

The Arts and Activation service operates within the Customer and Communications business unit, which reported some minor timing issues relating to internal financial processes. Emergency Management, Parking Services, Ranger and Security Services operate within the Community Safety business unit, which did not meet targets relating to the management employee annual leave. These issues are receiving increased focus as part of the City's service improvement program.

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 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Local Area Hub Place Management		On track
Research and develop options for community development and place management in the City		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Strategic Plan for Library Services		Behind schedule
Research and develop implement the Strategic Plan for Library Services		
Progress in 2018/19	Commenced development of project scope, pending endorsement by recently appointed Director Community Development	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Radio Frequency Identification (RFI) Technology		Behind schedule
Introduce RFID security/loans system into the City of Stirling libraries		
Progress in 2018/19	The RFID project Stage One was delayed in commencing and therefore has been deferred to next financial year	
Plans for 2019/20	RFID Stage One and Stage Two will now be completed in the same financial year, enabling all six libraries to implement RFID technology in the one year	

Local Public Health Plan		Complete
To develop a comprehensive set of proposed activities that will inform the way in which public health is managed within the City of Stirling		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	N/A complete	

Age-Friendly Communities Plan		Complete
Delivery of the 2018/19 implementation plan for the Age-Friendly Communities Strategy		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	N/A complete	

Transition to CHSP, Aged Care and NDIS		On track
Transition to the Commonwealth Home Support Programme (CHSP), Aged Care and National Disability Insurance Scheme (NDIS)		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Nollamara Shopping Centre CCTV		Complete
Installation of CCTV equipment and beautification works at the Nollamara Shopping Centre		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	N/A complete	

Pinforce Mobile Infringement		Complete
Implementation of an electronic integrated infringement system		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones.	
Plans for 2019/20	N/A complete	

Vehicle-mounted CCTV		Scope change
Installation of vehicle-mounted CCTV cameras on ranger/security vehicles		
Progress in 2018/19	This project underwent a change of scope during the year due to the introduction of new technology	
Plans for 2019/20	Project will be completed in 2019/20	

Total net key result area cost - Social

	Budgeted 2018/19	Actual 2018/19
Total net key result area cost	(\$40,625,333)	(\$36,335,003)

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

Key result area: Social – Thriving local communities

Outcome S1: Inclusive and harmonious City

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

The City has a strong track record in the provision of events, community hubs and place activation to nurture vibrant and engaged communities. The City also realises the importance of these activities to building 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 inclusiveness 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.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the 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 2018/19?

Local area hub place management

The 2018/19 year saw the launch of four local community hubs across the City. These bring together a range of services, information resources and community programs that can be accessed by customers at a local level. The four local hubs are located in Osborne Park, Scarborough, Inglewood and Mirrabooka. Each hub was launched with an open day event and a range of activities for our community. Some examples of the programs implemented across the hubs are:

- Establishment of 'crafternoons' and friendship groups to enabling social participation
- Monthly movies and lunches at Osborne Community Hub
- Health and wellbeing information sessions across all four hubs
- Provision of grants for the community from the local hubs for the Get to Know Your Neighbour program. This program provides funding for small neighbourhood gatherings available to residents.

The local community hubs are making more services available locally and will continue to develop innovative community-led activities and programs over the next few years. These have included services and programs related to the City's Age-Friendly Strategy, the Access and Inclusion Plan, the Reconciliation Action Plan, the Multicultural Framework, and recently the Youth Framework. The project achieved all its planned milestones during 2018/19 and we will continue in 2019/20 to develop the services and programs available according to the needs of the community.

A focus on activation

The City's strategic approach to activation has been developed to establish a focussed approach to place activation. It covers such topics as 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. 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.

Complementing our approach to activation, the City's Arts and Events Plan 2018 – 2022 has been developed 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 the 2018/19 community satisfaction result of 94 per cent, as can be seen in Figure 12.

Across the 2018/19 year, the City has supported the four town teams currently activating our designated local places (Scarborough Town Centre, Main Street Town Centre, Inglewood Town Centre and Doubleview Town Centre) by providing advice and funding for activation events.

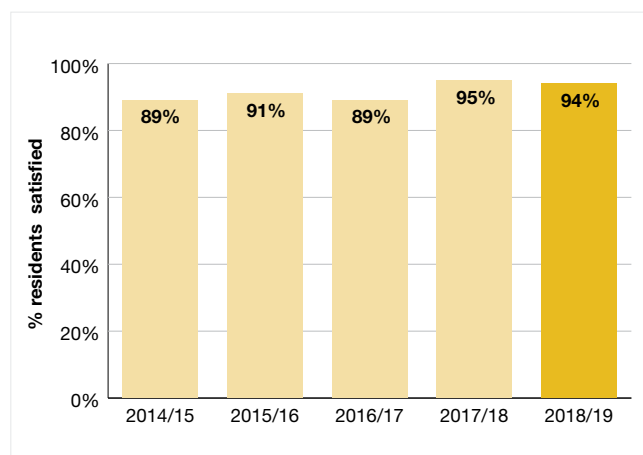
The Scarborough Beach Association's second season of the Scarborough Sunset Markets was a great success. Held every Thursday night from 1 November 2018 to 25 April 2019, the Scarborough Sunset Markets have become an iconic beachside event for locals and visitors to meet, connect, eat and socialise. The Scarborough Beach Association also partnered with some other organisations over the course of summer to bring the Groundswell Surf and Skate Festival, Scarborough Christmas Carols and the Brazilian Beach Carnival to the redeveloped Scarborough precinct.

The Inglewood on Beaufort Town Team 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 2019 for five weeks and was a resounding success. Attendance levels for just a handful of the events held across the year are presented in Table 4.

Table 4: Estimated attendance numbers for some of the City's key events

Event	Est. attendance
Inglewood on Beaufort's Monday Night Markets	52,000
Scarborough Sunset Markets	200,000
Groundswell Surf and Skate Festival	2,000
Scarborough Sunset Markets (winter edition)	20,000
Scarborough Beach Carols	7,000
Brazilian Beach Carnival	1,500

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



Public art and visual art collection

Contributing to our focus on activation, the City's public art collection currently has 47 artworks and is valued at approximately \$2,652,800. In 2018/19, the City commissioned a sculpture for the redeveloped Robinson Reserve in Tuart Hill. Work also commenced on major public art commissions for the Princess Wallington Community Parkland and Stephenson Avenue Extension Project, scheduled for completion in 2020 and 2021 respectively. The City's visual art collection currently has 186 works and is valued at approximately \$429,650. Acquisitions for 2018/19 focussed on diversifying the collection with the inclusion of three works from significant Nyoongar artists - two paintings by Tjyllyungoo/Lance Chadd and a three-dimensional hand-woven piece by Lea Taylor.

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.

All 2018/19 project milestones have been achieved, culminating in the City being crowned the national and category winner of the 2019 National Awards for Excellence in Local Government for this outstanding initiative. The initiative also won the Local Government Professionals Award for Partnerships and Collaboration in 2018/19.

Specifically, the Kaleidoscope Initiative helps newcomers to the City of Stirling become job-ready through a range of activities. It actively matches newcomers with mentors from similar backgrounds, helping to break down the barriers they may face in gaining employment. The initiative provides an online employment hub and a meeting place for migrants, helping those new to the City avoid the risks of social isolation, mental health issues and disconnection from the broader community. It is also building a strong network of multicultural communities and professional immigrant associations that have the commitment, connections and capacity to develop their members' job readiness.

To date, 18 job-ready workshops have been held, with over 350 newcomers participating. Over 600 professionals, employers and business leaders have participated in 13 networking and training events. Established professionals have registered to become mentors, 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 as well as part of Australian society.

Volunteers

The City of Stirling continued to benefit from the support of our 500-plus volunteers who dedicate their time to 48 different roles across the City.

Volunteers allow the City of Stirling to 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. With support from volunteers, these services continue to thrive and provide so much to the community. We are diversifying to extend our volunteer programs to engage more young people (from 16 years up to 25 years) in voluntary work with the City. In doing so, we will ensure the continuing availability of diverse volunteers as our current volunteer base ages, and also develop new programs with the skills and abilities of younger people.

The City recognised the work of our volunteers through the Annual Mayoral Thank You event and Community Citizen of the Year. The Thank You event had a 1960s theme and was held in March 2019, providing an opportunity to highlight and thank the volunteers for all of the great work they do.

Additionally, the City received funding through the Department of Social Services to implement the Community Visitors Scheme Program. Volunteers are supported to visit socially isolated people in residential aged care facilities, providing them with a social connection they would not have otherwise. This program helps to reduce loneliness and provides older people with social support. Further information on avenues for volunteering can be found on page 49.

Libraries and lifelong learning

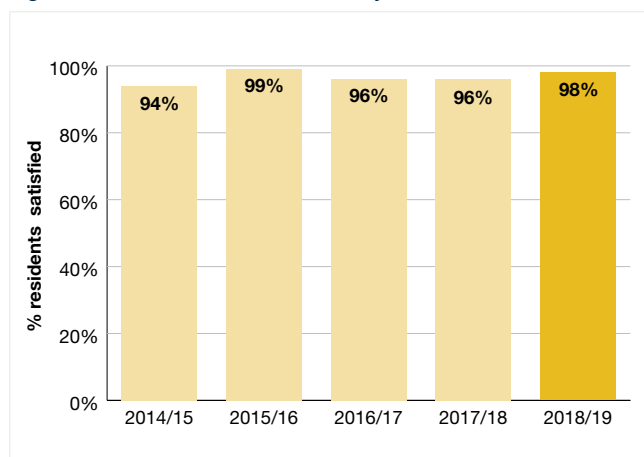
The City's libraries and lifelong learning services continue to provide a vital role in supporting the informational, educational, cultural and recreational needs of the City of Stirling community. Stirling libraries provide access to information and resources to meet community demand. They also offer contemporary spaces that enable social inclusion and connections, community-driven initiatives and lifelong learning opportunities. Figure 13 illustrates our community's consistently high levels of satisfaction with our libraries and we are delighted to have achieved a 98 per cent satisfaction rating for 2018/19.

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

- **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 2019, Stirling libraries delivered 862 early childhood literacy sessions, including Baby Rhymetime, Storytime, and Learning English Through Storytime, attracting 20,000 young children and 19,000 parents.
- **Literacy programs** – The Better Beginnings Family Literacy Program was the proud winner of the 2019 Institute of Public Administration Australia (WA) Best Practice in Collaboration Across Government Agencies Award. The award recognised the partnership between WA Public Libraries, the State Library of WA, Child and Adolescent Health, and WA Country Health. These partnerships are at the heart of Better Beginnings, ensuring that families throughout WA receive book packs, key messages and programs promoting the importance of shared reading in literacy development. The program, delivered through all 233 public libraries in WA, has improved literacy outcomes for over 700,000 families over the past 15 years.
- **National Simultaneous Storytime** – In May 2019, libraries across Australia promoted the value of reading and literacy by simultaneously reading Australian author and illustrator Matt Cosgrove's picture book *Alpacas with Maracas*. Additional story time sessions included Learning English Through Storytime, a program aimed at parents and children from culturally and linguistically diverse backgrounds, which attracted 970 participants.
- **Children's Book Week** – Students from 15 schools across the City visited Stirling libraries to celebrate Children's Book Week in August 2018. The event attracted 1,300 children. Talented guest authors, illustrators and presenters included Deb Fitzpatrick, Julia Lawrinson, Kelly Canby, Raewyn Caisley and Tamara Moss.
- **Lego clubs** – Lego clubs continue to prove immensely popular, with 11,000 children and parents visiting the libraries to play with the Lego and Duplo sets.

- **Next Chapter Book Club** – Scarborough Library, in collaboration with the Joe Camilleri Day Centre, established 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 Scarborough Library customers about this socially inclusive program.

Figure 13: Satisfaction with the City's libraries



Our libraries achieved a 98% satisfaction rating.

Digital literacy programs

Stirling libraries also delivered a wide variety of digital and STEAM (science technology electronics arts and mathematics) based 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, including virtual reality, 3D printing, sewing machines, laser cutter, NAO robot, robotics and coding equipment, as well as music-making and sound-recording equipment. A variety of programs are delivered, including MS Office and PC workshops, emerging technologies talks, drop-in and experiment with technologies, and craft clubs.
- **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.
- **eSmart libraries** – Stirling libraries are officially accredited as eSmart libraries, supported by Telstra and The Alanna and Madeline Foundation, delivering a variety of talks, demonstrations, workshops and informational material promoting cyber-safety.

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 commenced but did not achieve all of its planned milestones for 2018/19 and will be carried forward to 2019/20. The project scoping for this strategy has taken place and is under review. Similarly, our technical project relating to the introduction of radio frequency identification (RFID) technology experienced delays and will be undertaken in 2019/20. This project relates to the introduction of security-related technologies with our loans system.

Key result area: Social – Thriving local communities

Outcome S2: Active and healthy City

Objective S2.1: Promote active and healthy lifestyle choices

The importance of leading active and healthy lifestyles is well documented. The City of Stirling is keen to play a major part in ensuring its community has access to quality recreation and leisure facilities to support this. Cognisant of strategies such as the Department of Health's Western Australian Health Promotion Strategic Framework 2017 – 2021 and others, the City is striving to make a positive contribution to the health of its community and has invested heavily 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 City is currently working

with state government on its Local Public Health Plan to ensure appropriate health services are accessible to all members of the community.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the 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 2018/19?

The City's recreation and leisure facilities

The City's three aquatic facilities are Stirling Leisure Centres - Scarborough Beach Pool, Leisurepark – Balga and Terry Tyzack Aquatic Centre – Inglewood. Each provides a variety of excellent facilities and programs for our community, including health and fitness equipment and classes, learn to swim programs for all ages, equipment and room hire, retail outlets and crèche facilities.

Across 2018/19 we are delighted to report that we have achieved combined customer numbers of over 926,400 against a budget of 800,742. Pleasingly, more than 15,000 children enrolled in the City's Learn to Swim program throughout the year. We also achieved a membership base peaking at 5,793 across our health and fitness facilities, positively influencing health and wellbeing among Stirling's varied and diverse community. The aquatic facilities have performed well financially, and with a combined income of over \$8 million against a budget of \$7.7million. This has resulted in a combined controllable cost recovery of 98 per cent. Income in 2018/19 saw a significant boost, with the removal of deferred revenue, increased retail sales and higher than budgeted customer numbers.

The City's recreation facilities comprise three main service areas, being the Hamersley Public Golf Course, Stirling Community Centres and Stirling Leisure Centres (non-aquatic). These form a suite of 14 facilities with a combined attendance of approximately 800,000 visitations in 2018/19. This attendance resulted in a combined income of \$3.7 million against a controllable expenditure total of \$3.2 million across the 2018/19 financial year and a positive service area controllable cost recovery of 114 per cent.

Stirling Leisure Centres - Scarborough saw health and fitness club members increase to 546 during the year. The health and fitness facilities are now under review to

establish requirements for extension and/or upgrade.

The centre hosts the Kindy Gym which continues to be a successful program, accommodating in excess of 200 children per week.

During 2018/19, Stirling Leisure Centres - Herb Graham - Mirrabooka enjoyed a stadium upgrade, which was a great success, resulting in a refreshed, state-of-the-art venue. The new stadium now includes East Perth Eagles State Basketball Club, which complements an array of programs and user groups also well-established at the facility.

Stirling Leisure Centres – Hamersley saw an improvement in service delivery throughout the 2018/19 year. This involved the introduction of new children's programs such as the Mini-Chef program that has been well received in attendance from its inception and is now established as regular term and holiday program. The facility also saw a slight increase in participation numbers across its new and established programs, which has contributed to the good attendance result for the facility. In 2019, the centre saw much needed upgrades to storage in the community hall.

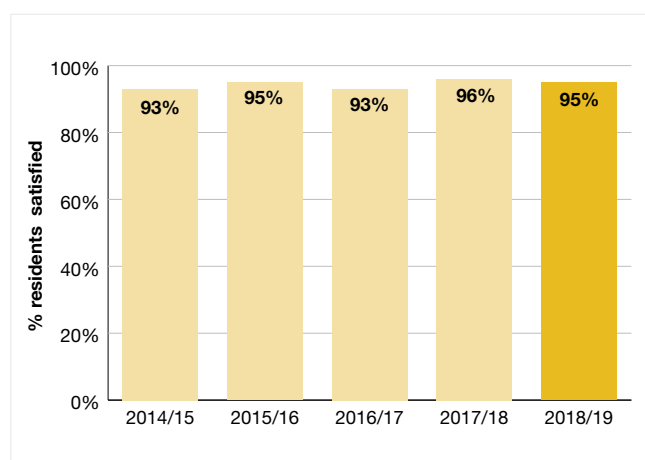
Stirling Community Centres saw a significant increase in attendance in 2018/19, with over 346,000 visitations compared to the previous year's 229,458 attendances. The suite of community centres was complemented by the opening of the new Stirling Community Centres – Scarborough Beach.

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 as per previous financial years, with participation rates reaching the traditional average of approximately 90,000 visitations per annum. A number of challenges were faced this year however, with the most significant issue

being balancing patron access with critical maintenance of the golf course. A number of initiatives were put in place to minimise risk to staff and patrons, which had minimal impact on the overall visitation numbers for the year. Another ongoing challenge of the Hamersley Public Golf Course is the deterioration of the ageing infrastructure of the facility. The City is in the process of preparing a potential redevelopment concept design.

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.

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



Challenges

The City's aquatic facilities have seen increased costs this year due to higher than anticipated attendances resulting in additional expenditure to deliver expected service levels. Additional challenges in 2018/19 have been increased plant and equipment maintenance costs due to ageing facilities and assets and a three-week closure of the outdoor pools at Stirling Leisure Centres - Terry Tyzack Aquatic Centre - Inglewood to test the outdoor pools' structural integrity.

The facilities' programs and services have performed exceptionally well this year, but with continual growth the challenge moving forward is the ability to effectively manage capacity demands, as membership numbers sit at historic highs. 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.

Additionally, the Intelli Manager suite is an integral software system to manage the City's recreation and leisure facilities. Since transitioning to this system, there have been a number of challenges to ensure the ongoing financial recording within the City's extensive financial accounts is appropriate. Significant progress has been made during the year to develop more efficient financial processes and procedures.

Robinson Reserve Master Plan – stage one upgrade completed

Stage one improvements for Robinson Reserve were completed in June 2019. The new playground offers lots of fun activities for youngsters including rope climbing, a basket swing and natural play areas. The space also includes a barbecue area with picnic tables, shelters and seating, a half-court and small scooter and skate area. A community shelter was also installed to cater for larger gatherings and birthday parties. Accessibility was a key consideration during the design phase. The reserve now has improved accessibility, including accessible parking bays, public toilets and drinking fountain; inclusive elements in the playground and associated barbecue area; and a new internal pedestrian path network. The boundary fence and new oval irrigation were also completed, along with new turf and tree planting. An exciting addition is the installation of a life-size mother cow and calf sculpture, which will be resting happily under a tree at the entrance of the redeveloped reserve. The commissioned artwork by Mehdi Rasulle pays homage to the reserve's significance as the site of the Osborne Agricultural Show as well as its long history as a dairy farm.

Des Penman Reserve central sports clubroom facility

The City was successful in obtaining \$900,000 in federal and state government grant funding to support the redevelopment of the central sports clubroom facility at Des Penman Reserve in Nollamara. The federal government funding of \$500,000 is being provided under the Community Sport Infrastructure grant program, while the state funding of \$400,000 is being provided under the Department of Local Government, Sport and Cultural Industries Community Sporting and Recreation Facilities Fund (CSRFF).

The sporting ovals are home to several clubs including the Nollamara Amateur Football Club (NAFC) and the Nollamara Turf Cricket Club (NTCC). The upgrades will support the delivery of improved amenities, including change rooms, umpires and storage to support both female and male sports participation in the community. Planning for the project progressed in 2018/19, with construction due to start in 2020.



95% of residents are satisfied with the City's sports and leisure facilities



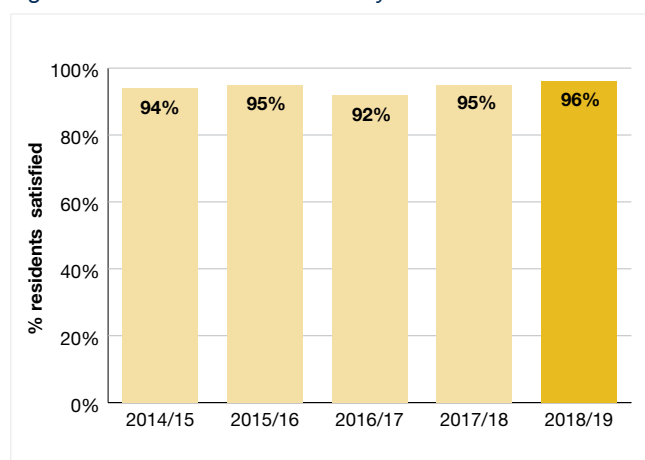
Our beaches

Western Australia's beaches are among the best in the world. With the City's 6.5 kilometres of pristine coastline, we are fortunate here in Stirling to have some of the best of the best. Figure 15 is a testament to our quality coastline but also reflective of the time and effort put into effective beach management by the City's employees. We are delighted to receive a community satisfaction rating of 96 per cent for 2018/19.

We are always looking to boost safety at our beaches and the latest improvement is the addition of a new semi-permanent observation tower at Scarborough Beach. The tower provides an elevated surveillance platform for the City's professional beach inspectors, beach lifeguards and volunteer surf life savers 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 2018 to June 2019, beach staff performed 203 rescues, 449 first aid treatments and 14,775 preventative actions – instances where staff 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 lifesaving period.

Figure 15: Satisfaction with the City's beaches



A healthy community

Achieving the City's aim for its community members to lead active and healthy lifestyles will take more than the provision of facilities, clubs and programs. Community health comes in many forms and, as a local government, the City is mandated to provide environmental health-related services and to promote, protect and support the health of its community.

Examples of the services undertaken include food safety, disease control, premises inspection and licensing of buildings. Additionally, we are responsible for environmental protection, public safety, health education and promotion as well as other various statutory health compliance measures. City-based premises under the control of our environmental health team include 1,165 food businesses, 137 hair dressers, 154 skin penetration premises, 197 food

stalls, 114 public buildings and a caravan park. The City has completed 100 per cent of its statutory inspection schedule during the 2018/19 financial year.

The WA State Government has included the requirement for local public health plans within its *Public Health Act 2016*, which replaced the *Health Act 1911*. Although the local plan is not required to be formally produced until at least 2023, the City has taken the opportunity to work with the Department of Health and other key stakeholders to develop a draft plan, with a target launch date of 2020. All scheduled milestones in relation to the development of the plan were achieved in 2018/19.

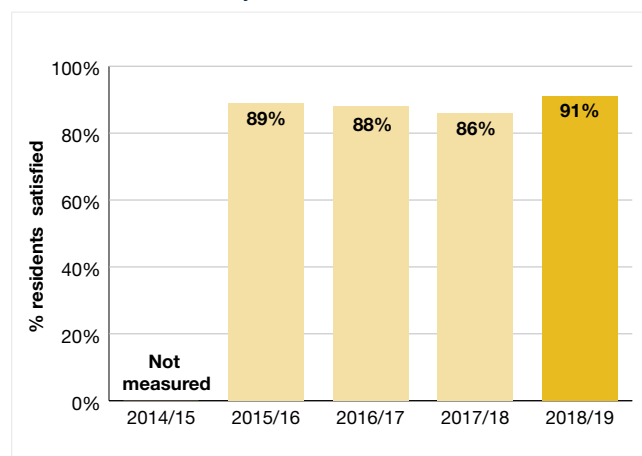
As part of our annual resident satisfaction survey we ask the community to rate their satisfaction with the accessibility of health and care services within the City. The results for the past four years are presented in Figure 16. For the second year in a row, the satisfaction score is at 91 per cent.

Our Public Health Plan is being designed to achieve outcomes in five key areas to improve health and wellbeing outcomes for our community:

- 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. Our Public Health Plan highlights the diverse and extensive policies and actions that the City has chosen to improve the physical and mental health of our residents.

Figure 16: Satisfaction with access to health and care services within 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 City of Stirling makes every effort to accommodate the needs of our community so that people can access our facilities, services, events and information regardless of their age, ability or cultural background. We work closely with our community to provide access to an extensive range of services and develop plans so that our services will 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 address this to deliver the best outcome for our community.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the 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.

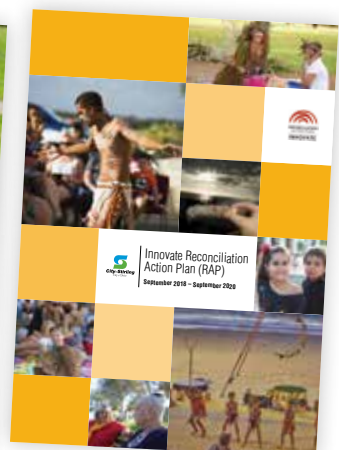
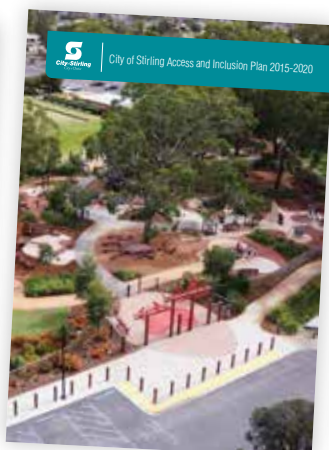
What has happened during 2018/19?

Our active social plans

The City prides itself on the innovative implementation of our suite of social plans, namely 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.

Below are highlighted the major activities undertaken across 2018/19, which have enhanced the accessibility of City services and facilities:

- Consultation for new Access Inclusion Plan for 2020 – 2025 was conducted
- A changing places facility was installed and launched at Scarborough Foreshore
- A carers chair at Scarborough Foreshore was installed in partnership with Department of Communities
- When developing the Scarborough whale playground, the community was consulted on accessible equipment to ensure it was inclusive of children with disabilities
- During a consultation session at the Joe Camilleri Centre for people with disabilities, information was provided in a range of formats
- Community engagement was delivered to understand the community need for a community artisan centre
- A memory café was established for people and families experiencing dementia to come together and socialise. The City established the project in partnership with The Coffee Club, Westfield Innaloo and Alzheimer's WA
- The Purple Road – Prevention of Elder Abuse workshop was conducted at Inglewood
- The City developed customer service mental health resources for internal business units and training for staff on providing accessible and inclusive services
- Information on disability awareness was provided to City businesses.



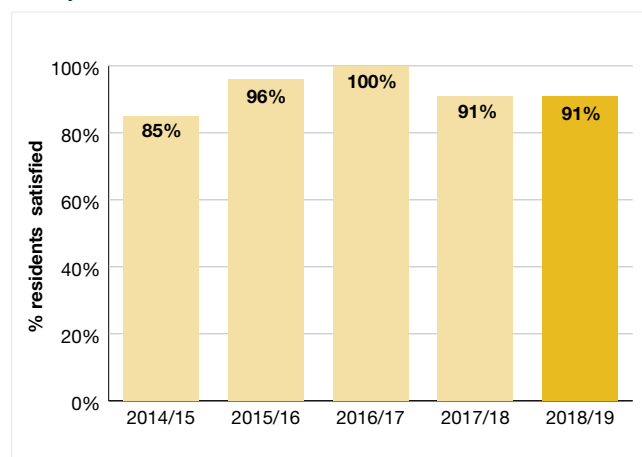
Age-Friendly Strategy

During 2018/19, the City implemented the 'year one' actions of its Age-Friendly Strategy, including the continued regional partnership with the Cities of Joondalup and Wanneroo. The first year of implementation of the strategy has seen a range of activities, events and programs for older people occur within the City's community hubs. These have included social activities and the facilitation of groups such as friendship groups, crafts and games, and low-impact exercise groups. These took place alongside a range of educational programs and talks, including subjects like dementia awareness, technology and accessing aged care services. We're proud of our long history of high-quality service provision for the aged and will strive to build on this into the future. 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 a satisfaction rating greater than 90 per cent, as can be seen by Figure 17.

Other initiatives that have been implemented during 2018/19 are outlined below:

- 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
- Get on Board Program - volunteers were recruited to teach people over 55 years of age how to use public transport (in partnership with Cities of Wanneroo and Joondalup and the Department of Transport)
- Chatter that Matters – a caravan was purchased to enhance the consultation methodologies of the Age-Friendly Communities Plan
- Within the four new local community hubs, the range of activities available for older people has been extended to meet community needs and requests
- Through Stirling Community Care services, we now have a dedicated central telephone line for seniors to make contact with the City if required
- We have provided a diverse range of volunteering opportunities for the community and extended the age limit of people able to volunteer for the City beyond 90 years of age
- Other volunteering opportunities have continued to be developed, including the Community Visitors Scheme where volunteers visit socially isolated people in residential aged care facilities
- City publications have been provided in alternative, more accessible formats for people on request.

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



Transition to CHSP, aged care and NDIS

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

Stirling Community Care services were successful in achieving the outcomes of the Aged Care Quality and Safety Commission quality assessment, demonstrating our commitment to high-quality aged and disability care services. This was also recognised through the Leading Age Services Australia (LASA) Excellence in Age Services Awards, which recognised the team, rising star and individual as award finalists and winners respectively.

Over the 2018/19 year, 243 volunteers have supported the successful delivery of Stirling Community Care services to over 2,000 clients.



91% of residents are satisfied with services for the elderly and disabled



Youth Engagement Framework

During September and October 2018, the City delivered its youth survey consultation process to hear the voices of 10-24 year-olds who live, work, go to school or hang out in the City of Stirling. The survey was designed on the four focus areas of the youth framework:

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

Over 350 responses were collected through online and paper surveys, youth focus groups, workshops and events. The responses and information received during the consultation period were collated and have been used to inform the actions within the Youth Framework Implementation Plan 2019 - 2021.

A group of young people called the Stirling Youth Advocates have successfully supported the development and implementation of youth-based initiatives across the City.

This year saw the recruitment of a new Youth Services Department, with four Youth Development Officers whose key focus areas are multicultural and Aboriginal young people.



Over 350 young people contributed to the development of the Youth Engagement Framework

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 Shed received funding to construct an outdoor kitchen to be able to support larger activities, cooking classes and social events. The Men's Shed continued to support men's health initiatives throughout the year, in particular looking at dealing with grief and loss.

The City of Stirling and Curtin University engaged in a co-partnership industry-academic program in 2018 which provided the architecture and construction management students from Curtin University to engage in a real-world project exploring the design of an artisan community centre to be located behind the existing Men's Shed in Balcatta. One hundred and twenty students participated in designing this artisan centre in teams of four.

The benefits of the co-partnership included:

- Established an industry-academic program for the exchange of knowledge and practice towards developing best-practice for potential applied research and scholarship
- Provided opportunities to extend students' learning experience beyond the classroom by engaging their studies with real-world considerations and implications
- Showcased students' project innovation and excellence, and promoted good design to the wider community.

As part of this co-partnership, the City will be presenting awards to the three top teams under the below award categories.

- **1st – Stirling Choice Award:**
The design that is most likely to be built
- **2nd – Stirling People Award:**
The design that best meets community need
- **3rd – Stirling Value for Money Award:**
The design that is cost-effective with realistic budgeting.

Family Services

A range of activities and programs were offered to the community during 2018/19, including suicide awareness training; parenting programs; the Get to Know Your Neighbour program; and the No Filter Program (in partnership with youth).

Advocates Council of WA – YACWA), which promotes positive body image.

Family Services developed a guide to assist in meeting the diverse needs of people arriving to make their home in the City of Stirling. The guide highlights real peoples' stories and provides helpful information to assist newcomers in accessing services.

The City continued to support community events and celebrations such as NAIDOC and Harmony Day.

Additionally, the Stirling Local Drug Action Team 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.

Key result area: Social – Thriving local communities

Outcome S4: Safer City

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

During the consultation process for the Strategic Community Plan, 79 per cent of respondents stated that they felt that initiatives that contributed to a safe and secure community were important. Additionally, as part of the annual residents' satisfaction survey, respondents were asked whether or not they consider the City to be a safe place to live. The results have been fairly consistent over the past five years, with around 75 per cent agreeing that they did consider Stirling to be a safe place to live. However, the survey also finds that safety is an important topic and should remain an important focus area for the City.

The City of Stirling plays a key role in creating a safer environment for our community, working 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.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategy to contribute to the 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 2018/19?

Community engagement and education

Our focus on creating a safer City is well established through our provision of dedicated community safety-focussed services. We work with the community to create a safer environment and 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. To ramp up interest, the City hosted a series of four Adopt-A-Park registration events between March and May 2019, which resulted in more than 90 people signing up to be part of 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. While residents can join the City's Adopt-A-Park program at any time, the 2018/19 recruitment events served to boost supporter numbers, with the City home to more than 400 beautiful parks and reserves.

Across 2018/19, community safety focussed presentations were made to eight community crime prevention and community safety forums. Several of these forums were attended by high-profile individuals and agencies involved with the prevention of crime including the WA Police, Minister of Police, Department of Communities, elected members, members of parliament and Neighbourhood Watch. The City believes that engagement programs such as these serve the community well, as agencies are able to share information and intelligence on a variety of topics, ensuring mutually beneficial outcomes for all involved.

Other community engagement activities conducted during the period include a WA Police and Bunnings-partnered licence plate security screw installation event, 245 park and reserve engagements regarding responsible dog ownership, and 13 community events to educate the community on general community safety matters and supporting services.

A social media campaign was also conducted during the year to promote safe and legal parking at Scarborough. The campaign appeared on 55,380 social media news feeds, reaching 26,321 people.

Throughout the year, the City continued with the distribution of its monthly Community Safety and Adopt-A-Park e-newsletters, aimed at educating residents, businesses and visitors on legislative requirements, crime prevention strategies, community projects and initiatives, and other general community safety information. 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. The events were very positive for schools and organisations, with 48 total engagements delivered to 6,351 children. These included 11 attendances at the Safety School road safety learning centre for 464 children and 37 Theatrical Response Group performances delivered to 5,887 children. Themes included protective behaviours, road safety, bullying and cyberbullying, cyber safety, violence prevention, crime prevention, first aid and emergencies, and cultural understanding. All were very well received.

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 needs of animals, pets and their owners with the needs of the wider community through our policies and services. Across the 2018/19 financial year, 490 dogs were impounded at the City's animal care facility, with 469 of those able to be rehomed or returned to owners. In addition, 3,673 new registrations were processed during the year

Paw-some Day Out is a dog-friendly event run by the City that encourages the registration and microchipping of pets and aims to educate residents about the importance of responsible dog ownership. The City's 2018 Paw-some Day Out was held in October at Yokine Regional Open Space and attracted over 2,000 visitors. The event accommodated 41 stallholders and City rangers provided free microchipping for over 20 dogs.

The City undertook a pet registration awareness campaign aimed at engaging with pet owners to encourage the registration of their dogs and cats. During the campaign, over 5,600 residential properties were visited with approximately 2,000 residents being directly contacted in relation to pet registration requirements. Additionally, a free one-year cat registration incentive was developed to encourage the microchipping, sterilisation and registration of cats within the City. This resulted in 517 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. As can be seen from Figure 18, our residents place high value on our security patrols, with satisfaction levels consistently above 80 per cent over the past five years.

During 2018/19, the security service:

- Completed over 9,200 service requests, 25 per cent of which were proactively identified by the team
- Responded to 100 per cent of requests identified as 'urgent' within 10 minutes
- Proactively logged over 4,000 instances of graffiti (almost 80 per cent of the total graffiti incidents reported across the City)
- Conducted 364 'holiday watch' patrols
- Patrolled over 350,000 kilometres in our dedicated fleet.

The City's security service also proudly assisted the WA Police with two crime prevention operations in the community. The operations aimed to proactively target criminal behaviour in the Balga and Osborne Park areas. Additionally, the City's extensive CCTV network was increased by 172 cameras to a total of 526. The City's CCTV aims to deter anti-social and criminal behaviour and footage was able to be provided for 135 incidents to assist the WA Police with their investigations. A key focus area

for the City is 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. Residents' satisfaction with our graffiti management stands at 91 per cent for the 2018/19 financial year, highlighting our commitment to dealing with this anti-social issue.

Figure 18: Satisfaction with the City's security patrols

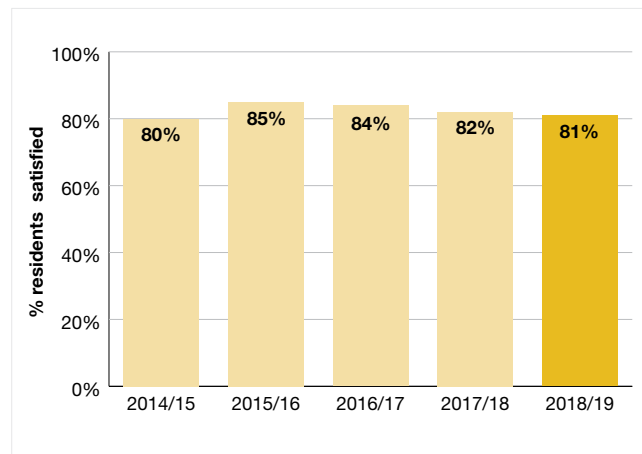
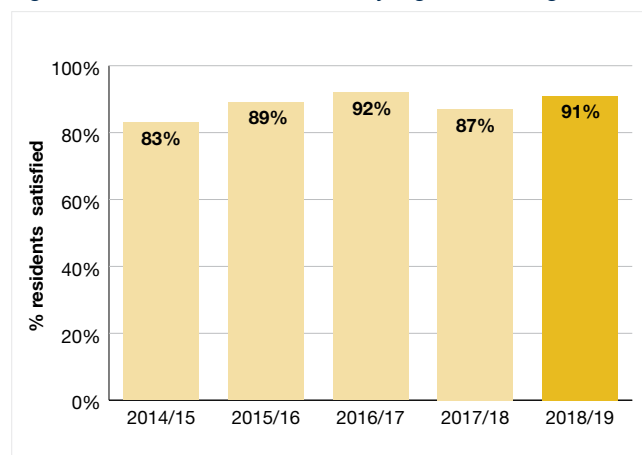


Figure 19: Satisfaction with the City's graffiti management



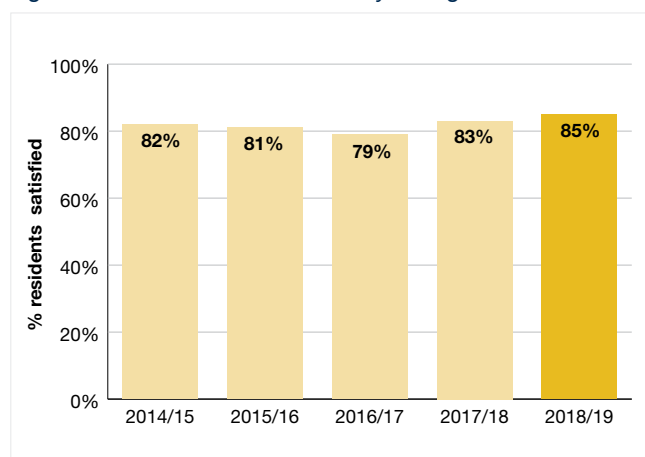
Over 13,000
service requests for
our ranger services



The City's ranger service also had a busy year, with the team completing 13,127 requests for service. These included 1,486 reports of abandoned vehicles, which resulted in 69 vehicles being removed. Our rangers continued their strong focus on school parking, with 332 attendances to educate drivers and enforce safe and legal parking at schools within the City. Over 2,300 properties were inspected for firebreak compliance, with 355 caution notices and 134 infringement notices being issued for non-compliance. As with our security patrols, it can be seen that our community is highly satisfied with our ranger services, achieving a satisfaction rating of 85 per cent, as displayed in Figure 20. The City will continue to provide efficient and effective security and ranger teams and is proud of the consistently high community satisfaction scores reported.

Additionally, the City is pleased to report that grants to the value of \$320,000 targeting anti-social and criminal behaviour were delivered during the year. The initiatives included the installation of CCTV on the City's ranger and security vehicle fleet, the procurement of two CCTV trailers, the procurement of five body cameras for high-risk security and ranger activities and the upgrade of the Nollamara Shopping Centre CCTV system.

Figure 20: Satisfaction with the City's ranger services

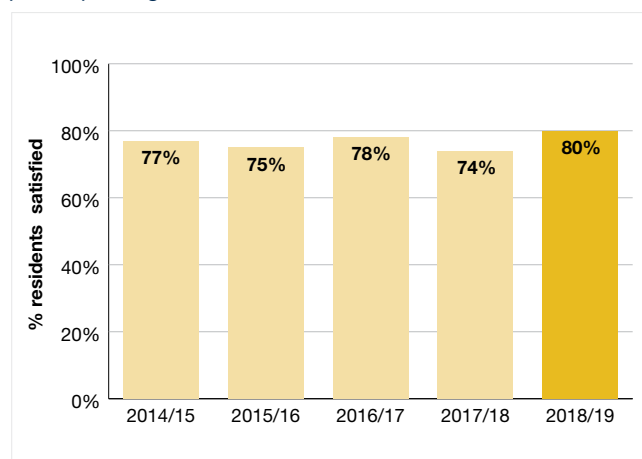


Parking services

Our parking services team, in conjunction with our security and ranger teams, manage, promote and enforce 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.

To assist with the enforcement of safe and lawful parking behaviour, 265 caution notices and 514 infringement notices were issued for footpath obstructions. There were also 15 caution notices and 53 infringement notices issued for ACROD parking offences. Private parking agreements allow the City to enforce safe and legal parking within private carparks, and 11 new agreements were established, making a total of 65. Figure 21 presents our residents' satisfaction with our management of public parking and it is pleasing to note an increase of six percentage points between 2017/18 and 2018/19.

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



Emergency management

Four Local Emergency Management Committee meetings were 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, WA Police, Australian Red Cross, WALGA and the City of Stirling Elected Members.

Challenges

The City continues to proactively engage with the community to understand their 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 upon shared infrastructure, particularly parking spaces, which has resulted in increased complaints being received by the City. Other challenges include increased perceptions of crime from social media and the increase in community expectations associated with event security.

We will continue to focus on the safety of our community through a strong focus on education and engagement, maintaining our dedicated and targeted services, and a consistent approach to enforcement.



A Guinness World Record® that celebrates a community

By coming together as a community, the City of Stirling is now a Guinness World Record® title holder. As part of Harmony Week celebrations, the City attempted and succeeded in breaking the record for the most nationalities in a drum circle.

On Friday 15 March 2019, residents and staff from across our proud multicultural community came together at the Mirrabooka Town Square. Under the lead of Paul Osei Kofi from Akwaaba Drumming, over 100 participants kept the beat for the required five minutes of continuous drumming. With a record number of 77 nationalities represented, a new record was achieved, smashing the previous record of 61.

This specific record was chosen to add to the annual Harmony Week celebrations while highlighting the City of Stirling on the world stage through the internationally recognised Guinness World Records®. Media outlets both local and overseas spread the word on the successful attempt by generating newspaper articles (including a front page story), radio headlines and online news articles. These stories reached a local audience of over 333,000 people, with an estimated media value of \$5,137.

Interest via the Guinness World Record® social media platforms was huge, with almost 50,000 views of a highlights video on their Facebook page and a reach of 487,000 people. The Facebook news article reached over 73,000 people and the video featured on Guinness World Record®'s Instagram page was viewed by over 65,000 people.

The City's own online platforms also performed well in spreading the good news, with 3,815 visits to the dedicated webpage on the City's website. Total engagement via organic and paid social media stories reached 181,000 people, with an engagement of 12,500 people.

Participants were encouraged to wear national dress for the occasion, which made for a spectacular visual show of international unity and celebration as people from across the world came together to achieve a common goal, sitting side by side in a 100-strong drum circle. As the City enjoys a multicultural workforce, many countries were represented by staff members, which brought staff and residents together at this cultural celebration. This truly represented the spirit of Harmony Week with an atmosphere of unity which will be remembered by all involved.

The City of Stirling is one of the most multicultural local governments in Australia, with 55 per cent of our population born overseas and 27 per cent of our residents having English as a second language.

Following the Guinness World Record® attempt, Harmony Week celebrations continued for the rest of the day, including Chinese lion dancers, stage performances, children's activities, food and multicultural marquees offering information and support for the community.



Key result area: Economic

Vision: Prosperous and vibrant City

Over 22,000 businesses operate in the City of Stirling. With approximately 80,350 jobs in the local economy, the City is the second largest employment district in WA after the Perth central business district (with Stirling representing 9.1 per cent of the total number of people working in greater Perth).

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. With 6.5 kilometres of pristine coastline, including the iconic Scarborough Beach, it is little wonder that tourism contributes over \$593 million to the local economy each year and supports over 2,700 jobs.

As part of the community consultation process undertaken while developing the Strategic Community Plan, it was found that respondents were generally supportive of the City of Stirling's existing economic initiatives. Residents advocated increasing the diversity of retail and entertainment premises and the cutting of red tape, making it easier for businesses to do business. Feedback received by the City also showed considerable support for further stimulating tourism in Stirling, particularly promotion of Aboriginal cultural tourism by organising dedicated events.

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.



Handmade
ice pops
\$4 each or
take away
packs 6 for \$20

ARTISAN
ice pops

Lemonade

Mint & Lime

Watermelon, Mint & Lime

Watermelon Lemonade

Coconut & passion fruit SUB OUT

Pineapple & Lime

Coconut Choc Chip

Pineapple & Lime

Elderflower

Plum & Orange

delishice

delishice

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	✓	✓	✓	✓

Strategic project performance

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

Economic Development and Tourism Strategy		On track
Economic development activities to support and attract business and tourism to the City of Stirling		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Smart Cities Project		Project ceased
To seek federal government funding for new technology to directly engage residents and make better use of public spaces		
Progress in 2018/19	Federal government advised that the City's Smart Cities grant application was unsuccessful. The project will not continue in its planned form	
Plans for 2019/20	Not applicable	

Stirling City Centre		On track
To transform the Stirling City Centre into an accessible, sustainable, vibrant urban centre, providing increased jobs, housing and connecting transport		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Total net key result area cost – Economic

	Budgeted 2018/19	Actual 2018/19
Total net key result area cost	(\$851,561)	(\$806,445)

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

Key result area: Economic – Prosperous and vibrant City

Outcome E1: Destination City

Objective E1.1: Attract visitors to our City

The City of Stirling continues to develop its tourism potential with the aim of attracting local, national and international 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 are also significant attractions. 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.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to attract visitors to our City:

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

What has happened during 2018/19?

In line with our Economic and Tourism Strategy 2013 – 2023, the City continued its activities aimed at attracting visitors to our City. The City advertised its major events via our website and various social media platforms, including Facebook and Twitter, as well as through newsletters and other publications such as the Stirling Scene. Additionally, the City has continued to contribute to the production of the Sunset Coast Holiday Planner, in collaboration with the Cities of Joondalup and Wanneroo.

The information and events outlined within this annual publication contribute significantly towards energising the local economy by promoting the City's major attractions and events, in turn ensuring the creation of vibrant entertainment and visitor precincts. Some of the major events held in the City and highlighted in the Sunset Coast Holiday Planner across the 2018/19 financial year were:



- **Kids Wonderland** – Visitors came from far and wide in July 2018 to attend the Kids Wonderland held at Hertha Reserve, right outside the City's main administration centre. The huge big top tent provided a fantastic selection of age-appropriate attractions, including a runaway train, maze, Ferris wheel, bouncy castle, snow slide and other rides. There were also science workshops for the kids as well as timetabled musical and magical stage shows. The Kids Wonderland was well attended through three timed sessions per day across five days, and received excellent reviews from attendees.

- **Osborne Park Show** – November 2018 saw the 104th Osborne Park Show take place over two days at the Robinson Reserve. This well-established agricultural show attracts huge numbers with its family friendly program, which includes live music, rides, demonstrations, stalls, animals, exhibitions, food outlets and, of course, show bags. Each of the two days culminated in fabulous fireworks displays to entertain the visitors.
- **Sunset Veranda** – As part of the Fringe World Festival 2019, chilling at the Scarborough Beach Sunset Veranda was the order of the day. A mix of free and ticketed events attracted locals and regional visitors alike to enjoy food, drink and entertainment as the sun was setting over the Indian Ocean. With family-friendly attractions held Thursdays to Sundays from 18 January to 17 February 2019, the event had something for everyone, including a big top, comedy gala and circus and family shows. It remains a great event to showcase our beautiful coastline.
- **ISPS HANDA World Super 6 Golf Tournament** – Held at Lake Karrinyup Country Club Golf Course in February 2019 with an attendance of almost 20,000 people, this City-sponsored, world-class golfing tournament attracted players and visitors from all corners of the globe. It is the richest golf tournament in Australia and counts towards world rankings for its top-class players. This unique tournament combines 54 holes of traditional stroke play across the first three days, with an exciting knockout match play format in the final round. Television media promotion was staged at Scarborough Beach Pool. With a domestic television audience of over 450,000 and a global television audience of 251 million households, this event provides a significant economic boost to Stirling's tourism industry and helps embed both the City and WA as a major tourist destination.

- **BMX National Championship** – Balcatta was the home of this prestigious event in March 2019, which saw world-class BMX racing at the Balcatta track. The event attracted interstate and international competitors together with support teams and fans of the sport. The event's status is such that competitors are able to earn world ranking points that help riders qualify for other events, including the 2020 Olympic Games in Tokyo. Almost 900 visitors were drawn to the racing and the City is very proud to have hosted this event. Further information can be found in the case study featured on page 96.
- **SunSmart WA Surf Life Saving State Championships** – Summer was brought to an end across two weekends in March 2019, with the WA Senior Surf Life Saving Championships followed a week later by the Nippers' event. Numerous disciplines were contested across a series of events tailored to each age group. Scarborough Beach and surrounds came to life with clubs, competitors and visitors from across the state, once again showcasing Scarborough as a world-class surfing location.
- **WAAPA in the Park** – Since 2007, the Western Australian Academy of Performing Arts (WAAPA) has held a wonderful, family-friendly musical event at the City's Ron Stone Park in Mount Lawley. In conjunction with Edith Cowan University and WAAPA, the City was once again proud to present this free concert in March 2019. Locals and regional visitors were entertained by the phenomenal Phat Funk Band and WAAPA's most accomplished jazz and contemporary musicians in an event that plays a major contribution to cementing Stirling as a destination City.

Other events and attractions showcased by the Sunset Coast Holiday Planner include the City of Stirling NAIDOC Week Celebration (July 2018), Blink Photographic Awards (November 2018), Scarborough's 'Sweet-As' Festival (January 2019), Jazz in the Park at Yokine Reserve (January to March 2019), Sunset Wine and Brews (February 2019) and the Carine Community Fair (March 2019). The City is proud that such events are available and will continue to promote and support them in line with its strategy.

International Cities and Town Centres Conference delegate field trip

In November 2018, the City hosted delegates to the International Cities and Town Centres Conference on a tour of the Scarborough Redevelopment. International conference delegates and industry professionals from across Australia were treated to a showcase of the new facilities provided by the City and the state government, as well as new investment by the private sector.

Local business survey 2018

To support its Economic and Tourism Development Strategy, the City undertakes a biennial business survey, through an independent research consultancy. Findings from the 2018 survey are presented within the following section which focusses on the strategic objective 'facilitate economic growth', however some of the key findings in relation to tourism are outlined below. Over 480 City of Stirling businesses took part in the survey, with approximately 5.5 per cent of these identifying themselves as being in the tourism industry. All of these respondents

were small business operators involved in accommodation and food services; arts and recreation services; or professional, scientific and technical services. As part of the survey, the respondents were invited to make suggestions to attract additional visitors to the City. A selection of these suggestions is provided below:

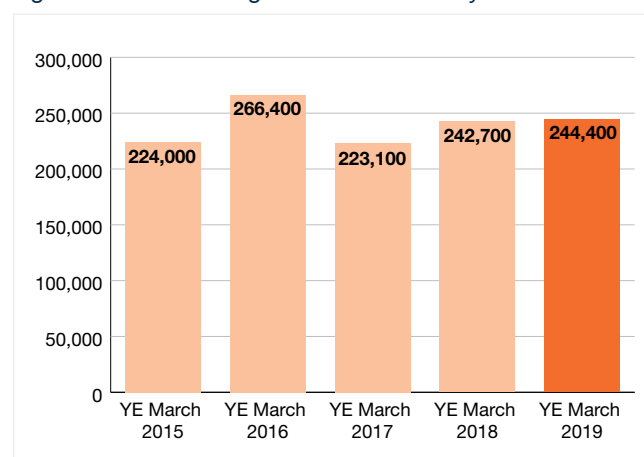
- Stage night markets in different areas
- Continue to attract large events like the National Surf Life Saving Championships, cultural activities, etc
- Provide more parking in Scarborough for people wishing to access the beach and foreshore
- Encourage more live music events, the hiring of professional local musicians and more live music in the restaurants
- Create marketing videos to promote the City and its businesses
- Create dedicated and themed precincts
- Participate in trade shows overseas to invite travellers to visit the region
- Establish a wine museum or a children's museum
- Increase the profile of the City of Stirling.

These are all valid suggestions and the City will consider all findings from the 2018 business survey as it reviews and progresses its Economic and Tourism Development Strategy.

Figure 22 represents the annual number of overnight visitors to the City (year ending March) as provided by the Tourism Council Western Australia. Major events such as the ISPS HANDA World Super 6 Golf Tournament and the BMX National Championship draw many overnight visitors to the area and the City is pleased to note overnight visitors in the region of a quarter of a million per annum are being achieved. The City will continue to focus on its tourism potential in line with its strategy.

Source: Tourism Research Australia

Figure 22: Total overnight visitors to the City



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

As a local government, the City of Stirling has a number of economic strengths and development opportunities that can be leveraged by local economic development activities to promote business growth. Economic development activities can assist not only in supporting the existing economic base, but also in attracting new business activities into the region. Through these activities, new jobs and skills can be delivered to the region.

The City is a hub of diverse economic activity located in close proximity to the Perth CBD. It is the second largest employment area outside of Perth city and is 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.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the 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 2018/19?

Economic development provides economic stimulus, jobs and investment opportunities to a local region. However, the City is cognisant of the challenges faced in the current economic climate, particularly for small business, and strives to provide assistance in a number of ways. As a participant in the state government's Small Business Friendly Local Governments initiative, the City aims to provide economic development vision and leadership. It also offers support and promotion for local business investment, development and growth. We are also working hard to cut red tape and make it easier for people to do business with the City. These activities combine to position the City of Stirling as a preferred area for business investment and tourism.

Implementation of the Economic and Tourism Development Strategy continued in the 2018/19 financial year. The City offered a range of support initiatives, such as providing board representation to Stirling Business Centre, offering a supplier development program to encourage local business to access City work, undertaking an urban list campaign to promote multicultural cuisine in the City, and partnering with the University of Western Australia to address unemployment in our north-eastern suburbs.

The City also supported the Stirling Business Awards, provided six digital workshops which were attended by over 70 businesses, supported the establishment of the Momentum business mentoring service, and delivered the well-received Mayoral Business Breakfast event.

The City has continued to engage regularly with businesses through a regular business e-newsletter and undertook a biennial business survey, with detailed responses from 488 businesses.

A Stirling Grants Finder portal was established on the City's website to assist businesses to access funding in 2018/19. The Stirling Grants Finder allows businesses and members of the Stirling community to search for government and corporate grants currently on offer. It is a free service provided by the City of Stirling, offering a comprehensive list of available grant and funding opportunities Australia-wide. Local businesses and community groups are also able to register for alerts and will receive email notifications about new grants as soon as they are made available, so they can stay up to date with important information.

As a result of initiatives such as these and the City's strong participation in the Small Business Friendly Local Government initiative, the City of Stirling was selected as one of only two cities in Western Australia to participate in the Small Business Friendly Approvals Pilot Project. This project has attracted significant state government funding to examine potential improvements in the City's development approvals process.

These actions and initiatives help to promote investment and partnership opportunities and make it easier to do business in and with the City.

Stirling City Centre

The City continued its activities aimed at transforming the Stirling City Centre into an accessible, sustainable, vibrant urban centre, providing increased jobs, housing and connecting transport. All planned deliverables for the 2018/19 financial year were achieved for the project, including the investigation of a light rail/rapid transit solution and the coordination of a stakeholder forum and briefing to Councillors on the outcome of this work.

An indicative business case for the City of Stirling Light Rail Project was prepared, informed by a stakeholder workshop held in September 2018. The indicative business case provides the basis of ongoing lobbying of the federal and state governments to secure funding for a light rail/rapid transit solution along the Scarborough Beach Road Activity Corridor. In addition to this, the City continued to work with Curtin University and a consortium of other local governments on the feasibility of trackless trams as a rapid transit alternative.

An important part of this project is to keep our community and business in the area up to date with the progress of the Stirling City Centre. In March 2019, the City held an Open Day to showcase this project and refresh the community on the overall vision of the Stirling City Centre prior to stage one – the construction of Stephenson Avenue, commencing in early 2020. The event was a success, attracting 550 attendees. The feedback the City received from attendees revealed that 88 per cent of respondents found the day informative, 73 per cent were satisfied with the information provided and 70 per cent were satisfied with the opportunity to interact with City staff regarding the projects.

In May 2019, the Western Australian Planning Commission approved Local Planning Scheme No. 3 Amendment 84 – Stirling City Centre with modifications. This represents a significant milestone within the project and has involved considerable work by the City to ensure that key provisions remained within the amendment to allow Council's vision for the future city centre to be realised. Gazettal of the amendment clears the way for the Western Australian Planning Commission to approve the Stirling City Centre Structure Plan. The project achieved all its anticipated milestones during 2018/19.

Local business survey 2018

As previously mentioned under Outcome E1: Destination City, the City undertakes a biennial business survey through an independent research consultancy. Over 9,500 invitations were sent out to businesses within the City, resulting in a response sample of 488 (five per cent). A summary of key findings from the survey are below:

- 71 per cent of respondents are optimistic about the future prospects for their business
- The health care industry had the highest level of optimism at 90 per cent
- Least optimistic was the retail industry, with 52.9 per cent rating their optimism as less than 5 on a scale of 0 to 10
- 44.9 per cent of respondents stated that lower economic confidence was a concern when asked what future changes may affect their business
- Conversely, when asked about looming changes, 32.6 per cent stated that they felt that an economic upturn may affect their business. These were generally mining companies and/or larger companies with more than 20 employees.

The survey was detailed and also covered advantages and disadvantages of doing business in the City, local trading initiatives, business needs and support requirements. Visit the City's website to view the full survey at www.stirling.wa.gov.au/business-and-tourism



Over 22,000 businesses operate in the City



Small Business Friendly Local Governments initiative

As a participant in the initiative the City has committed to and delivered on a number of activities, including:

- Completion of new City website with dedicated business section and business register to give local businesses an opportunity to engage with the City
- Completion of the 2018 business survey and publication of results on website
- Provision of support workshops and the Momentum mentoring program at the Stirling Business Centre
- Partnership with the Small Business Development Corporation on its Small Business Friendly Approvals Project.

Additionally, as part of the initiative, the City has committed to undertake proactive operational measures relating to its dealings with small businesses. These include improvements relating to invoice payment timeframes, small business engagement and dispute handling. As at January 2019, the City had, on average across a six-month period, paid 85 per cent of all invoices within 30 days. To further improve these results, the City is looking to 'flag' small businesses within the accounts payable system to enable reporting on small businesses only, with a target of paying 100 per cent of these within 30 days.

Regular meetings with the Stirling Business Association and Scarborough Business Association have also taken place. The City has also hosted procurement workshops to assist local small businesses to prepare tenders for work with the City. Following on from the business survey, over 100 local business owners requested a follow-up call to discuss specific issues or requests. Finally, the City's Mayoral Business Breakfast took place in August 2018 and the guest speaker was Small Business Development Corporation Commissioner, David Eaton. The 2018 Mayoral DVD, which this year focussed on small business, was launched at the event and published on the City's website.

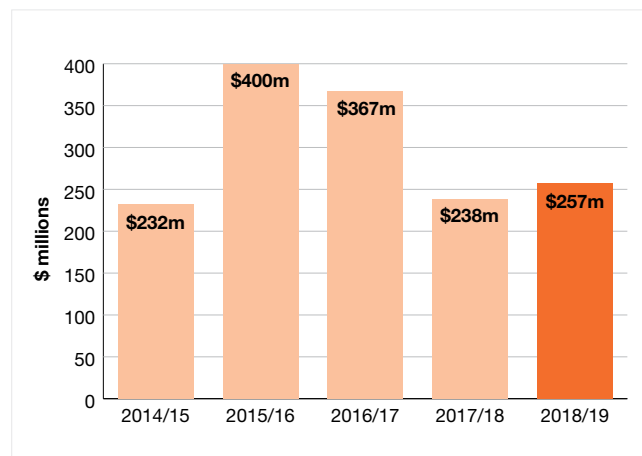
A further focus area related to dispute handling. On review it was determined that the City's existing Complaints Policy is very comprehensive and the Small Business Development Corporation would be happy for it to be used as a basis for a business disputes framework. The City has further developed this area by providing an easily accessible dispute resolution process in its Customer Service Charter.

Challenges

Across 2018/19, some commercial centres in the City have experienced business closures as the retail sector adjusts to a changing business environment. The City has established an activation team to work with several local centres and is working with a neighbouring local government to jointly tackle the various issues involved.

As a means of gauging the value of commercial investment in Stirling, the City tracks the dollar value of commercial building permits issued each financial year. The City recognises the strategic importance of commercial investment in the City and understands 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 2018/19 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 23: \$ value of commercial building permits issued



A Stirling Grants Finder has been established on the City's website to assist businesses



The City plays host to the BMX National Championship

The City, through its sponsorship program, supported BMX Australia (BMXA) to bring the Bad Boy National Series Stage 2 to the Westcoast BMX track in Balcatta in March 2019. Not only did this event attract world-class BMX competitors, it also brought almost 900 visitors to our City.

The event attracted interstate and international competitors aged between five and 50 years who brought with them their support crews, families and fans of the sport. The high calibre of this event was such that on the final day of competition, the elite riders were able to earn world ranking points, giving riders the ability to qualify for the 2020 Olympic Games along with other world-class BMX competitions.

This event gave the City an opportunity to showcase its purpose-built \$1.2 million facility which, since its extensive upgrades, now features improved accessibility and spectator areas. A new viewing platform and clubroom facilities made this City facility an ideal location to host the world-class competition.

Post-event analysis found that 33 per cent of visitors who travelled to Perth for the event stayed in paid accommodation for an average of three nights. The majority of this accommodation was within 15 kilometres of the competition venue and therefore within the City of Stirling boundaries.

The manager of the newly opened Quest Apartments in Innaloo recorded that 50 individual guests stayed at his property for at least two nights during the series, giving them the opportunity to showcase local businesses and attractions to these guests.

Prior to the event, local business owners (including accommodation providers) were given the opportunity to promote their businesses and special offers for event enthusiasts via the BMXA website. Once arrived, visitors were also offered a copy of the Scarborough Beach Tourist Map. This map showcases local tourist attractions and businesses within the Scarborough precinct, giving event visitors further reason to explore the City's coastline in their free time.

With a total estimated economic impact of over \$285,000, the majority of which was invested within the City of Stirling, it was determined that hosting this event proved to be a positive and successful economic decision for the City and its local businesses.



Key result area: Built environment

Vision: Liveable and accessible City

The City of Stirling is committed 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.

Surveys and workshops were undertaken in late 2017 to capture the Stirling community's vision for the future state of the City's built environment, including streetscapes, open spaces, housing choices, transport solutions and parking availability.

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 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 Services	✓	✓	✓	✓
Facility Management	○	✓	✓	✓
Planning Applications	✱	✱	✱	✱
Project Management	○	✓	✓	✱
Property Services	○	○	○	✓
Statutory Compliance	✱	✱	✱	✓
Strategic Land Use Planning Projects	✓	✓	✓	✓
Strategic Land Use Planning Schemes and Policies	✓	✓	✓	✓
Transport Infrastructure Construction	✓	✓	✓	✓
Transport Infrastructure Surveying, Maintenance and Drainage	✓	✓	✓	✓
Verge Control and Pools	✱	✱	✱	✓

Exception-based commentary for 'below expectation' service performance:

Building Approvals, Planning Applications, Statutory Compliance, Verge Control and Pool Services operate within the Development Services business unit. The unit did not meet some targets relating to mystery shopping, employee turnover, management of employee annual leave and internal financial processes. The Planning Applications and Statutory Compliance services also failed to meet some targets relating to quality indicators. These issues are being addressed as part of the City's ongoing service improvement program.

The Project Management service reported that it did not meet all quality indicators for some projects due to seasonal constraints and extended consultation phases that affected schedules.

Strategic project performance

Progress summaries for the strategic projects associated with the built environment key result area are provided below.

Affordable Housing		Behind schedule
To work with the WA Housing Authority to facilitate affordable housing outcomes in the City		
Progress in 2018/19	Delayed due to requirement to change design to incorporate the final design of the Stephenson Avenue project	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Better Suburbs		Behind schedule
To implement a planning framework to improve the quality of development in identified suburbs within the City		
Progress in 2018/19	Delayed due to the introduction of new residential design codes for apartments and the local government caretaker period	
Plans for 2019/20	Not applicable	
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 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan.	

Heritage Conservation Program		Complete
To implement a range of heritage management initiatives to preserve and protect heritage in the City		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	The Heritage Conservation Program has been absorbed into City services	
Dianella Industrial Area Study		Behind schedule
To establish a vision for the Dianella industrial precinct to guide future development		
Progress in 2018/19	Delayed due to scheduling issues, the introduction of new residential design codes for apartments and the local government caretaker period	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Herdsman Glendalough Structure Plan		Behind schedule
To finalise and implement the Herdsman Glendalough Structure Plan		
Progress in 2018/19	Delayed due to introduction of new residential design codes for apartments	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Local Planning Strategy		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 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Mount Lawley Streetscape Study		On track
To develop a shared streetscape vision with local community members, businesses and groups		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Design Review Panel		Complete
To establish a design review panel to provide independent expert advice on all design aspects of development proposals		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	N/A complete	
Lighting Audit		Complete
To carry out a condition assessment of the lighting in leased areas		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	N/A complete	
Road Condition Audit		Complete
To carry out a condition assessment of the City's road network to provide condition data to inform the City's asset management plans		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	N/A Complete	

Total net key result area cost – Built environment

	Budgeted 2018/19	Actual 2018/19
Total net key result area cost	(\$107,625,444)	(\$95,273,462)

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

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 is dedicated to delivering high-quality urban places and spaces for people who choose to live, work 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.

During the development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the 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 2018/19?

Local Planning Strategy

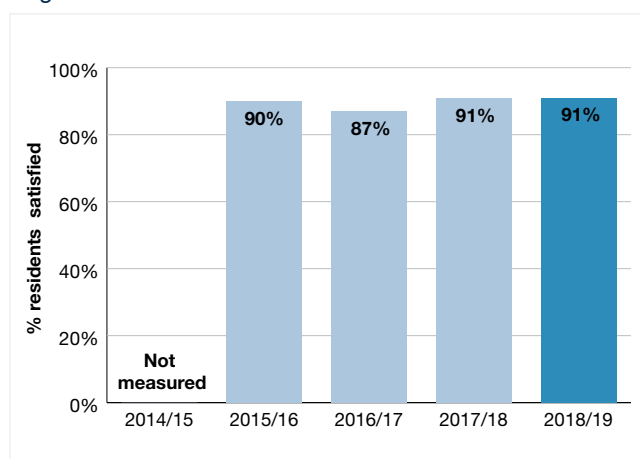
The City's Local Planning Strategy provides a strategic guide for future of development within the City and forms the basis for the current and future local planning schemes. It is a statutory document which acts as a link between state and regional strategic planning policies and local interests.

Our Local Planning Strategy objectives focus on land use planning, the built form and how the City can best represent local community values while planning for growth. Significant progress was made with the strategy in the 2018/19 financial year, with a table of proposed modifications compiled and forwarded on to the Western Australian Planning Commission (WAPC) for approval. The strategy was also considered by the Statutory Planning Committee (SPC) at their meeting in January 2019, with some modifications also requested. The City is now updating the strategy accordingly for final endorsement by the WAPC, to ensure that it will enable growth in local activity centres and corridors as well as facilitating housing choice for our diverse community. The project achieved all its anticipated milestones during 2018/19.

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 four years ago, we have enjoyed consistently strong results. The 2018/19 result is no exception, with a resident satisfaction score of 91 per cent, as displayed by Figure 24. Additionally, the survey asks residents a more general question in relation to their overall

satisfaction with their neighbourhood. As can be seen from Figure 25, 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 services and facilities in local neighbourhoods



Affordable Housing

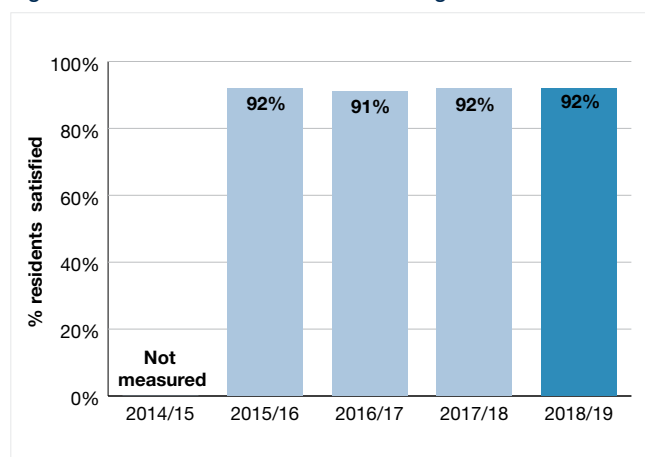
In line with the state government's Affordable Housing Strategy 2010 – 2020, the City has sought to provide for a mix of housing that meets the changing needs of the local community. In particular, the City will work to

increase density in local centres and encourage mixed-use development with a range of apartment sizes, including provision of affordable one-bedroom apartments to cater for people living alone. The City also continued its partnership with the Department of Communities on affordable housing and collaborated to develop plans for a potential future affordable housing project in Stirling City Centre. Some delays occurred due to the requirement to change designs to incorporate certain aspects relating to the Stephenson Avenue extension project.

Better Suburbs

The Better Suburbs project aims to implement a planning framework to improve the quality of development in identified suburbs within the City. Across 2018/19 there has been significant progress with the project that covers the first quadrant in the suburbs of Balga, Westminster, Mirrabooka, Nollamara and Dianella. As part of this process, the City is currently finalising the Better Suburbs Planning Strategy, Draft Neighbourhood Centres Scheme Amendment, and Draft Centres and Corridors Local Development Plan, which will enable growth in the areas while ensuring they continue to reflect their own unique character. Additionally, preparation of the Better Suburbs Development Contribution Plan is ongoing. This will set out future community infrastructure needs based on population forecasts and the costing of the infrastructure required. It will also help determine development contribution scenarios to be presented to Council. Most key milestones were achieved during the 2018/19 financial year. However, a report to Council regarding the outcomes of advertising has been rescheduled to occur in November to avoid conflict with the local government elections caretaker period.

Figure 25: Satisfaction with the local neighbourhood overall



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 Study. This study will establish a vision for the Main Street precinct and include principles and development objectives for the area. The study will guide built form development and transport infrastructure to ensure that transport planning and land use planning are complementary and coordinated along the length of the precinct. Work on this project in the 2018/19 financial year resulted in the draft Main Street Urban Design Strategy and Transport Plan being advertised for public comment in June 2019. The project achieved all its anticipated milestones during 2018/19.

Dianella Industrial Area Study

The Dianella industrial area and the Walter Road local centre is an area in transition. Industrial land use in these areas is slowly declining, while the surrounding neighbourhoods are being redeveloped into flourishing residential communities. The City has continued to plan for the area and facilitate housing choice for the community while providing safe, accessible open spaces for community liveability by preparing design options. These design options were presented to the community at a design workshop in March 2019. This followed on from the vision workshop which was held in November 2018. The draft plan for the Dianella industrial area was presented for public comment at a community open day in May 2019. There have been some slight delays due to scheduling issues and the introduction of new residential design codes for apartments, so the project is considered slightly behind schedule as at the end of June 2019.

Mount Lawley Streetscape Study

The City of Stirling undertook a streetscape study for the Mount Lawley centre in the 2018/19 financial year in order to reflect the unique character and heritage of the area. It focussed on the section of Beaufort Street between Walcott Street and Queens Crescent, and included Beaucott and Astor Lanes. In October 2018, a vision workshop was held with members of the community and two design options were presented at a design workshop in March 2019. The focus was to improve and enhance the qualities of the existing heritage character of the area through streetscape improvements. This included opportunities for public art, theming, street furniture, tree planting and improved public spaces and places. The City is preparing the final design option for this section of Beaufort Street, taking into account the community feedback received at the design workshop. The project achieved all its anticipated milestones during 2018/19.



Herdsman Glendalough Structure Plan

The City is currently finalising the Herdsman Glendalough Structure Plan together with a Local Development Plan and initiation of scheme amendment #114 (structure plan implementation). The City is also preparing a final draft development contributions plan (DCP) for the structure plan area and a planning scheme amendment #115 for initiation (DCP implementation) with the aim of presenting these to Council early in the 2019/20 financial year. This follows on from the gazettal of amendment 39 in August 2018 and MRS amendment 1291/41 in January 2018. The project has incurred some slight delays due to the introduction of new residential design codes for apartments.

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 to ensure that the City's heritage is protected, and that additional places for protection are identified.

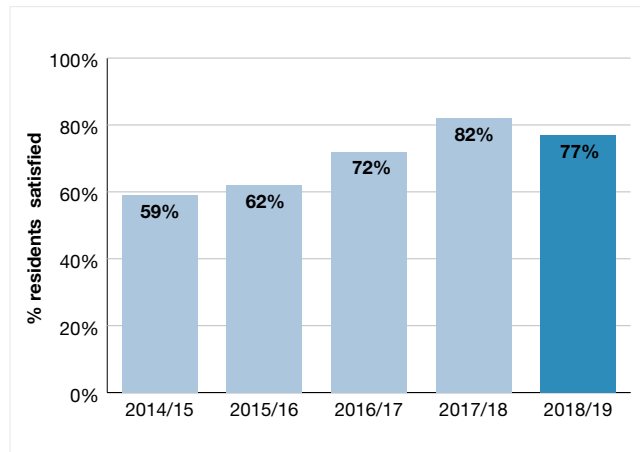
The City continued its promotion and protection of the City's built heritage by expanding the heritage incentives program to prioritise and allow annual applications from properties on the City's heritage list. Four new heritage site markers were installed at various locations throughout the City during the 2018/19 financial year, with three older markers being refurbished.

The City's Heritage List and local heritage inventory review also progressed throughout the financial year, with 28 places being assessed for addition to either the City's Heritage List and/or local heritage survey. The outcomes of this review will be presented to Council in July 2019. The project achieved all its anticipated milestones during 2018/19 financial year.

Figure 26 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 lower 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 26: 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. Continuous reviews and amendments of the City's Local Planning Scheme and subsidiary statutory planning documents ensure that the Local Planning Scheme is contemporary and fit for purpose.

The City sent four submissions to external agencies throughout the 2018/19 financial year relating to matters under which the Council had an interest. These were:

- Main Roads WA regarding the proposed intersection upgrade at Wanneroo Road and Morley Drive (Council did not support three lanes of traffic on each side, instead a bus queue-jump lane)
- WALGA regarding a draft preferred model – third party appeal rights decisions by DAP (Council endorsed this with a modification)
- WAPC regarding a Draft Position Statement – Container Deposit Scheme Infrastructure (Council indicated its support in principle)
- Submission on the reform of the planning system in Western Australia.

The City continued to undertake research on land use planning matters pertaining to maintaining the Local Planning Scheme, with one new structure plan being approved by Council, six local development plans progressing throughout the year and one new activity centre plan for Stirling City Centre also reaching finalisation with the gazettal of amendment 84.

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. The process 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 matters in accordance with the *Building Act 2011* and the *Building Regulations 2012*. There have been a number of initiatives undertaken during the past year in relation to these services, a summary of which is provided on page 103.

- **Pre-lodgement advice service** – As part of its development application process the City implemented a new pre-lodgement advice service for customers in the 2018/19 financial year. This free service is aimed at providing potential applicants with the opportunity to obtain written advice from, or meet with, planning officers regarding their proposal, identify key areas of concern and gain an understanding of the City's development application process. This is a valuable process as it can identify improvements needed to a scheme prior to submission and can prevent applicants making submissions that have little or no prospect of success. The City dealt with a total of 120 pre-lodgement advice requests since the introduction of the service in February 2019. It is anticipated that the City will deal with over 500 similar requests annually.
- **Design review panel** – During 2018/19, the City undertook formulation and implementation of its design review panel (DRP) which held its inaugural meeting on 29 January 2019. The aim of the panel is to help improve the design of development and infrastructure proposals throughout the City. The panel's expertise will also be useful for design advice on City-led projects and relevant strategic planning documents. The panel aims to do this by providing independent design advice to the City and applicants. Six meetings were conducted during the year, with a total of 11 items discussed by the panel. The panel is made up of 15 members and is able to meet when required to provide free, high-quality design advice to the City and its customers. This strategic project achieved all of its planned milestones during the 2018/19 year.
- **Development application volumes** – Through the 2018/19 financial period, the downturn in the economic climate and the subsequent impact on the development industry resulted in a reduction in the submission of large-scale development proposals to the City. The introduction of Design WA, a state government initiative that includes a suite of state planning policies, including the Apartment Design Policy, has also impacted the development industry and the flow-on effect has seen a reduction in development application submissions for multiple dwellings to the City. The City has seen a 12 per cent reduction in total development applications received, with 1,911 received in 2018/19 compared to 2,168 the previous financial year.
- **Private swimming pools** – Through its pool inspection service, the City continues to contribute towards a reduction in accidental drowning around swimming pools. This involves ensuring 100 per cent of private swimming pools' barriers are inspected within the four-yearly statutory requirement. In a new initiative, short community educational message signage was developed and placed strategically at bus shelters and bus stops to remind residents about pool safety. This signage linked back to updated swimming pool barrier content that was available on the City's website and developed to assist residents in understanding the obligations of a pool owner.

- **Verges** – The City also continued to build on engaging and working collaboratively with residents and industry when it comes to verge and crossover requirements in the City. Further discretionary approval ability was introduced to allow more flexibility in the application of policy requirements. Engagement with representatives from the Master Builders Association (MBA) has continued with a commitment from each party to improve communication between the City and MBA members. This has resulted in positive feedback being received from the MBA on the way the City works with permit holders to ensure verge permit requirements are managed appropriately and safely for the benefit of the community.

Table 5: Summary of key results

	2017/18	2018/19
Percentage of development applications processed within regulatory time frames	88%	81%
Percentage of building permit applications processed within regulatory time frames	Certified 98.91% Uncertified 98.81%	Certified 99.39% Uncertified 99.74%
Customer satisfaction with overall experience	Not measured	73%
Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements	100%	100%
Percentage of crossovers, verge permit and verge treatment applications determined within 10 working days	Not measured	100%



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 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. This is a combination of physical measures aimed at slowing vehicle traffic on local roads, reducing the risk of crashes. It also aims to change driver

behaviour and improve 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 to 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 2018/19?

The City completed the first and second stages of the Moorland Street Bicycle Boulevard project, which aims to provide a strategic and low-speed shared road environment connecting the activity centres at Scarborough Beach and Stirling Station. The Moorland Street Bicycle Boulevard is part of a strategic approach to transport across the City and is the first major route to be developed and implemented. The project was judged the winner in the Excellence in Road Safety category of the 2019 National Awards for Local Government.

Additionally, the City secured \$1.2 million in state and federal government funding under the Black Spot Program for traffic and road safety upgrades. The most significant project was the construction of a dual lane roundabout at the busy intersection of Erindale Road and Boya Way.

The City continued its implementation of the Strategic Footpath Program, with approximately 13 kilometres of new footpaths constructed throughout the City during the 2018/19 financial year.

Challenges

The City is progressing the detailed design of the proposed extension of Stephenson Avenue, north of Scarborough Beach Road, to ultimately connect with the Mitchell Freeway and Cedric Street. The project has been a multi-disciplinary project spanning across a number of business units in the City, as well as various state government agencies, including Main Roads WA, Department of Transport, Water Corporation, Land Corp and the Public Transport Authority.



The City secured \$1.2 million in state and federal government funding under the Black Spot Program for traffic and road safety upgrades

Summary of design projects

The City received \$1.3 million in state and federal government funding under the Roads to Recovery and the Metropolitan Regional Road Group programs, allowing rehabilitation and resurfacing of sections of Scarborough Beach Road, Hector Street and Arkana Road.

As part of ongoing maintenance works and programs, all roads are well-maintained with road sweepers attending to each road at least 2.5 times a year.

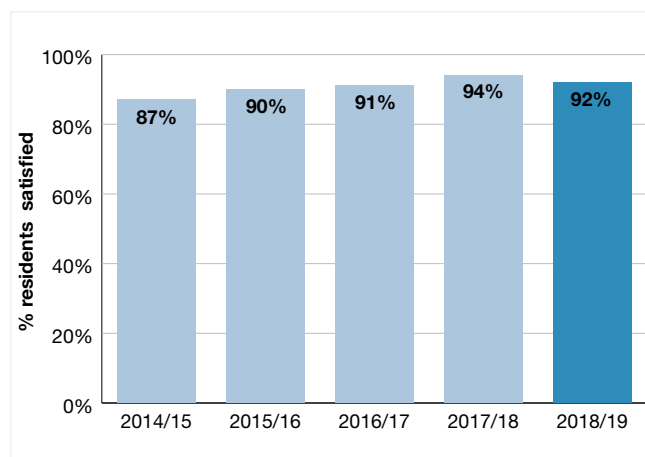
Forty road sections have been resurfaced to maintain the service life, improve stormwater run-off, increase stopping/braking capability and reduce road noise.

Speed surveys at various locations along the West Coast Drive coastal recreational shared path (RSP) indicated that only 10 per cent of cyclists were travelling at speeds below 20 kilometres per hour (the desirable maximum for a shared path), and up to 50 per cent of weekday cyclists were travelling faster than 30 kilometres per hour. To address ongoing concerns and the potential risk of injury caused by fast-moving cyclists on the RSP, the City installed bollards at Mettams Pool in January 2019. The treatments encourage cyclists travelling above 20 kilometres per hour to use West Coast Drive rather than the path. The City has received positive feedback from path users for providing an environment that allows path users to enjoy the coast in a safe manner.

The City will also continue to lobby governments for additional funding to improve the shared path network as it searches for a long-term solution that does not rely on barriers to facilitate safe movement along West Coast Drive for all path users.

The annual residents' survey found that 92 per cent of respondents were satisfied with the City's provision and maintenance of its roads and the five-year trend can be seen in Figure 27. This is the fourth year in a row that the satisfaction level has been above 90 per cent, which is testament to the City's approach to strategic asset management.

Figure 27: Satisfaction with the City's provision and maintenance of roads



Rights of Way

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.

All 494 public access ways and ROWs are inspected and maintained twice a year.

As can be seen from Figure 28, 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. Again, this result is reflective of its asset management principles.

In line with the City's Integrated Cycle Strategy, the City is dedicated to delivering 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 can be seen in Figure 29, 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.

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.

The City has 282 car parks and has ensured that they are all well-maintained with twice yearly inspections and any required maintenance undertaken. As can be seen from Figure 30, 78 per cent of residents surveyed are satisfied with the City's provision of public parking.

Figure 28: Satisfaction with the City's provision and maintenance of pedestrian ways

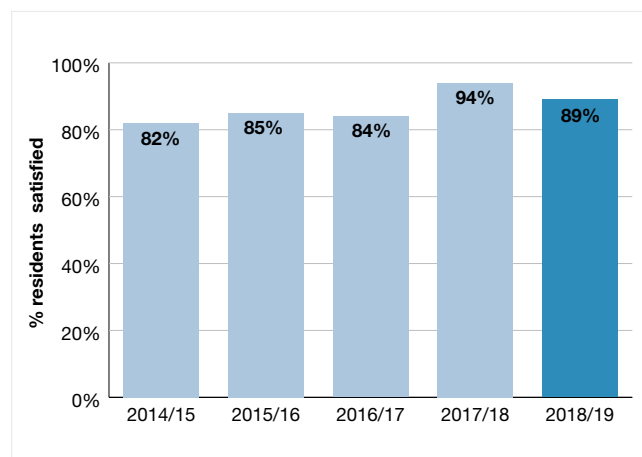




Figure 29: Satisfaction with the City's provision and maintenance of cycle ways

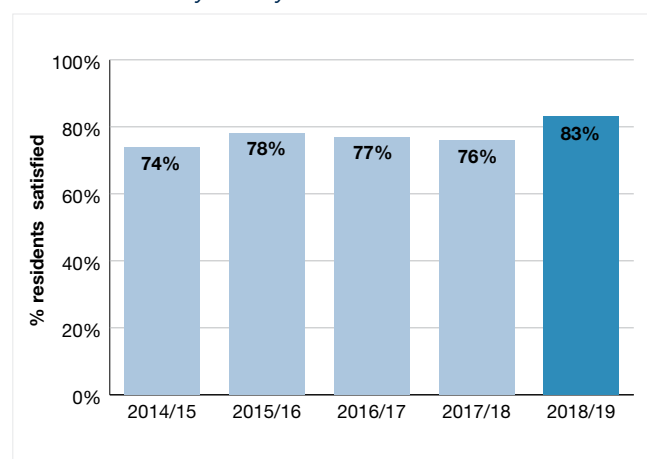
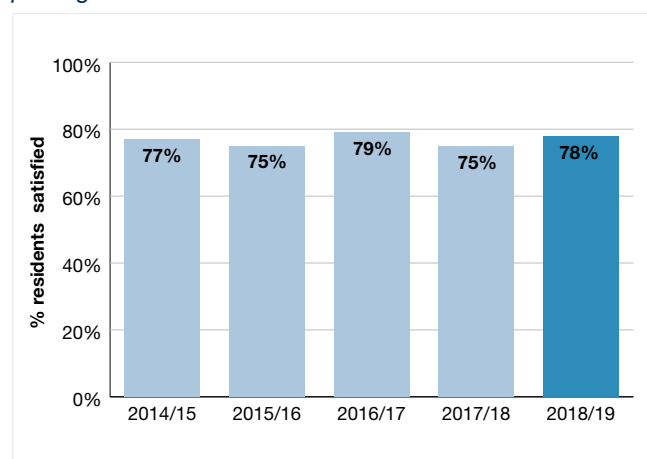


Figure 30: Satisfaction with the City's provision of public parking



Road safety

The City of Stirling aims to reduce injuries and deaths through its child restraint fitting and checking program, increasing the number of parents and carers who use correctly fitted child car restraints. 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 Easter and Christmas holiday seasons, with a total of 41 vehicle safety checks and 39 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.

Educational presentations have been held on road safety at child services facilities, events, community groups and playgroups, with approximately 770 interactions with community members throughout the year.

There has been a reduction in the number of reported crashes on all roads in the City of Stirling for the eighth consecutive year, reducing by four per cent in 2018 to 3,092 crashes. This included a 13 per cent reduction in the number of high-severity crashes (which are those resulting in a fatality or serious injury).

There has also 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 2018 to 48.7 kilometres per hour.

Table 6: Road traffic accidents

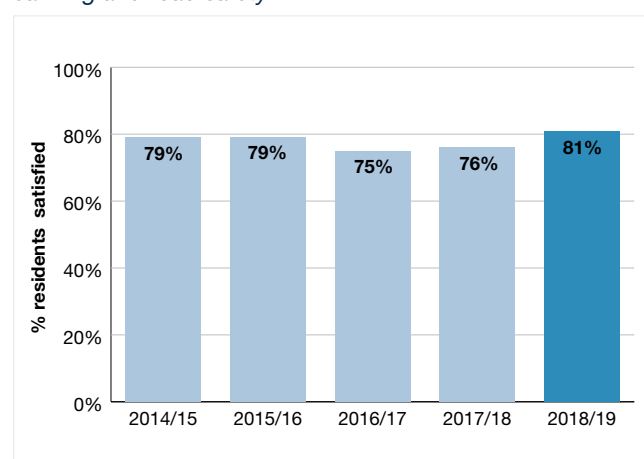
Desired direction					
Decrease					
Year	2014	2015	2016	2017	2018
Number of reported road traffic accidents in the City of Stirling	3,810	3,673	3,590	3,227	3,092

Table 7: Average travel speed on local access roads

Desired direction					
Decrease					
Year	2014	2015	2016	2017	2018
Average of (85th percentile) travel speeds recorded on 50 km/h local access roads (km/h)	51.3	50.4	49.1	48.6	48.7

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 31, this result has shown a gradual upward trend over the past three years and the City is pleased that eight out of 10 residents are satisfied with the City's progress in this area.

Figure 31: Satisfaction with the City's provision of traffic calming and road safety



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

The City of Stirling is proud to be a local government with a reputation for delivering exemplary service and facilities to its community. The provision and maintenance of our assets and their associated services is at the heart of the City's long-term commitment to our community. The effective maintenance and development of the City's asset base is a core goal that the City aims to achieve through diligent, efficient and productive use of its resources.

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, according to community needs, regulations, industry practice and legislation.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategy to contribute to the objective to 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 2018/19?

Asset management

The 2018/19 Asset Management Strategy Action Plan included the review of the City's Asset Management Policy and updates to the Transport, Buildings, and Parks and Open Space Asset Management Plans. These endorsed asset management plans will ensure the City understands the long-term needs of providing these 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 2018/19, the City has undertaken major condition audits for its 1,075-kilometre road network, 1,061-kilometre pathway network and 214 external lighting assets. An example of how the City uses technology to monitor the condition of its major assets is provided in a case study featured on page 112.

There have been challenges in that the City has taken on the ownership and responsibility of over \$50 million-worth of new assets from the Scarborough redevelopment project. These new assets include two major buildings, roads, carparks, drainage, pathways, lighting, fencing, irrigation, a skate park, playgrounds and numerous parks' furniture. The significant number of new assets will impact the City's future budgets by increasing operating and replacement expenditure over the assets' full life cycle, in order for the City to provide these assets at the required level of service for this destination precinct.

Additionally, rising groundwater table issues have presented a challenge. 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.

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

assets renewals

depreciation, amortisation and impairment

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

2014/15	2015/16	2016/17	2017/18	2018/19
1.9464	1.8890	2.8755	0.8621	0.8831

The City of Stirling met the standard for local governments for all years measured.

Asset consumption ratio

depreciated replacement cost of assets

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

2014/15	2015/16	2016/17	2017/18	2018/19
0.9410	0.9382	0.9953	0.8702	0.8611

The City of Stirling met the standard for local governments for all years measured.

Asset sustainability ratio

capital renewal and replacement expenditure

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

2014/15	2015/16	2016/17	2017/18	2018/19
2.7274	2.5187	3.4996	1.0025	0.6808

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 2018/19. 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 in 2018/19.

The detailed design for phase one has been completed. 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. With the detailed design complete and geotechnical investigations and environmental approvals well underway, the project is on track for construction to begin in early 2020.

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.

Design development is expected to be completed before the end of 2019 for the remaining phases of the Stephenson Avenue Extension project – extending Stephenson Avenue from Howe Street to Cedric Street and incorporating connections to the Mitchell Freeway.



\$60m in state government funding and \$65m in federal government funding committed to the Stephenson Avenue extension



Building renewal projects

The City undertook a number of building renewal projects that improved the functionality and condition of our community facilities including:

- Butlers Reserve clubroom internal refurbishment
- New public toilet at Robinson Reserve
- Improvements to Stirling Libraries - Scarborough
- Improved staff accommodation and child health relocations at Osborne Community Hub
- Internal refurbishment of Reader Reserve toilets and change rooms
- Dryandra Reserve public toilet and storage upgrade
- Refurbishment of Dianella Football/Athletic Club facility
- Improved storage at Stirling Leisure Centres - Hamersley
- Osborne Bowls Club upgrades
- Stadium upgrades at Stirling Leisure Centres – Herb Graham – Mirrabooka.

A number of buildings at the end of their life have also been demolished including:

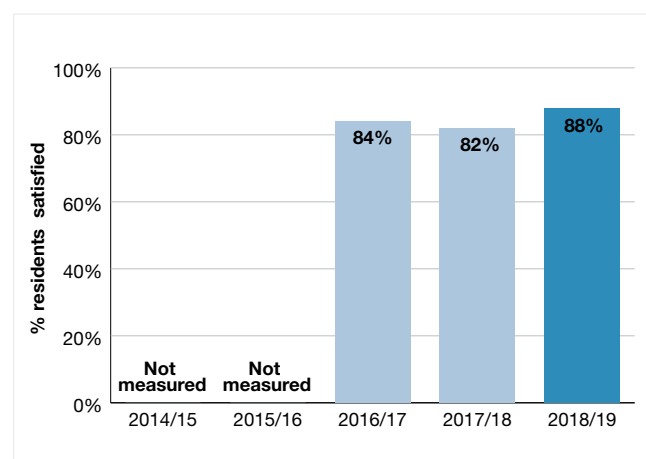
- Six buildings on Robinson Reserve to allow reserve redevelopment
- Deanmore Pre-primary Centre.

The City continues to improve its use of sustainable power and products to reduce our reliance on grid electricity. Recent works include:

- Stirling Leisure Centres – Herb Graham – Mirrabooka solar PV expansion
- Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood 200 kilowatt solar PV
- Osborne Community Centre internal and external lighting replacement with LED
- Inglewood Civic Centre covered walkways external light renewal with LED.

Through its annual residents' satisfaction survey the City is able to gauge general community satisfaction with its buildings, halls and toilets. Compared to the previous year, 2018/19 saw a six percentage point increase in satisfaction levels as can be seen in Figure 32. The City is pleased with an 88 per cent satisfaction rating and will continue to provide high-quality facilities in line with its asset management approaches.

Figure 32: 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, has achieved an 18 per cent increase in net revenue when compared to the 2017/18 financial year, as well as maintaining 100 per cent occupancy throughout the 2018/19 financial year. This is an improvement from 91 per cent average occupancy from the previous financial year.

The City has achieved a tenancy retention rate of 96.5 per cent throughout the 2018/19 financial year by ensuring its leased amenities meet the accommodation needs of its tenants.



Crawling robots, virtual reality and a world first in drainage solutions

Crawling robots with lasers and virtual reality are not front of mind when you think of stormwater pipes. However, through innovative technology the City uses a combination of these to deliver a world first in drainage maintenance.

The City is responsible for road drains, keeping them clean and in good condition to effectively drain storm water from roads. A network of pipes channel storm water, allowing it to soak back into the water table.

The City's drainage network consists of over 740 kilometres of pipes, some of which were laid in the 1930s. Inspection of the City's pipework is a huge job which is undertaken using a remote-controlled robot featuring a camera and lights, which drives through the pipe system. A video feed is sent back to a drainage inspection van, where a drainage assets inspector can view live images from inside of the pipe. The inspector looks for problems of all kinds. These include anything from large issues such as collapsed pipes through to smaller issues like fine cracks which can indicate movement underground and bigger problems for the future.

Using a laser mounted on the robot, cracks can be measured and recorded over time. This information is collated and analysed to help predict when pipes may fail. The data is then used for budgeting and preventative maintenance planning to keep the drains flowing.

Many of our City's drains have manholes which also need inspecting. This is traditionally carried out by a worker climbing down into the drain. The City now uses virtual reality (VR) cameras to inspect drains without the need to send workers

into these confined spaces. Two types of VR cameras are used. The first is a 360-degree camera which is lowered into drainage pits, taking photos from within. Once completed, a virtual reality headset is used to allow drain inspectors a view which replicates the view from inside the pit. The second system is an advanced panoramic camera mounted on a robot which drives along the pipes, taking photos as it goes. Once it is finished, the photos are stitched together giving a Google-like 'street view' of the pipe inside.

The heavy hitter of the City's drainage artillery is the sucker truck. It's big, it's yellow and it's the only truck of its kind in the world. This truck combines the technology traditionally used in two separate trucks in one multipurpose machine. The City partnered with industry experts to design the sucker truck to enable better response times for road flooding emergencies. As traffic management and prompt drainage are equally important in these situations, this traffic management mounted crash absorbing truck (TMA) with a drain cleaning industrial high-pressure water cleaning vacuum was designed.

Prior to the introduction of the sucker truck, the City deployed two separate crews to deal with road flooding. This operation is a high-risk activity, with identified hazards for workers clearing drains while managing traffic and the safety of all road users. Now, when using this truck, these hazards have been dramatically reduced. The truck can arrive at the emergency and be working to clear road flooding immediately as traffic management and drain clearing can commence as soon as the truck is on site.

Continuous improvement and innovation by the City's operations team delivers better safety, productivity, and cost-effective solutions for the community and the City's employees.



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. Consequently, the City has adopted 'environment' as one of its core values and proactively seeks 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 in the future. At the community workshops held in 2017, green spaces, tree canopy and waste management received the highest priority from the community. Similarly, 82 per cent of the City's residents considered a clean and Wastewise city and flourishing wildlife to be very important in the online survey.

Based on this feedback, the City has undertaken several initiatives to bolster its 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 and Landscape Operations	✱	✓	✓	✓
Waste Collection	✓	✓	✓	✓
Recovery and Recycling	✓	✓	✓	✓

Exception-based commentary for 'below expectation' service performance:

The Open Space, Environment and Sustainability and Parks and Landscape Operations services operate within the Parks and Sustainability business unit. The unit did not meet its customer service targets related to mystery shopping. These issues are being addressed as part of the City's ongoing service improvement program.

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 2018/19	Majority of milestones completed. The Council briefing has been deferred to FY19/20	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Develop and implement a Sustainability Strategy- Energywise		On track
To develop a corporate Energywise City Plan. Implement a Fleet Emissions Reduction Action Plan to achieve 25% reduction by 2020		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Urban Forest Strategy		Complete
To develop a strategy to reduce tree canopy loss and achieve a 18% tree canopy target for the City		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	The Urban Forest Strategy has been endorsed by Council and is currently in the implementation phase as outlined in the 2019-2023 Corporate Business Plan	
Integrated Pest Management Framework		Complete
To develop, review and implement a framework to guide weed and pest management in the City		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	N/A complete	

Total net key result area cost – Natural environment

	Budgeted 2018/19	Actual 2018/19
Total net key result area cost	(\$43,672,903)	(\$42,438,159)

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

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 once again key themes during the community consultation phase for the City's Strategic Community Plan 2018 – 2028. The desire for the City to be Waterwise, Energywise and Wastewise was clearly apparent in that each of these focus areas scored above 75 per cent in the importance rating for our community members. The City is pleased to note that it is achieving a high level of community satisfaction in relation to its environmental management approaches. Figure 33 illustrates that the City has achieved a rating of 89 per cent for 2018/19, the highest score across the past five years.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to lead by example to sustain our community's natural resources:

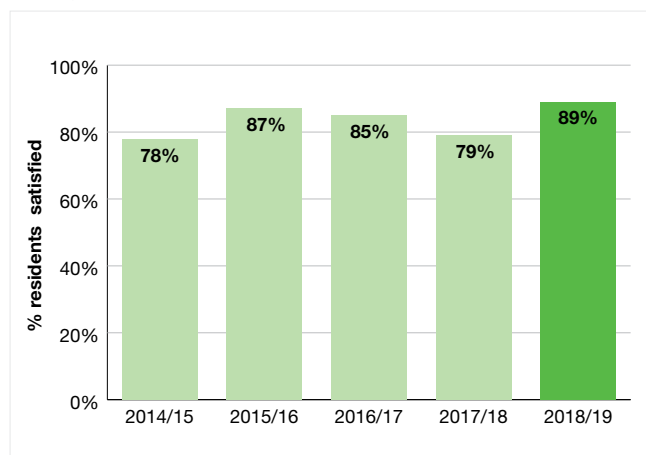
- Ensure efficient, effective and innovative waste services and use of materials to reduce, reuse and recycle
- Implement innovative solutions to reduce the City's water usage
- Reduce the City's energy use and greenhouse gas emissions
- Manage the effects of climate change.

What has happened during 2018/19?

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 management. The City has implemented numerous initiatives aimed at improving the community's understanding of effective waste management and, as can be seen from Figure 34, for 2018/19 we have achieved an 88 per cent community satisfaction rating for our waste management and recycling services.

Figure 33: Satisfaction with the City's environmental management



Audits of residential recycling bins (yellow-lid bins)

At the request of Mindarie Regional Council, an audit was carried out on samples of recycling collected across selected areas. The objective was to gain an understanding of the material composition of the recycling streams and to gauge the percentage of non-recyclable content (ie, contamination). The resultant information would then be used to develop strategies and plans to improve waste management results. Across two phases, approximately 5,000 kilograms of recycling bin content was collected from the suburbs of Nollamara, Dianella and Scarborough. The first phase waste audit results were disappointing, so the City undertook a series of waste education campaigns, workshops and activations which pleasingly resulted in a reduction in contamination levels.

As can be seen from Table 8, the contamination levels reduced across all three suburbs following the education campaigns. The City is delighted with the progress but realises there is still work to be done. The content quality of our community's recycling bins remains a focus for the City.

Table 8: Audit results - percentage of non-recyclable products found in residential recycling bins

Sample (approximately 5,000 kg each phase)	Scarborough	Dianella	Nollamara
Recycling bin contamination level – Sep to Oct 2018	20.2%	21.6%	26.0%
Recycling bin contamination level – May to Jun 2019	17.2%	13.2%	16.2%

Charity clothing drop-off day events

In an effort to divert items of clothing from landfill, and to support the less fortunate and local charities in our community, the City organises a charity clothing 'drop-off' day event twice a year. Our generous community is given the opportunity to donate clothing, textiles, shoes, towels, bedding and more to a charity. The April 2019 event saw over 23 tonnes of items collected, which was a fantastic result. The City will continue to hold these events in April and December each year and is grateful to its generous community for the support.

City wins 2019 Mobile Muster award

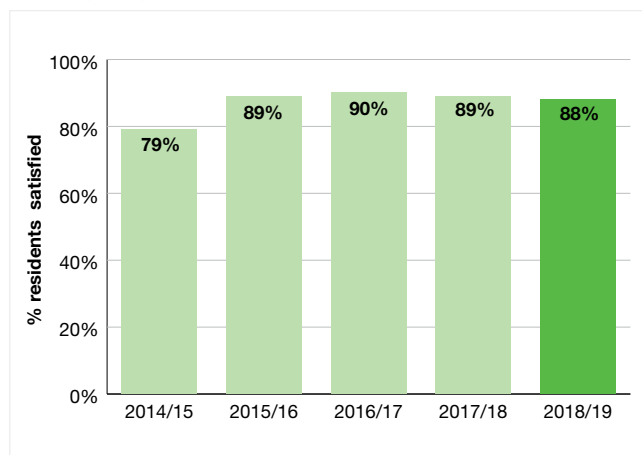
Thanks to the community's remarkable efforts recycling old mobile phones, the City picked up the Top Recycler Award for WA in the 2019 Mobile Muster Local Government Awards after previously taking the title in 2015, 2017 and 2018. To win the state award for local government, the City of Stirling collected the most mobile phone components for recycling between May 2018 and April 2019. For more than a decade, the not-for-profit Mobile Muster program has partnered with close to 400 councils across Australia to encourage the community to recycle their old phones. The program is funded by all major handset manufacturers and network carriers. During the past 12 years, Australian councils have diverted 42 tonnes of mobile phone components from landfill to manufacture new products.

Infinity Awards finalist 2018

Category 1: Avoid Recover Protect – Community Waste Award

The City partnered with Mindarie Regional Council and worked with Waste Wise Schools to deliver waste education programs to local schools. As part of the education programs, we used experienced and passionate waste educators as presenters and language, stories, songs and activities to bring waste management alive. Real waste items that students were familiar with were utilised to show various disposal options available. Across an 18-month period, we visited 34 schools and interacted with almost 5,000 children.

Figure 34: Satisfaction with the City's waste management and recycling services



Illegal dumping campaign

During the year, the City delivered an extensive illegal dumping education campaign to all residents, with the aim of reducing illegal dumping volumes. The approach was to remind the community of the various waste disposal services available in the City, while reinforcing the destructive nature of illegal dumping. The campaign focussed on creating awareness of the problem and aims to nurture a culture where it is considered unacceptable. As part of the campaign, a suite of marketing materials was developed to reinforce the message to our community. Additionally, a message has been conveyed that surveillance has been increased in hotspot areas and a hero image was used to show the devastating effects of illegal dumping.

Composting/worm farming and waste education workshops

Across the year, we have continued to offer free workshops on worm farming, composting and Bokashi. Residents have been learning practical and easy ways to compost, how to create a worm farm and use a Bokashi bucket for all spaces, from window sills to big backyards. They have discovered how to use meat, fish bones and cheeses in a composting system and, if required, have been provided with worms to get their worm farms started. The City also offers free a waste education program which raises awareness of waste and litter issues within the community. It ensures residents are provided with sufficient knowledge to make informed decisions, ultimately contributing to Council's vision to reduce waste in our local community.



89% of residents are satisfied with the City's environmental management

Three-bin system

In 2018/19, the Stirling community put 81,024 tonnes of waste and recyclables into the three-bin system. This is up 2,204 tonnes from last year, with both general waste and garden waste increasing and recycling waste (in the yellow bin) decreasing from the previous year. Around half of waste (51 per cent) was placed into the general waste bin, with 27 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 two per cent of waste put into the general waste bin, 86 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 46 per cent of all waste put into the three-bin system was diverted from landfill, compared with 44 per cent in 2017/18.



Tonnes collected	% diverted from landfill
41,668	2%



Tonnes collected	% diverted from landfill
21,795	86%



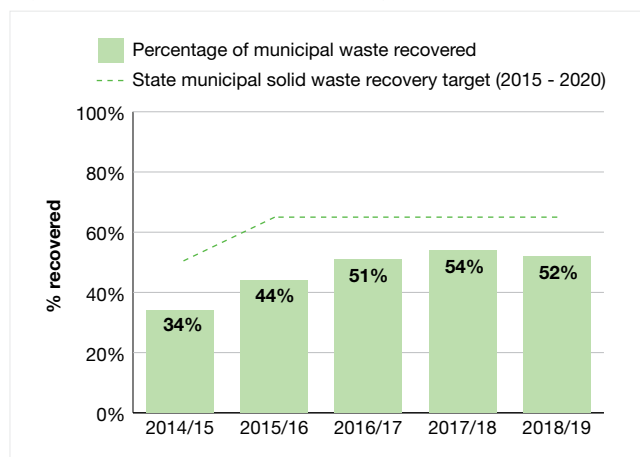
Tonnes collected	% diverted from landfill
17,561	100%

Correction: the percentage of waste diverted in 2017/18 was reported in that year's annual report as 47 per cent. This should have been 44 per cent. During the 2017/18 reporting period, 78,820 tonnes of waste and recyclables was collected and 35,015 tonnes of waste was diverted.

Municipal solid waste recovery

In 2018/19, the City continued to implement a range of municipal waste collection and recycling services. This resulted in 52 per cent of municipal waste being diverted from landfill. This has declined slightly from the previous year's 54 per cent. This is primarily due to the introduction of China's 'National Sword' policy, which has had an impact on recycling rates. The municipal waste composition includes waste from the three-bin system, skip bin waste, green waste, white goods, e-waste and mattresses. The Western Australian Waste Strategy has set a target to divert 65 per cent of municipal waste from landfill by June 2020.

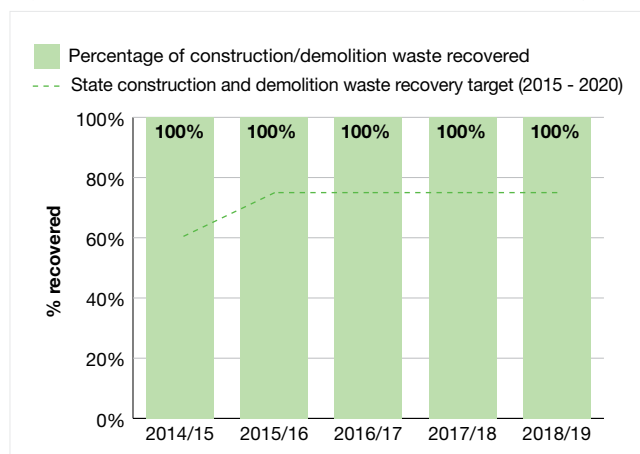
Figure 35: Municipal waste recovery



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 to divert 75 per cent of construction and demolition waste from landfill by 2020. Figure 36 illustrates that the City has exceeded state targets every year for the past five years.

Figure 36: Construction and demolition waste recovery

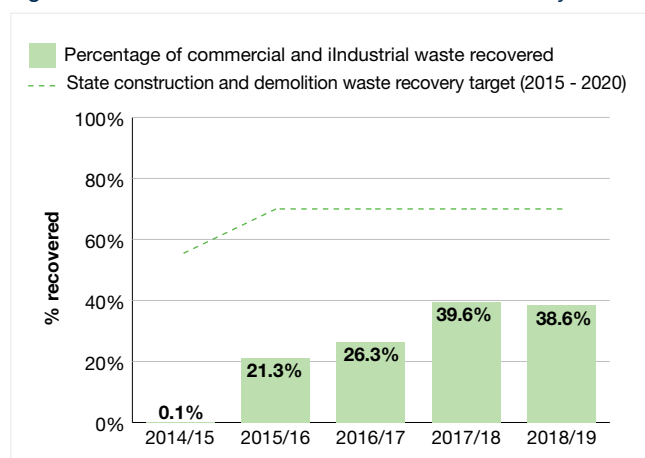


Commercial and industrial waste

The volume of commercial and industrial waste collected has fluctuated over the past few years and in 2018/19 fell by 31 per cent. The reduction is generally related to the increased cost of these services, which in turn generates lower demand for the services. The commercial and industrial material recovery facility continues to innovate with new improvements, which will work to improve the recovery rate. The Western Australian Waste Strategy has set a recovery target to divert 70 per cent of commercial and industrial waste from landfill by 2020.

Correction: an audit on the 2017/18 commercial and industrial waste recovery data identified missing information, the data has now been updated and shows a change from 39.1 percent reported in the 2017/18 annual report, to 39.6 percent as shown in Figure 37.

Figure 37: Commercial and industrial waste recovery



Hazardous waste

In 2018/19, the City received, processed and recovered 283 tonnes of hazardous waste through the Recycling Centre Balcatta. The greatest percentage of hazardous waste was from water/oil-based paint (74 per cent), followed by gas cylinders (seven per cent), flammable liquids (three per cent), household batteries (two per cent), pesticides (two per cent) and globes (one per cent).

Water, energy and emissions

Solar energy

The City expanded two existing solar photovoltaic (PV) systems, at the City of Stirling Administration Centre and Stirling Leisure Centres – Herb Graham Recreation Centre – Mirrabooka, during 2018/19. In addition, a 200 kilowatt system at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood was installed and is set to be energised early in 2019/20. These installations have increased the City's solar energy capacity to 685 kilowatt-peak (kWp). In total, the City now has 11 solar PV systems connected.

In 2018/19, the systems provided five per cent of the City's total electricity consumption, saved the City approximately \$152,092 in energy costs, and reduced its greenhouse gas emissions by around 462 tonnes of carbon dioxide. The system at Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood is estimated to produce carbon emissions savings of 253 tonnes of carbon dioxide and save more than \$55,000 per year.

Energy efficiency

The City continues to improve building energy efficiency through LED lighting installations, upgrades to air-conditioning controllers and improved control strategies.

Energywise City

The City is nearing completion in developing its Energywise City Plan, which will outline targets and the pathway to reducing corporate carbon emissions. Corporate carbon emissions are those produced by the City's building facilities, parks and reserves in the delivery of City services.

In 2019, the City undertook community consultation asking how the City can better assist our residents to reduce their energy consumption and carbon emissions. During the consultation period, the City facilitated four community workshops and hosted an online survey that was open for eight weeks. Over 100 residents directly provided feedback to the City and this will inform the development of a community energy plan. This will guide the City's support for the community to reduce carbon emissions into the future.

Waterwise Councils

In the Strategic Community Plan, the City made the commitment to implement innovative solutions to reduce the City's water use.

Only one year after becoming accredited as a Water Corporation Waterwise Council, the City was awarded gold status. This was in recognition of the City's ongoing and increasing efforts to save water in its own operations, to manage water according to water-sensitive principles and to encourage residents to save water. Some of the initiatives which contributed to the award included the Wetlands Water Quality Monitoring Program run by the City's Natural Areas team; the use of rain gardens in redevelopments in Mirrabooka and Scarborough to help manage and clean stormwater; the use of a centralised irrigation management system (CIMS), rain sensors and water efficiency measures in the irrigation of City parks; and ongoing community engagement through the Living Green program.

Perth's drying climate and increasing urban density continue to deplete local groundwater levels. The City is a significant user of groundwater for irrigation and the challenge is to reduce groundwater consumption over time while maintaining community satisfaction with public open space. For the second time, the City has not met its target to remain five per cent under the annual groundwater licence allocated by the Department of Water. Perth once again experienced a dry year and a long summer, with the summer watering period extending well into spring. The City utilised the irrigation boost factor across all reserves to reduce irrigation run times and water application as required. This allowed the City to stretch the watering season further following the lack of seasonal rain.

Living Green

The long-running Living Green community program once again provided a comprehensive range of services, support and resources to residents to help them save energy and water, increase tree canopy cover and support biodiversity through native gardens.

More than 300 residents attended workshops held around the City on topics such as saving energy and water in the home, gardening for wildlife, Waterwise gardening, pruning and caring for your tree, and solar PV and battery systems.

Almost 12,000 native plants were distributed to 500 residents through the annual Plant Giveaway Day, to assist them with the creation of their Waterwise native verges or home gardens. In addition, almost 1,500 trees were distributed to residents wanting to increase canopy cover, shade and cooling on their private land. A new model of tree giveaway distribution was trialled this year, with multiple small giveaway days held at a range of locations across the City rather than a larger single event. This increased convenience and opportunities for residents to participate.

The City conducted 125 home sustainability audits to identify opportunities for residents to save energy and water through simple actions such as turning down the temperature on hot water storage systems, fitting draft excluders, and switching to LED lights. A further 45 residents borrowed the free Home Energy Assessment Toolkits (HEAT kits) the City has available to conduct a DIY home sustainability audit.

Irrigating grass can consume vast quantities of water and the City once again offered rebates, in partnership with the Water Corporation, of up to \$500 to residents willing to remove their irrigated lawn and replace it with native plants. Thirty-three residents took up the offer, replacing more than 2,200 square metres of grass, and are now enjoying reduced water bills and a wildlife-attracting garden.

Living Green Schools

The Living Green community program was complemented with a new Living Green Schools program this year. Twenty-two schools from across the City participated in the first round of the new program, which supports them to save energy and water, reduce waste, and increase tree canopy and native vegetation in school grounds. The program is structured so that schools tackle the issue of most importance to them first. It provides access to resources such as free trees and native plants, subsidised participation in the Climate Clever energy saving program, assistance with sustainability planning, and student workshops and teacher training through the Millennium Kids organisation.

Energy consumption

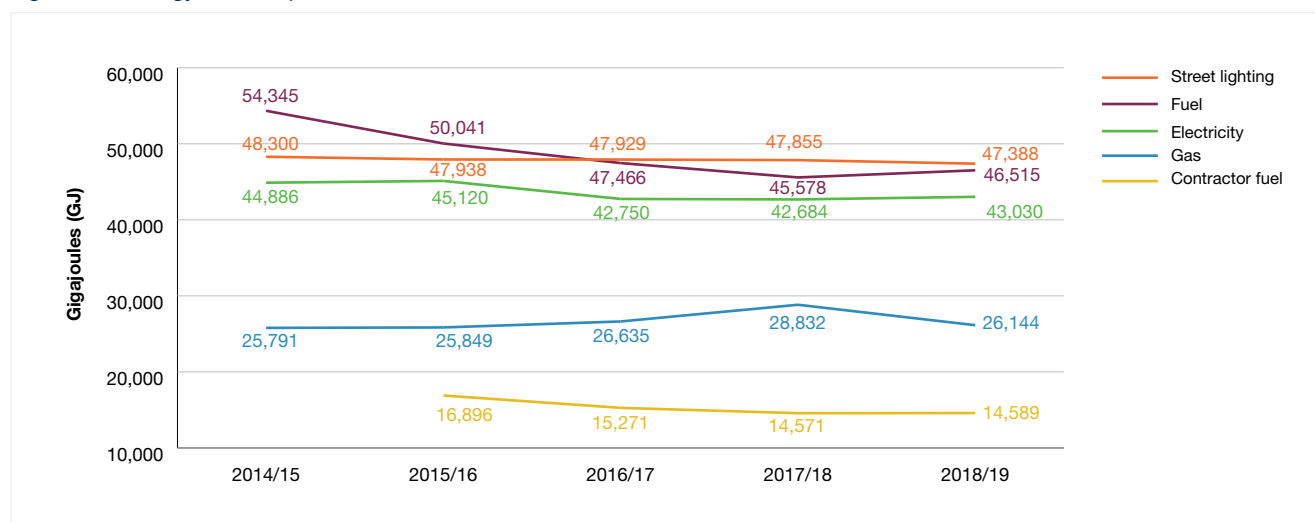
The energy that powers the City's operations and services comes from both non-renewable supplies (such as coal-fired electricity, gas and fuel) and renewable sources (such as solar-powered electricity and solar thermal heat). Taking all energy supplies into account, consumption has decreased by one per cent compared to the previous year. When compared to the previous year, consumption of gas decreased by nine per cent and street lighting by one per cent. Electricity consumption increased by one per cent. This is likely due to an increase in services provided by the City, including the new Scarborough Beach Pool; this is the first full financial year the pool has been in operation.

In relation to fuel, contractor fuel consumed by waste trucks contracted to pick up selected bins in the City's three-bin system is included in the City's Annual Report in addition to operational fleet fuel. There was a two per cent increase in operational fuel consumption, while contractor fuel consumption remained stable compared to the previous year. Due to the increased service level for resident waste bins, there has been a 12 per cent increase in total fuel consumption over the five-year period.

Due to the timing of this report, energy consumption data has been partially estimated as follows: 17 per cent of gas and 100 per cent of streetlight consumption (as streetlights are unmetered).

Source: Azility 2019

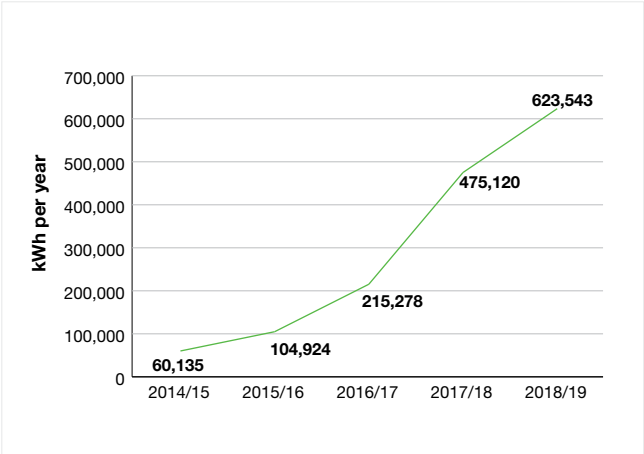
Figure 38: Energy consumption trends



The City expanded two existing solar photovoltaic (PV) systems in 2018/19 and built one new, bringing the total number of systems to 11 and the City's solar energy capacity to 685 kilowatt-peak (kWp). In 2018/19, these solar systems saved the City \$152,092 in energy costs and reduced greenhouse gas emissions by around 462 tonnes of carbon dioxide. Other sources of renewable energy have not been calculated, including solar hot water systems on various facilities, and solar thermal heating via black matting at Stirling Leisure Centres - Leisurepark – Balga.

Source: Solar PV system data 2019

Figure 39: Renewable energy generated



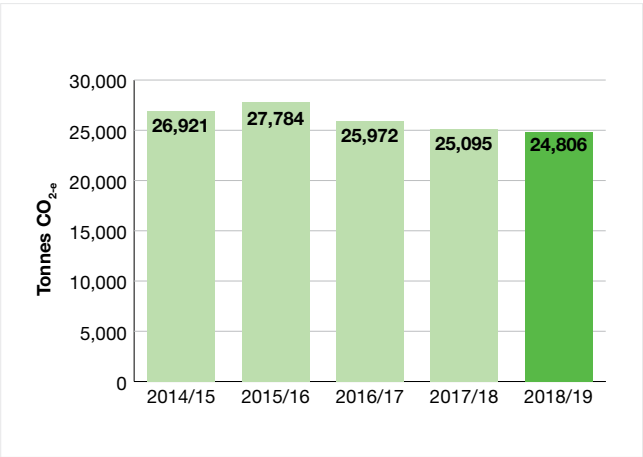
Greenhouse gas emissions and reductions

In 2018/19, the City was directly or indirectly responsible for emitting 24,806 tonnes of net greenhouse gas. This represents an eight per cent reduction over five years and a one per cent reduction when compared to the previous year. Net greenhouse gas emissions are calculated as follows. Fleet vehicle fuel consumption and natural gas consumption produces Scope One direct emissions (5,644 tonnes). Electricity consumption, mainly from buildings and reserves, produces Scope Two indirect emissions (8,367 tonnes) as power stations offsite emit greenhouse gases (GHGs) when they generate electricity.

Scope Three emissions (10,795 tonnes) include supply-chain emissions from street lights and waste trucks contracted to pick up selected bins in the City's three-bin system. Scope Three emissions include indirect 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.

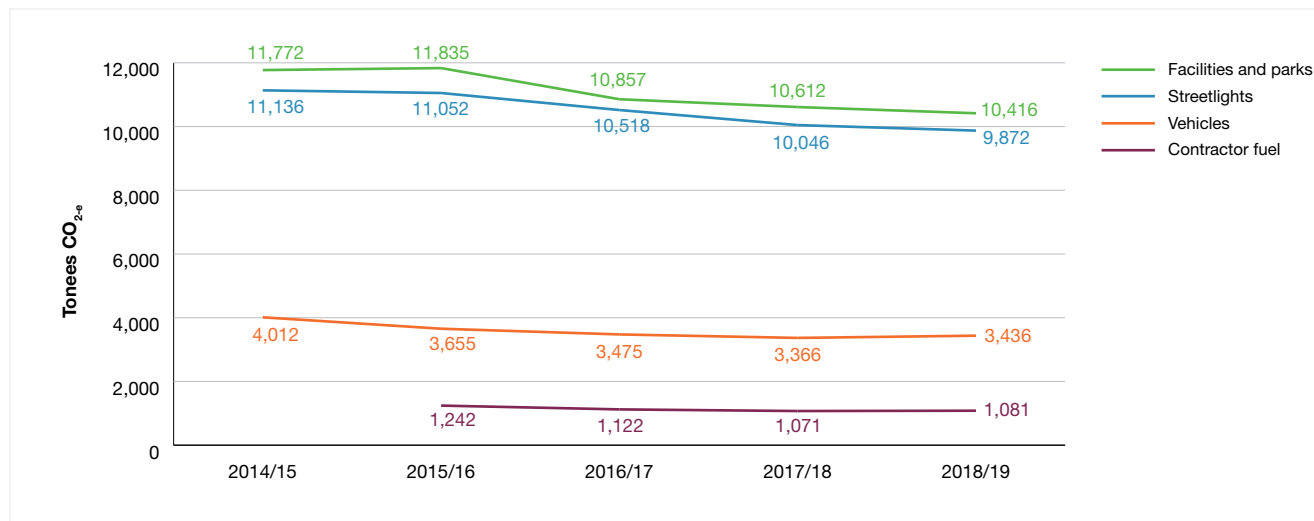
Source: Azility 2019

Figure 40: Greenhouse gas emissions



The City's greenhouse gas emissions have reduced by 8% over the past five years

Figure 41: Greenhouse gas emissions trends



Tonnes and greenhouse gas emissions

The contributions to the City's total greenhouse gas emissions in 2018/19 from the main asset categories were: facilities/parks (42 per cent), streetlights (40 per cent), fleet vehicles (14 per cent) and waste contractor vehicles (four per cent). Over the past five years, there have been reductions in greenhouse gas emissions from the main asset categories, including facilities and parks with a 12 per cent decrease, streetlights with an 11 per cent decrease, and fleet vehicles with a 14 per cent decrease. However, waste contractor fuel from the three-bin waste system has provided an additional source of emissions since 2015/16. Taking all this into account, there has been an eight per cent decrease in total emissions over the past five years.

The City's Fleet Emissions Reduction Action Plan has set a 25 per cent reduction target by 2020, based on a 2013/14 baseline.

While operational fleet emissions have decreased by 16 per cent since the plan was endorsed, for the first time there has not been a reduction in emissions from operational fleet fuel compared with the previous year. The addition of waste contractor fuel from the three-bin waste system has meant overall emissions from fleet have increased by 10 per cent. This means that the City may not be on track to meet its fleet reduction target by 2020.

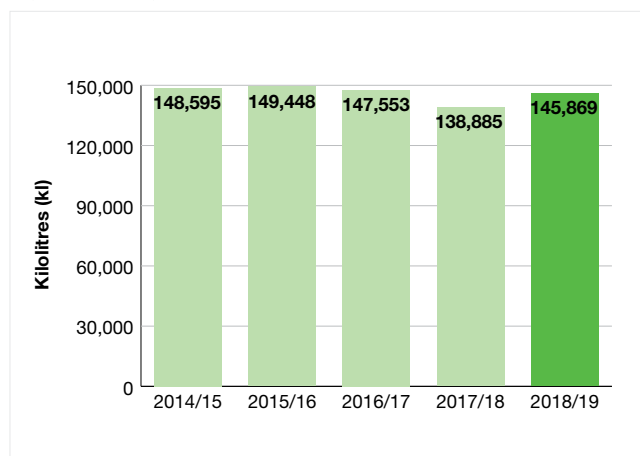
Source: Azility 2019 and Stirling Fuel Usage, Suez 2019

City scheme water consumption

Scheme water in Perth is sourced primarily from desalination or groundwater. Scheme water consumption is a key measure in the City's Strategic Community Plan. In 2018/19, the City consumed 145,869 kilolitres of scheme water. This represented three per cent of the City's total water consumption. There was a five per cent increase in scheme water consumption from the previous year, due to an increase in facilities and services to residents. The City is an endorsed Water Corporation Waterwise Council with an annual scheme water consumption target of 144,685 kilolitres. The City's water consumption was in excess of this by 1,184 kilolitres (less than one per cent). The City is committed to making efficiencies in water consumption, and despite this increase has achieved a two per cent reduction over five years. The City is continuing to implement measures to achieve further savings in water consumption. The City did not reuse or recycle any scheme water in 2018/19.

Source: Water Corporation 2019

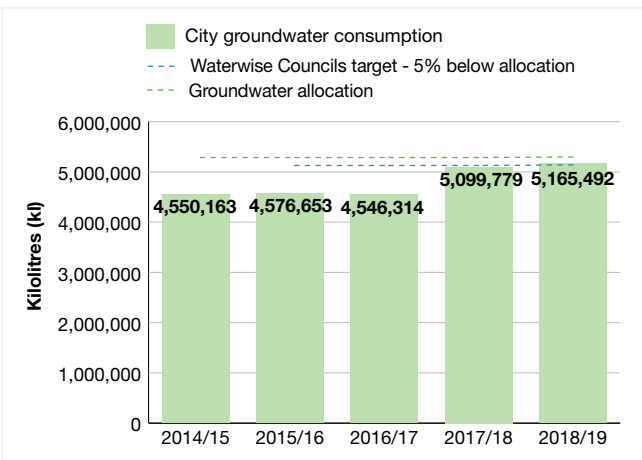
Figure 42: City scheme water consumption



Groundwater consumption

Groundwater consumption is a key measure in the City’s Strategic Community Plan. Groundwater represented 97 per cent of the City’s total water consumption for 2018/19 and was mainly used for irrigating public open space. The City is allocated an annual groundwater licence by the Department of Water; this year it increased with the transfer of an additional two reserves into the City’s responsibility. The annual ground water licence now totals 5,298,913 kilolitres, which is extracted from the Gnangara mound. As part of the Water Corporation’s Waterwise Councils program, the City has set an annual groundwater consumption target of less than 95 per cent of the allowable allocation. In 2018/19, the City consumed 5,165,492 kilolitres, or 97 per cent of its annual groundwater allocation. This is the second year the City has not met its target.

Figure 43: City groundwater consumption

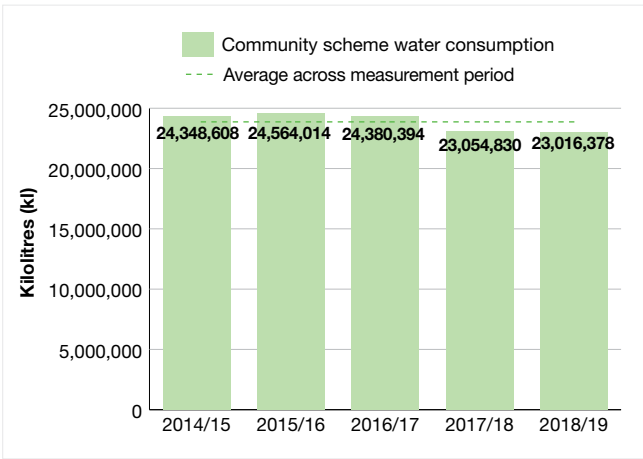


Community water consumption

Over a five-year period, the City of Stirling community used an average of approximately 24 million kilolitres of scheme water annually. In 2018/19, the Stirling community consumed an amount similar to the previous year, and four per cent less than the five-year average. The City is continuing to provide incentives and support for residents to reduce their water consumption through programs like Living Green.

Source: Water Corporation 2019

Figure 44: Community scheme water consumption



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 around 500 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 (103,000 street trees) and the surrounds of numerous civic properties. With rising population and community expectations, parks and landscapes are under pressure to adapt and respond. As landscape treatments are improved, residents and groups in other localities seek equivalent benefits.

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:

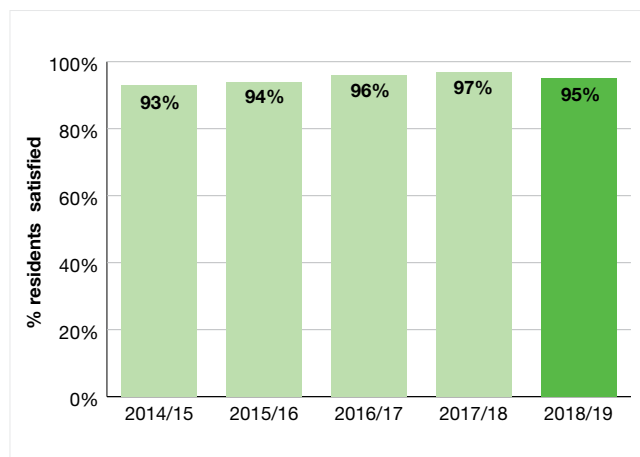
- Protect and enhance our wildlife and natural habitats to preserve the City's biodiversity
- Preserve and grow the City's urban tree canopy.

What has happened during 2018/19?

The City provides a number of innovative environmental sustainability programs to deliver on this outcome. For example, our Urban Forest Plan, prepared in 2019, targets an improvement to 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, alongside increased efforts to replant trees on City land and state and private property. Other green initiatives, including the Living Green community program, improved conservation volunteer support, and community gardens initiatives, all provide tangible improvements to the environment. Local suburban parks 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 their nearby residents.

Our parks and reserves are valued highly by our community and, as can be seen from Figure 45, 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 45: Satisfaction with the City's parks and reserves



Urban forest

Canopy loss over the last 12 months has been the largest since monitoring began in 2012, with 300,017 square metres of canopy lost, a 41 per cent increase compared with last year. Over the past seven years, the City has lost a combined total of more than 1.5 million square metres of tree canopy cover.

Suburbs of concern include Balcatta, with a 400 per cent increase in loss; Stirling, with a 360 per cent increase in loss; and Wembley, with a 310 per cent increase in loss compared with the previous year. Loss was due to the development of private land, clearing of vegetation along the edge of the Mitchell Freeway to facilitate the widening project by MRWA, and the clearing of private land and death of trees in natural areas around Herdsman Lake.

The City's draft Urban Forest Plan was developed in 2018/19 and endorsed by Council. The Urban Forest Plan highlights the need for immediate action to address the declining canopy cover which is occurring all across the City, but is of most concern in high-development suburbs. The City will focus efforts on improving the policy framework around tree planting protection and growth, supporting and assisting residents to retain more trees during development and to plant more trees on private land. It will also support developers to retain trees more often and engage the community to take action to plant and care for trees.

The City revised its canopy cover target date from 2030 to 2040. This revision was based on modelling which showed the continued loss of trees on private land and the period of time until trees reach maturity means it will be impossible to reach the 18 per cent canopy cover target by 2030.

Tree Trail

In April 2019, the City transformed Carine Regional Open Space into an experiential 'tree trail', activating 25 sites with artwork developed by local schools, interactive activities, and educational signage sharing unique stories about the local trees. Tree Trail attracted approximately 4,000 visitors and generated 2,500 personalised messages to our trees. The initiative provided an engaging way to increase our community's understanding of the benefits trees provide and also encouraged children and their families to gain a closer personal connection with trees as living entities. More information on the Tree Trail can be found in the case study featured on page 128.

Natural habitat

The City is responsible for managing 71 bushland reserves, 40 wetland sites and 6.5 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 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.

Community gardens

It was a busy year for community gardens in the City of Stirling. A new community garden was approved on the edge of Hamer Reserve in Mount Lawley after a huge show of community support and demand for the project. A group of residents in Scarborough proposed a community bush garden on a neglected piece of land owned by the Water Corporation and have been working to progress the idea and consult with the community with the City's support. It is hoped the proposed garden will come to fruition in the 2019/20 financial year.

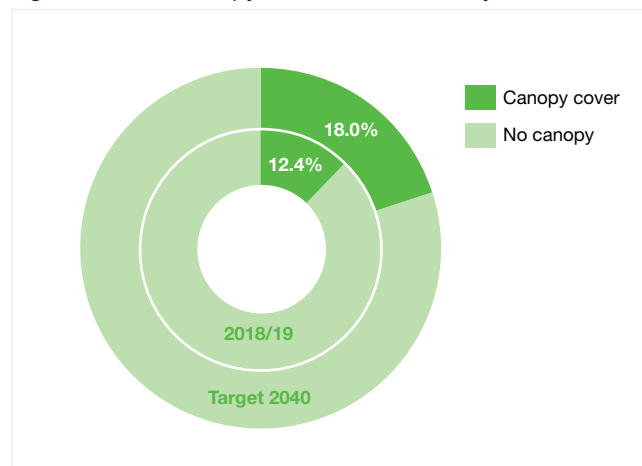
Protect urban trees in local areas

The City has committed in the Strategic Community Plan to preserve and grow the City's urban tree canopy and measure progress by the percentage of coverage of the City's urban tree canopy.

For the past seven years, the City has used high-resolution airborne multispectral imagery to complete annual vegetation cover and condition analysis, and to calculate changes to significant canopy. The City has a target of increasing tree canopy cover across the City to 18 per cent by 2040. Currently the City has 12.4 per cent average tree canopy cover. Over the seven-year period, total canopy cover has hovered between 12.3-12.9 per cent. The margin of error (+/- one per cent) makes it difficult to determine if there has been improvement or not on a City-wide scale.

Source: Specterra Imagery – City of Stirling Vegetation Analysis March 2019

Figure 46: Tree canopy cover across the City



Significant tree canopy loss across the City

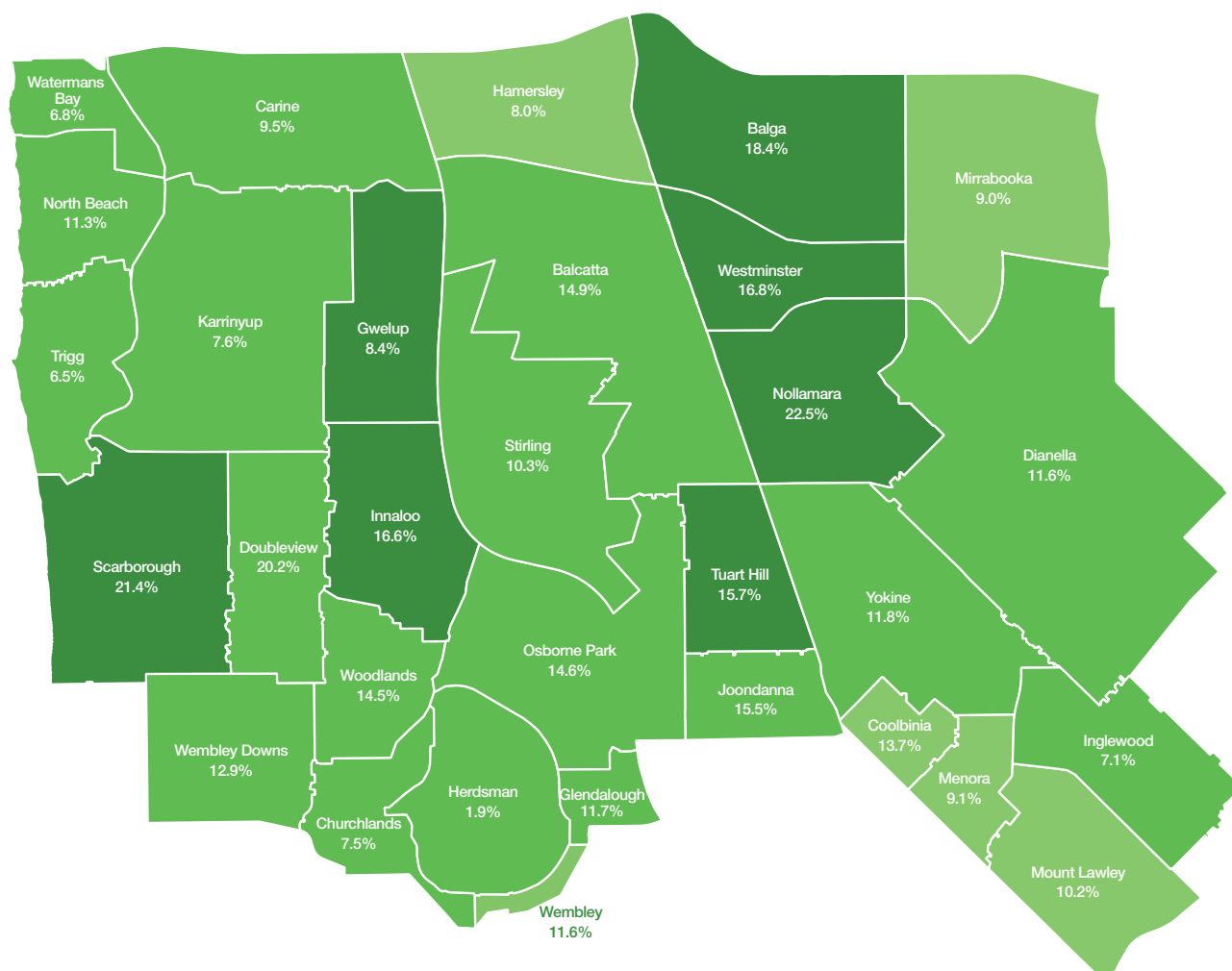
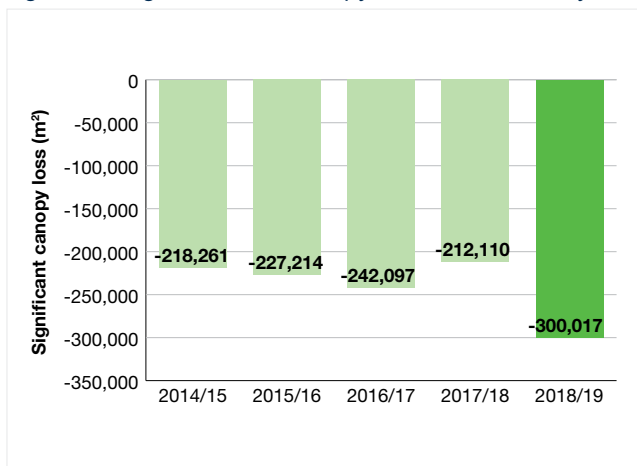
The City has a goal to protect trees in urban areas. For the past seven years, the City has used high-resolution airborne multispectral imagery to calculate changes to significant canopy. Significant canopy is defined as tree canopy cover that is taller than three metres and has a larger area than 20 square metres. Tree canopy loss is the result of the removal and significant pruning of trees from public and private land.

In six of the seven reporting periods, canopy loss has increased from the previous year. This year's data shows a 34 per cent increase in loss compared with the average since monitoring began. Loss is accelerating and not slowing down.

The map below shows the percentage of 2012 significant tree canopy in Stirling suburbs that was lost over the seven-year period to 2019. The suburbs with the largest canopy losses were Nollamara (-22 per cent), Scarborough (-21 per cent), and Doubleview (-20 per cent). If these rates of loss continue, these suburbs may lose between one-third and one-half of their tree canopy cover over the next 15 to 20 years.

Source: Specterra Imagery – City of Stirling Vegetation Analysis 2019

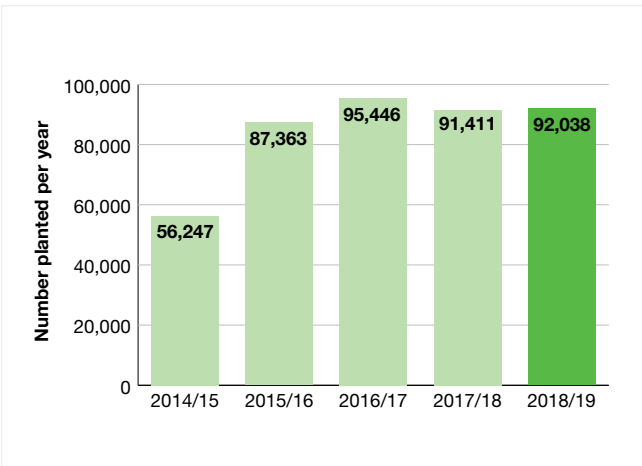
Figure 47: Significant tree canopy loss across the City



Million trees and shrubs

The City aims to plant 1 million trees and shrubs over a 17-year period to 2025. Over the past 11-years, since the inception of the million trees and shrubs initiative, the City has planted an average of just over 67,000 trees and shrubs per year. In the 2018/19 planting season, the City planted 92,038 trees and shrubs, bringing the total planted over the past five years to 422,505 trees and shrubs. With a focus on planting trees, there have been more than 51,000 trees planted over the past five years, of which just over 26,000 have been street trees. This included stage one offset planting for Stephenson Ave. This project achieved all of its anticipated milestones during the 2018/19 financial year.

Figure 48: Trees and shrubs planted per year



More than 92,038 trees and shrubs were planted in 2018/19

Volunteer hours in conservation, tree services and plant nursery

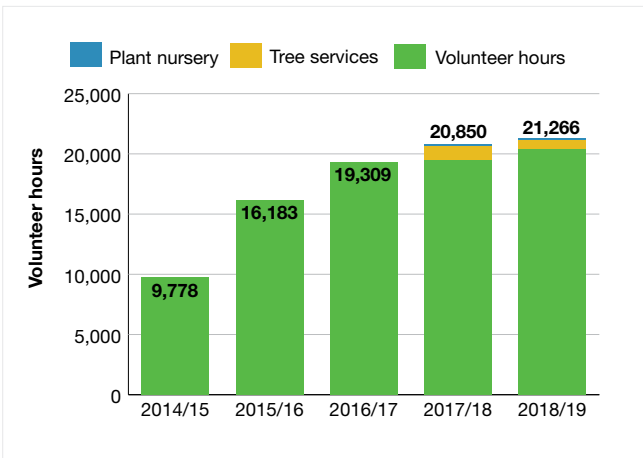
The City provides opportunities for community members to participate in activities to protect wildlife and natural habitats in the City of Stirling. In 2018/19, the Stirling community contributed 20,411 volunteer hours to the City's 15 Bushcare and Coastcare groups. Volunteers assisted with site surveys, pre-plant site preparations, planting, post-planting care (weeding and watering) and rubbish removal.

Additionally, community members contributed 720 volunteer hours to the City's urban tree establishment program. This included 284 volunteers contributing to community tree planting events, 138 volunteers involved in residential tree planting events and 146 school student volunteers participating in school verge and reserve planting. Three volunteers participated in our trial Tree Care program. The Tree Care volunteers assisted with monitoring street trees in their local area, reporting any major issues and doing light maintenance work such as fixing tree ties.

Community members were also involved in plant propagation in the City's plant nursery and contributed a total of 135 volunteer hours. This resulted in a grand total of 21,266 volunteer hours in conservation, tree services and the plant nursery.

The data for volunteer hours in tree services and the plant nursery is not available for years prior to 2017/18.

Figure 49: Volunteer hours in conservation, tree services and plant nursery





Stirling Tree Trail – telling nature’s story through hands-on experience

The Stirling Tree Trail event was launched in 2018. The initiative aims to shine a light on the often-invisible benefits our trees provide and the importance of daily connections to nature in our urban environment. A fresh approach to previous tree-based education programs, Tree Trail aims to introduce a touch of magic and engage the whole community in a fun, experiential activity.

The self-guided trail around Lake Gwelup Reserve activated 25 locations with signage and artwork sharing unique and personal stories about the local trees. The trail also included interactive activities with the Eco Faeries, to write a letter and post it to our trees, along with a secret message to solve along the way. After completing the trail, participants were asked to submit the solved secret message online via the City’s website to receive a personalised letter from the trees, along with seeds to plant in their garden.

The trail attracted approximately 4,000 participants, 1,500 messages to the trees and excellent feedback from the community. The Stirling Tree Trail was also recognised by Parks and Leisure Australia as joint winner of Community-Based Initiative of the Year at the WA Awards of Excellence in 2018. This success inspired the City to offer Stirling Tree Trail as an annual free school holiday event.

In 2019, the trail introduced a new location at Carine Regional Open Space and increased opportunities for community participation. Eight local primary schools developed sustainable artworks, facilitated by artist Paula Hart. Artworks were made from recycled materials collected by the students and aimed to share messages about the importance of trees and reducing waste. Along the trail, participants were introduced to Marissa Verma from Bindi Bindi Dreaming, who shared Indigenous stories about connection to country through art activities and bush tucker tastings.

As children are the future custodians of our land, the City believes it’s important to include them in conversations about the essential benefits our trees and natural environment provide. By creating opportunities for family conversations about trees and enabling a personal connection through the power of storytelling, Tree Trail aimed to embed these important messages and plant the seed for future changes in attitudes and values.

As well as continuing to build on the success of Stirling Tree Trail, the City is now committed to assisting others to develop their own similar events and activities for roll out across local government authorities and not-for-profit organisations.



Key result area: Governance

Vision: Making it happen

The City is strongly committed to its core values of integrity, community participation and accountability, which form the underlying governing principles for all its activities. The City takes its responsibility to its residents seriously and is committed to providing good governance and transparent and open communication at all times.

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. It places a high degree of emphasis on ethical behaviour and decision making. 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. Further, it affirms good governance principles for Council and the City and influences interactions with community members and other stakeholders.

Survey and workshop findings with our community show that there is overwhelming support for the City to put high priority on accountability and transparency, as well as on efficiency and effectiveness. Furthermore, residents feel

that active community consultation in decision making should be a critical focus area for the City.

Based on this feedback 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 by 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	○	✓	✱	✓
Corporate Compliance	✓	✓	✓	✓
Customer Service	✓	✱	✓	✓
Executive Services	○	✓	✓	✓
Financial Accounting	✓	✓	✓	✓
Financial Planning	✓	✓	✓	✓
Fleet Services	✓	✓	✓	✓
Governance and Council Support	✓	✓	✓	✓
Human Resource Operations	✓	✓	✓	✱
Human Resource Services	✓	✓	✓	✓
Marketing and Communications	✓	✱	✓	✓
Occupational Safety and Health	✓	✓	✓	✓
Projects and Solutions	○	✓	✱	✓
Purchasing, Procurement and Contract Service	✓	✓	✓	✓
Rates and Receivables	✓	✓	✓	✓
Strategic and Business Planning	○	✓	✓	✓

Exception-based commentary for 'below expectation' service performance:

The Advisory and Technology service and Projects and Solutions service operate within the Corporate Information Services business unit. The unit did not meet its human resources management targets relating to employee turnover, annual leave management and performance appraisal development.

Customer Service and Marketing and Communications services operate within the Customer and Communications business unit, which reported some minor timing issues relating to internal financial processes.

The Human Resource Operations service reported that it did not meet some quality targets relating to its internal service delivery. These issues are being addressed as part of the City's ongoing service improvement program.

Strategic project performance

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

Live Streaming of Council Meetings		Behind schedule
To implement technology to enable live streaming of Council meetings on the City's website (subject to Council approval)		
Progress in 2018/19	Majority of deliverables completed however there has been a delay in implementation as input from Council is required to develop the policy	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	
Relationship Management System (RMS) Implementation		On track
To implement a new RMS technology to improve customer service within the City of Stirling		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

ECM Upgrade		On track
To upgrade the City's electronic document records management system		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

SharePoint development		On track
To re-architect and redesign the City's intranet site		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Customer Service Strategy		Behind schedule
To develop a framework and set of actions to deliver excellent customer service		
Progress in 2018/19	Several deliverables have been met, however the project has been delayed until the 19/20 FY to better align with the customer relationship management system project	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Cultural Development Plan		On track
Implementation of initiatives to improve the City's workplace culture		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Workforce Plan		On track
Deliver the initiatives outlined in the City's Workforce Plan 2018 - 2022		
Progress in 2018/19	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Implementation of a contract Management System		Behind schedule
To implement a contract lifecycle management system in the City		
Progress in 2018/19	Majority of milestones completed. Implementation of the project has commenced and will continue into the new financial year	
Plans for 2019/20	Continue with planned deliverables as outlined in the 2019 – 2023 Corporate Business Plan	

Total net key result area cost – Governance

	Budgeted 2018/19	Actual 2018/19
Total net key result area cost	(\$16,920,959)	(\$11,608,980)

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

Key result area: Governance – Making it happen

Outcome G1: Good governance

Objective G1.1: Provide accountable and ethical governance

The City of Stirling operates within a system of democracy where elected representatives make decisions on behalf of the community and which places a high degree of emphasis on ethical behaviour in this decision making. The challenge for the City and Council is to govern such that the different and sometimes competing interests of the community are recognised and taken into account.

As a local government, the City has an important role to play in contributing to the quality of life of its residents and making decisions in the best interests of the community. The practice of good governance within Council and throughout the City of Stirling will be in line with a

principled approach that emphasises clarity of goals, ownership of processes, opportunities to participate, goodwill, recognition of key roles, and relationships and accountability.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to provide accountable and ethical governance:

- Comply with legislation and standards to ensure consistent, transparent and ethical governance.

What has happened during 2018/19?

The City's general approach to corporate governance has been provided on pages 57 – 59. To support the approach, across 2018/19 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 40 Council and committee meetings attended by 840 members of the public
- 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 meeting 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 52 Freedom of Information requests
- Registered 249 primary and annual returns to support accountability
- Reviewed all Council policies, delegations of authority and authorisations
- Developed a Risk Management Action Plan to improve our risk management approach
- Delivered information management training and service provision to 548 City employees
- Adopted a Digitisation Framework
- Adopted a Records Management Plan to drive future improvement
- Naturalised over 1,800 new Australians at citizenship ceremonies.

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 2018 – 31 December 2018 was presented to the Audit Committee on 25 February 2019 and adopted by Council on 12 March 2019. There was one area of non-compliance of a minor nature. This related to the following:

Disclosure of Interest Item 7

“Was an annual return lodged by all designated employees by 31 August 2018?”

One employee did not complete their annual return by 31 August 2018 due to being on extended leave overseas. The employee completed their annual return promptly upon their return to work.

The City's internal processes and measures for ensuring all employees complete their primary and annual returns are robust. Unfortunately, on rare occasions, extended leave can result in this requirement not being met. While this is considered a minor non-compliance, the City will continue to be proactive to avoid future instances of this occurring wherever possible. As can be seen in Table 9, the City has an excellent track record in this regard and will continue to focus on this important area of its governance framework.

In addition to the annual compliance audit return, and as a best-practice measure, the City also undertakes a non-compulsory internal compliance self-assessment every six months to ensure compliance with all relevant legislation and regulations. The self-assessment is compiled from questions previously included in the annual compliance audit return and also extends to other legislation relevant to local government.

Table 9: Annual compliance return issues

Annual compliance returns					
	2014/15	2015/16	2016/17	2017/18	2018/19
Number of issues in compliance audit return	0	0	0	0	1

Council, committee and records management statutory compliance

From 1 July 2018 – 30 June 2019, 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.

Annual Code of Conduct e-learning

The City of Stirling is committed to preventing misconduct, corruption and fraud and has introduced a Code of Conduct for all elected members and employees, as well as the City's consultants and/or contractors. The annual Code of Conduct e-learning module was rolled out to all employees for completion between April and June 2019. A total of 1,273 full-time, part-time and temporary employees (representing 97 per cent of the City's total employees) completed the annual Code of Conduct e-learning module during this period.

Compliance with laws and regulations

Table 10 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 2018/19.

Table 10: Compliance with laws and regulations

Compliance with laws and regulations					
	2014/15	2015/16	2016/17	2017/18	2018/19
Number of significant fines and monetary sanctions for non-compliance with environmental laws and regulations	0	0	0	0	0
Number of significant fines and monetary sanctions for non-compliance with other laws and regulations	0	1	0	0	0

Live streaming of Council meetings

In 2018/19, the City established a project to investigate the feasibility of live streaming Council meetings following a notice of motion by a Councillor. This investigation is currently ongoing and will consider cost implications, legal advice on possible privacy and risk issues and a timeline for implementation. A report will be presented to the City's Community and Resources Committee in 2019/20 outlining options for a way forward.



Council and committee meetings were attended by over 800 members of the public across the year

Key result area: Governance – Making it happen

Outcome G2: Partner of choice

Objective G2.1: Work with and influence others for mutual benefit

The City of Stirling is the largest local government by population in Western Australia. It is a thriving cosmopolitan, multicultural and economic hub, spanning 30 suburbs and boasting some of Perth's most popular destinations. The City's size and diversity create a number of challenges and opportunities that cannot be addressed by local government alone. Becoming a partner of choice and working with and influencing others is critical to achieving economic success and sustainable local communities.

Guided by the Strategic Community Plan 2018 - 2028, the City of Stirling has a proactive and strategic approach that strives to successfully lobby for the broader aspirations

of our 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.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategy to contribute to the objective to work with and influence others for mutual benefit:

- Advocate, lobby and partner with stakeholders to benefit the community.

What has happened during 2018/19?

In line with this strategy, the City of Stirling conducted a number of targeted advocacy and lobbying activities in 2018/19 to progress the priorities in our Strategic Community Plan. Some of the key actions are outlined below:

Working with state and federal governments

The City of Stirling actively engages with key representatives at the state and federal levels to address important issues within our community. Regular meetings are held with key ministers and senior executives to ensure the City's needs are well articulated, well understood and front of mind for state and federal governments.

In 2018/19, the City regularly met with the Metropolitan Redevelopment Authority to discuss the Scarborough Beach redevelopment, including associated private investment attraction. The City also attended regular meetings with other state government agencies such as the Department of Planning, the Department of Transport and the Public Transport Authority to discuss public transport solutions within the City of Stirling.

The City of Stirling has also met regularly during 2018/19 with representatives from Main Roads WA, Department of Transport and LandCorp as part of the Stephenson Avenue Project Steering Group to progress stage one of the Stirling City Centre project.

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 these are funded and delivered.

In 2018/19, 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 Glendalough Train Station and have stops down Scarborough Beach Road, right through to the iconic Scarborough Beach.

Lead by the Mayor and Chief Executive Officer, the City held regular meetings throughout the year with the Minister for Transport, the Hon Rita Saffioti MLA and Member for Balcatta, David Michael MLA, to progress this project at the state government level. The City met with various government representatives at the federal government level to promote this project and lobby for funding, both in November 2018 at Parliament House in Canberra and during the federal elections in early 2019. The City also met with experts such as Professor Peter Newman from Curtin University and convened a light rail stakeholder forum with key business and community stakeholders 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 November 2018, the Mayor and Chief Executive Officer met with:

- The Hon Anthony Albanese MP, Shadow Minister for Infrastructure, Transport, Cities and Regional Development and Shadow Minister for Tourism
- Mr Patrick Gorman MP, Member for Perth
- The Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development
- The Hon Alan Tudge MP, Minister for Cities, Urban Infrastructure and Population
- The Hon Julie Bishop MP, Member for Curtin.

The Mayor and Chief Executive Officer discussed local priorities at these meetings as well as some 'big ticket' items such as light rail and major upgrades to community infrastructure.

Meetings were also held with government representatives to discuss the recent Canberra light rail implementation to gain an understanding of the project requirements. The Mayor and Chief Executive Officer were also taken on a tour of the light rail system to see firsthand the community benefits this new public transport has provided.

Election commitments

In 2018/19, the City of Stirling utilised the 2019 federal election as an opportunity to lobby both sides of federal government for funding for major infrastructure projects within our community. The City of Stirling worked closely with candidates in the federal electorates of Stirling and Curtin to advocate for local priorities and projects focussing on road blackspots, new recreational facilities and upgrades to community infrastructure. The City also hosted visits during the election campaign with the following key representatives to discuss these priorities at the national level:

- Prime Minister, the Hon Scott Morrison MP on 9 March 2019
- Minister for Home Affairs, the Hon Peter Dutton on 18 March 2019
- Minister for Families and Social Services, the Hon Paul Fletcher MP on 18 March 2019
- Leader of the Opposition, the Hon Bill Shorten MP on 20 March 2019
- Senator Dean Smith on 22 March 2019
- Shadow Minister for Health, Sean L'Estrange MLA on 1 April 2019
- Minister for Cities, Urban Infrastructure and Population, the Hon Alan Tudge MP on 15 April 2019

- Minister for Employment, Skills, Small and Family Business the Hon Michaelia Cash on 17 April 2019
- Federal Treasurer, the Hon Josh Frydenberg MP on 17 April 2019.

The City of Stirling was very successful in its lobbying during this election campaign, with over \$11.5 million provided via election commitments from the Coalition government.

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 2018/19, the focus was to showcase the tourism industry within each local government via a collaborative production of the Sunset Coast Planner.

In 2018/19, the City of Stirling worked with the Metropolitan Migrant Resource Centre and the City of Canning to deliver the Kaleidoscope Mentoring Partnership program. Forming part of the City of Stirling's wider Kaleidoscope Initiative, this program focussed on helping highly-skilled newcomer professionals further improve their employment potential by connecting them with mentors from their field/profession/industry.

The City of Stirling continued to work in partnership with Workpower to operate the City's Balcatta Recycling Shop in 2018/19. This integrated business model has improved amenities and infrastructure at the Balcatta Recycling Centre and successfully provided accessibility and employment opportunities to those with disability.

Key result area: Governance – Making it happen

Outcome G3: Customer-focussed organisation

Objective G3.1: Strengthen customer service

The ability to effectively and efficiently respond to our customers in a professional manner is of paramount importance to the City. A focus on the continuous improvement of our customer service remains a key priority and in 2018/19 we have undertaken a number of major initiatives to ensure we remain a customer-focussed, efficient and responsive local government.

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

During development of the 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 2018/19?

The City has been actively working to improve our customer experiences throughout 2018/19 with a number of new initiatives.

To support our focus, our Customer Service Charter was reviewed and redeveloped for launch in early 2019. The revised charter focusses on providing our customers with clearer commitments about the service they can expect to receive when interacting with the City, along with an improved written response timeframe of seven business days, which is a reduction from the previous 10-business-day response. To support the achievement of the Customer Service Charter commitments, an employee guide was developed and communicated to City employees, supplemented with group information and training sessions. Some key performance results are presented below:

- On average, customers waited less than one minute for their call to be answered when phoning the City's Customer Contact Centre
- 95 per cent of calls made to the Customer Contact Centre were answered, with a five per cent call hang-up rate
- 72 per cent of calls were answered within two minutes
- 16,300 face-to-face enquiries were handled by the customer service front counter team at our administration centre
- 3,000 new pet registrations and 4,700 pet registration renewals were processed
- 531 responses were provided to written enquiries containing multiple customer questions, with 1,181 questions addressed overall.

- Through an independent assessment agency, we also undertake a mystery shopping campaign whereby officers at the City are contacted either by telephone, written correspondence or face to face, and assessed against a series of predetermined criteria relating to presentation, courtesy and knowledge. Table 11 below presents the results for the past four years. It can be seen that at the corporate level the City scores well against the criteria with an overall result of 93.4 per cent for 2018/19.

Table 11: Mystery shopping results

Mystery shopping results	2015/16	2016/17	2017/18	2018/19
Presentation	92.3%	96.4%	95.8%	95.1%
Customer courtesy	90.7%	92.8%	93.6%	94.6%
Knowledge	83.7%	87.8%	89.4%	84.5%
Overall result	90.3%	93.1%	93.7%	93.4%

In a further initiative, June 2019 saw the launch of a new customer service improvement team. This team is seen as critical to ensuring that the City continues to make progress in its delivery of excellent customer service. Key responsibilities of this team include:

- Improved awareness and education of employees about the City's expected customer service standards, to support the achievement of the Customer Service Charter commitments
- Measurement and reporting on written response timeframes and customer call back timeframes, in line with the requirements of the Customer Service Charter
- Measurement and reporting on City-wide customer satisfaction and feedback, identifying customer needs, analysing trends and making recommendations to implement process and system improvements
- Education and guidance to enable business units to effectively respond to complaints and manage complex and contentious issues
- Management of the City's knowledge articles within the new customer relationship management system (see below) to improve centralised knowledge and information, and liaising with business units to ensure ownership and proactive updates of knowledge and information to achieve this
- Liaison with City services to refine and add value to customer processes, improve efficiency and consistency, and implement learnings from customer feedback
- Management of multi-response enquiries and provision of guidance to improve employee responses to customers
- Development of online customer service learning programs.



The City scored 93.4% in its mystery shopping campaign

A new customer relationship management system

The City is currently undertaking the most significant digital transformation project in its history. The customer relationship management system (RMS) project formally commenced in December 2018 and will be delivered over three years. The project aims to transform the City's people, processes and systems to deliver an exceptional customer experience.

The project will deliver wide-ranging benefits for both customers and the organisation, including:

Customer benefits

- Access capability to report incidents and request information online from any device, to make accessing the City's services simpler
- View and track the status of requests without having to phone the City
- Access up-to-date knowledge articles to quickly understand how the City works and how requests are managed
- Receive personalised communications to better engage/ collaborate with the City so that information that customers receive is relevant to their needs.

Organisational benefits

- A 360-degree view of customers to better understand their needs, improve the way the City communicates and improve the efficiency with which we can handle customer requests
- An efficient and automated way to create requests and maintain consistent services to quickly answer questions and raise work requests, through better knowledge management and integration with our work order system
- A connected workforce to better engage with customers out in the field, while still remaining connected with the office
- Simple, automated reporting and analytics to quickly and easily review and take action on data-driven insights related to service delivery and customer experience.

All planned deliverables for 2018/19 have been achieved and the customer RMS implementation project is on schedule to go live, with the first release of digitised processes due in August 2019. Additional information on the project and how an employee has been involved is presented within the case study featured on page 144.



New City website

In the digital era there is an expectation within the community that information should be readily available from any device. In September 2018, to improve our customer experience, the City's was very proud to announce the arrival of its new website with enhanced functionality and features, including:

- Improved search capability
- Map module to help customers view detailed maps with ease
- Events calendar with the ability for the community to submit events to appear in the calendar
- ePetition module – the first of its kind in Western Australia
- New Council minutes and agendas module, making searching easier
- A revamped 'planning and building' section with a custom landing page and simplified, step-by-step content
- A 'latest news' module
- Custom-created independent language pages in 10 languages to help our newcomers
- Ability to run simple polls on pages to gather feedback and increase user engagement
- New 'forms' feature which allows us to create, manage and style forms consistently
- New 'fixtures and ladders' feature for the many sports played in our recreation centres
- Leisure module, making it easier for our customers to find fitness class timetables and lap lane availability information
- An 'in my area' module to display the City's libraries, leisure centres, community centres, free Wi-Fi locations and much more via an interactive map
- Alerts module allowing customers to see important City information (such as shark warnings, storm warnings, etc) from the homepage
- Venue hire module.



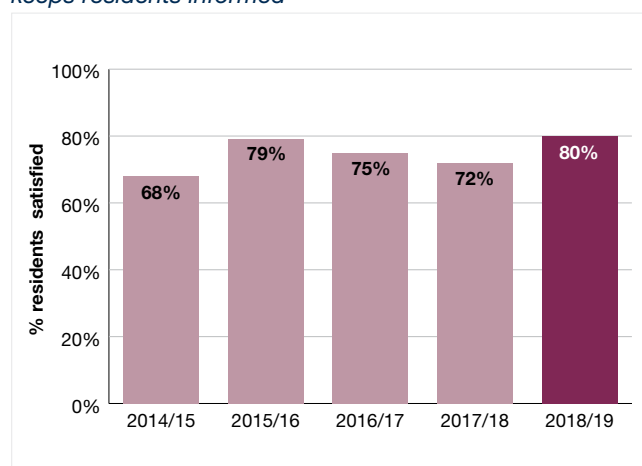
Community engagement

In 2018/19, the Community and Stakeholder Engagement Policy was developed to improve the way the City involves its stakeholders and community in the important decisions it makes as a local government. This policy will now be implemented across the City through the embedding and integration of best-practice engagement approaches into the City's strategic and operational planning framework. Encouraging and facilitating community and stakeholder engagement across the City is identified as critical to achieving improved customer service. As part of the improvement process, the introduction of the 'Your Say Stirling' online engagement platform has enabled greater participation from our community. Since July 2018, the engagement platform has facilitated:

- 141 project pages and more than 620 development applications advertised
- 57,400 total visits from 33,200 visitors
- 18,761 visitors who downloaded a document, reviewed FAQs or viewed a photograph or video
- 234 surveys conducted
- 3,650 submissions received.

By way of comparison, there has been a 300 per cent increase in visits to the engagement portal compared to the previous community consultation webpage and double the number of online submissions received by the City. Figure 50 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 and our approaches will evolve in line with technological developments.

Figure 50: Satisfaction with the way in which the City keeps residents informed



Key result area: Governance – Making it happen

Outcome G4: Sustainable organisation

Objective G4.2: Build organisational capacity and capability

The City of Stirling is the largest local government by population in Western Australia and is a consistently strong performer within the sector. However, we know that the future will bring many opportunities and challenges to test our City and organisation in many ways.

It is vital that the City sets its direction, plans, prioritises, and manages organisational performance. It is also critical for the City to develop and motivate our people to ensure that we meet these future challenges and make the most of our opportunities. We understand that we must take direction from our community and work together to improve our performance.

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 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 out 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.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objectives to optimise use of the City's resources and to 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 2018/19?

Council adoption of Strategic Community Plan and Corporate Business Plan

In line with legislated requirements as part of the Integrated Planning and Reporting Framework, the City undertook a major strategic review of its Strategic Community Plan during 2017/18. The outcomes of this major review were incorporated into the Strategic Community Plan 2018 – 2028, which was adopted by Council by an absolute majority in September 2018.

The reviewed Strategic Community Plan led the development of an updated Corporate Business Plan, the business planning tool that translates Council priorities into operations within the resources available. It gives effect to the first four years of the Strategic Community Plan and is pivotal to ensuring that medium-term commitments are both strategically aligned and affordable. The Corporate Business Plan directly informs the City's Annual Budget, Service Plans and Annual Project Plans and is also influenced by the City's Long-Term Financial, Asset Management and Workforce Plans. It is reviewed and updated every year.

Together, these plans form the basis of the City's own Integrated Planning and Reporting Framework. The 2019/20 review of the City's Corporate Business Plan was undertaken between January and June 2019, with a focus on further integrating the City's budget into the plan in line

with the state government's integrated planning framework guidelines. This has resulted in a number of improvements to further define service levels and cost, in order to increase transparency and improve reporting capabilities. The Corporate Business Plan 2019 – 2023 has been finalised and is scheduled to be submitted for Council endorsement in July 2019.

A focus on continuous improvement

Building on previous work undertaken as part of a major service and organisational review, the City has continued its service improvement planning process across 2018/19. This process aims to identify service levels, key performance indicators and cost drivers for each service provided by the City. The service improvement planning project has been conducted in line with the Australian Business Excellence Framework (ABEF).

The ABEF is proven to bring about powerful changes in organisational performance and culture. Organisations using the ABEF are able to develop business resilience and an integrated focus on sustainable performance. The framework is based on enduring principles of business excellence that form the basis of a unified theory of management. It can be used to improve any part of an organisation and aims to deliver the following benefits:

- Effective prioritisation of improvement efforts to deliver maximum benefits

- Process efficiency and effectiveness through reduced waste and variation
- Empowered and motivated workforce with increased retention
- Increased productivity and reduced operational costs
- Focus on customer service delivering superior perception of value
- Sustainable performance by increasing stakeholder value.

The introduction of the Australian Business Excellence Framework will ensure a consistent approach and support the City to implement ongoing improvements to service delivery throughout the organisation. It is expected that this will deliver further efficiencies and cost savings to the City of Stirling.

All planned deliverables for 2018/19 have been achieved as detailed below.

The 2019/2020 review of the Corporate Business Plan is complete, with extensive feedback and input provided by business unit managers, the Executive team and Councillors via a number of workshops. In line with the vision for the City's service improvement planning project, this year the City has focussed on further integrating the City's budget and the Corporate Business Plan.

This improvement was reflected in the information provided to Councillors as part of the review of the Corporate Business Plan and preparation of the 2019/2020 Budget. The most significant change was that a cost has now been attributed to each service and project for the City. Attributing a cost to each service will assist Council in understanding the financial implications associated with increasing or decreasing service levels and enable more informed strategic decision making.

Reporting progress towards achieving the objectives of the Corporate Business Plan and the Strategic Community Plan is an integral part of the City's Integrated Planning and Reporting Framework. 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.

Further improvement in reporting will occur in 2019/2020, with key performance indicators and targets for 2019/2020 currently being finalised. Further detail on the City's balanced scorecard and performance measurement will be included in the City of Stirling Performance Evaluation and Reporting Framework, which will be presented to Council later in 2019.

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 2018/19 project milestones for the plan were delivered during the year. Some of the highlights include:

- The City developed a Mobility Strategy which identifies and defines effective digital solutions to enable mobile working options
- 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

- The City undertook a skills gap analysis of coordinator-level employees across the City and used this information to develop a leadership development program which has been implemented with over 70 managers and coordinators participating (four modules over 12 months)
- The City has commenced the implementation of an improved learning and development system, linked to the City's performance review process, that has the ability to capture and report on skills required and available across the City
- Improvements have been made to the City's recruitment management system, BigRedSky, which have demonstrated improvements in the experience of applicants to positions. The implementation of an 'onboarding' survey has also allowed continuous improvements to be made to the City's recruitment process based on feedback received
- The City has continued to work to improve data capture and accessibility across key platforms in the organisation, including the core payroll system and implementation of an online safety reporting system
- The culture working group was finalised and launched in November 2018. Overwhelmingly positive feedback has been received from the culture working group and business units on this initiative
- The nomination process for 'Stirling Stars', the City's staff recognition program, has been improved to include an online portal. This has resulted in an increase in the number of nominations received as employees can easily and quickly access the forms and complete and submit nominations
- The employee engagement Pulse survey was launched in April 2019 and will be undertaken twice a year. The first survey was completed by 667 employees and provided excellent insight for the City. It was pleasing to see that 78 per cent of respondents strongly agree or agree that they are 'proud to be working here' and that 'my job gives me a sense of personal achievement'. In addition, 80 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'
- The City has undertaken an internal communication review and commenced implementation of recommendations emanating from this review
- The employee end-of-year celebration format was revised in 2018, with positive feedback received.



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 2018/19 – 2027/28 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 major review of the Strategic Community Plan and Corporate Business Plan during 2018/19.

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

$$\frac{\text{operating revenue minus operating expense}}{\text{own-source operating revenue}}$$

Purpose

This ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.

Standards as per WA Department of Local Government, Sport and Cultural Industries

Basic standard between one per cent and 15 per cent (0.01 and 0.15). Advanced standard > 15 per cent (>0.15).

Results

2014/15	2015/16	2016/17	2017/18	2018/19
0.1039	0.0500	0.0839	0.0339	0.0021

The City of Stirling met the standard for local governments for all years measured.

Current ratio

$$\frac{\text{current assets minus restricted current assets}}{\text{current liabilities minus liabilities associated with restricted assets}}$$

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

2014/15	2015/16	2016/17	2017/18	2018/19
2.9252	3.0831	2.1982	2.7364	1.7853

The City of Stirling met the standard for local governments for all years measured.

Own-source revenue coverage ratio

$$\frac{\text{own-source operating revenue}}{\text{operating expense}}$$

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

2014/15	2015/16	2016/17	2017/18	2018/19
1.1252	1.0713	1.0995	1.0419	0.9846

The City of Stirling met the standard for local governments for all years measured.

Debt service cover ratio

$$\frac{\text{annual operating surplus before interest and depreciation}}{\text{principal and interest}}$$

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

2014/15	2015/16	2016/17	2017/18	2018/19
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 lifecycle of these assets in the most cost-effective manner. As a result, the provision and maintenance of infrastructure assets and associated services is at the heart of the City's long-term commitment to its community.

Infrastructure assets such as roads, 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, data, 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, high-quality and affordable service levels in accordance with community expectations.

The City has developed Transport, Drainage, Buildings, and Parks and Open Space Asset Management Plans that outline the asset activities and programs for each service area and the 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 the Corporate Business Plan.

Performance reporting

The City monitors progress of its Strategic Community Plan and Corporate Business Plan in line with legislative requirements and the City's Organisational Monitoring and Reporting Framework. Progress against the City's Strategic Community Plan and Corporate Business Plan is reported annually in the City's Annual Report. The focus the City applies to its annual performance reporting has been recognised, with the City being presented a gold award at the Australasian Reporting Awards for the past five years. Quarterly progress reports are also 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, in 2018/19 Councillors were 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.

Intranet redevelopment

During the year, the City commenced an internal project aimed at redeveloping its intranet. The City's intranet is a critical and valuable information source for the City's employees and plays a major role in our effective service delivery. Organisational structure changes, the increasing need for up-to-date service information and technical considerations were some of the major drivers of the project. Some of the key benefits of the project were:

- A redesigned homepage providing current City news, events and training for employees
- The ability to utilise new system features introduced through technological advances
- Removal of incorrect or redundant information stored on the intranet
- Improved search functions allowing City officers to work more efficiently
- Functionality to improve use via mobile devices so that field officers are able to effectively view the system.

The redevelopment has been very well received by employees and the new revitalised intranet has been given an official title of CoSi (City of Stirling Intranet).

The project is taking a phased approach, focussing on various sections of the organisation, and will continue into the 2019/20 financial year.

World-class IT system offers development opportunities for staff

In January 2019, the City commenced its digital transformation through the customer relationship management system (RMS). The aim of the RMS project is to revolutionise the way the City delivers customer service to the community through improved processes and systems via the Salesforce online platform. Benefits to the customer include improved avenues to report issues, submit applications and request information, making City services more accessible. For the organisation, this project brings a 360-degree profile of customers, giving us a better understanding of individual customers' needs. It also allows us to improve the way we communicate with our customers so we can best meet their needs.

A hand-picked project team was formed, bringing together specialists from many areas of the organisation. One such team member, Carl Stobie, joined the team from the Community Safety business unit. Carl's regular role at the City is as part of the ranger services team. As many processes from within Community Safety were identified as key areas to implement in the RMS project, Carl's insight as a City ranger saw him become a product owner.

Carl teamed up with an RMS business analyst to map out the current state of processes undertaken by Community Safety and develop a set of requirements within this area to be developed within the new Salesforce software. From here, these future state requirements were broken down into 'user stories' to allow the RMS team, via an agile development process, to build functionality of the system as required.

Carl had previous IT experience when joining the RMS project team, but he was both impressed and excited to be in a position to develop, capture and deploy cutting-edge RMS software for the organisation.

As the project developed, so did Carl's responsibilities within it. He took ownership for all aspects of the RMS project relating to Community Safety. He very quickly learned how to map business processes and to identify how and where improvements could be made. Carl took this to the next level, tackling the Salesforce Trailhead Learning environment to better understand the capabilities of the Salesforce product. With the support of his manager, Carl attended a Salesforce training course for administrators and became a ranger (of the IT kind this time). Now, with improved IT development skills and his solid understanding of ranger services, Carl was able to identify optimum functionality from the Salesforce program, which in turn identified considerable improvement for the ranger services team, who will be using the Salesforce mobile app when phase one is launched in August 2019.

"I was given the opportunity to join the development team and actually begin developing alongside them. This has added massive value to my knowledge, where I am now able to analyse business processes, map them, write user stories and then develop them myself within Salesforce," Carl said.

"I am very grateful to have been selected for this opportunity and will continue to work diligently in delivering a high standard of work which will provide the tools of success to my fellow rangers."

By identifying key employees from within the organisation to work alongside Salesforce experts, the RMS project will deliver world-leading technology to the City, with customised solutions for staff and stakeholders. At the same time, it will offer learning and development opportunities for these internal team members, which would not have been possible in their regular working environment.







City of Stirling Financial Statements

For the year ended 30 June 2019

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 2019.

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

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 2018- 2019 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 2019 is based on proper accounts and records to present fairly the financial position of the City of Stirling at 30 June 2019 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 1st day of October 2019



Stuart Jardine
Chief Executive Office





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Statement of Comprehensive Income by Nature or Type

For the year ended 30 June 2019

	Note	2019 Budget \$	2019 Actual \$	2018 Actual \$
Revenue				
Rates	18a	137,374,048	138,200,209	134,858,541
Security charge	18b	2,980,000	2,999,820	2,987,484
Grants and subsidies		10,965,855	13,174,815	11,319,918
Contributions, reimbursements and donations		2,365,111	3,013,379	5,151,605
Service charges		37,812,038	38,878,421	38,271,590
Fees and charges		17,594,721	18,398,240	16,359,365
Interest earnings	4b	4,841,979	4,459,615	4,099,994
Registrations/Licences and permits		4,773,820	3,889,681	4,456,080
Underground power	4b	4,917,102	4,064,326	-
Other revenue/income		3,079,990	4,378,544	4,718,495
Total revenue from ordinary activities		226,704,664	231,457,050	222,223,072
Expenses				
Employee costs		(79,243,579)	(77,695,213)	(71,513,218)
Materials and contracts direct maintenance of non-current assets		(22,624,680)	(21,049,252)	(21,686,500)
Materials and contracts other works		(71,114,280)	(68,882,223)	(66,336,349)
Underground power		(5,151,313)	(4,064,327)	-
Utility charge		(9,367,984)	(7,270,532)	(7,375,837)
Depreciation and amortisation	4a	(44,633,903)	(48,649,086)	(42,633,690)
Interest Expenses	4a	-	(3,782,438)	-
Insurance expenses		(1,622,493)	(1,785,596)	(1,491,432)
Other expenditure		(2,361,008)	(1,897,828)	(2,759,351)
Total expenditure from ordinary activities		(236,119,240)	(235,076,495)	(213,796,377)
Net result from operating activities		(9,414,576)	(3,619,445)	8,426,695
Non-operating activities				
Grants and subsidies		8,332,876	7,036,583	8,848,177
Gifted and acquired assets		-	42,899,184	10,005
Equity share of investment	4b	2,333,333	220,301	458,158
Fair value adjustment to financial assets		-	(249,675)	-
Profit on asset disposals		218,658	389,177	639,880
Loss on asset disposals		(694,817)	(1,512,542)	(1,407,372)
Total non-operating activities		10,190,050	48,783,028	8,548,848
Net result		775,474	45,163,583	16,975,543
Other comprehensive income				
Changes on revaluation of non-current assets		-	755,408	(261,890,260)
Total comprehensive income		775,474	45,918,991	(244,914,717)

This statement is to be read in conjunction with the accompanying notes.

Statement of Comprehensive Income by Program

For the year ended 30 June 2019

	Note	2019 Budget \$	2019 Actual \$	2018 Actual \$
Revenue from operations				
General purpose funding	18a	146,861,008	148,420,852	145,670,334
Governance		1,630,850	1,453,920	1,965,358
Law, order and public safety		3,614,650	3,838,593	3,746,185
Health		214,120	225,306	211,512
Education and welfare		9,540,982	9,775,635	8,421,612
Community amenities		41,590,898	43,176,286	42,561,859
Recreation and culture		12,497,050	14,340,899	12,756,487
Transport		2,940,200	3,013,121	3,283,665
Economic services		7,517,102	6,011,650	2,496,807
Other property and services		297,804	1,200,788	1,109,253
Total revenue		226,704,664	231,457,050	222,223,072
Expenses from operations				
General purpose funding		(60,000)	(2,960,961)	(36,020)
Governance		(14,002,719)	(13,554,525)	(12,074,607)
Law, order and public safety		(8,196,074)	(7,698,401)	(7,182,766)
Health		(3,071,607)	(2,786,770)	(2,207,767)
Education and welfare		(17,270,950)	(16,590,688)	(15,198,137)
Community amenities		(45,406,999)	(45,014,527)	(43,893,008)
Recreation and culture		(68,596,971)	(70,233,378)	(66,155,347)
Transport		(55,088,191)	(52,434,777)	(50,982,247)
Economic services		(11,423,773)	(9,809,209)	(5,712,441)
Other property and services		(13,001,956)	(13,993,259)	(10,354,037)
Total expenditure		(236,119,240)	(235,076,495)	(213,796,377)
Net result		(9,414,576)	(3,619,445)	8,426,695
Non-operating grants, subsidies, contributions				
General purpose funding		2,140,864	2,226,585	2,065,220
Law, Order and public safety		-	18,000	218,437
Community amenities		107,000	62,628	315,022
Recreation and culture		1,380,000	653,315	627,813
Transport		3,445,012	3,503,822	3,955,305
Economic services		-	-	214,642
Other property and services		1,260,000	572,233	1,451,738
Total non-operating grants, subsidies, contributions		8,332,876	7,036,583	8,848,177

Statement of Comprehensive Income by Program (continued)

For the year ended 30 June 2019

	Note	2019 Budget \$	2019 Actual \$	2018 Actual \$
Gifted and previously unrecognised assets				
Governance		-	116,000	-
Other property and services		-	42,783,184	10,005
Total gifted and previously unrecognised assets		-	42,899,184	10,005
Equity share of investment				
Other property and services		2,333,333	220,301	458,158
Total equity share of investment		2,333,333	220,301	458,158
Fair Value Adjustment to Financial Assets				
Governances		-	(249,675)	-
Total Fair Value Adjustment to Financial Assets		-	(249,675)	-
Profit/(Loss) on disposal of Assets				
Governance		-	(66,392)	(79,303)
Law, order and public safety		-	(1)	(40,305)
Health		-	(6,634)	(1,059)
Education and welfare		-	(227,780)	(284,993)
Community amenities		-	15,161	(965,862)
Recreation and culture		-	(814,094)	108,527
Transport		-	35,374	(13,032)
Economic services		-	(8)	(16,978)
Other property and services		(476,159)	(58,991)	525,513
Total profit/(loss) on disposal of assets		(476,159)	(1,123,365)	(767,492)
Net result		775,474	45,163,583	16,975,543
Other comprehensive income				
Changes on revaluation of non-current assets		-	755,408	(261,890,260)
Total comprehensive income		775,474	45,918,991	(244,914,717)

This statement is to be read in conjunction with the accompanying notes.

Statement of Financial Position

For the year ended 30 June 2019

	Note	2019 \$	2018 \$
Assets			
Current assets			
Cash and cash equivalents	5	121,847,339	104,211,669
Receivables	6a	9,139,099	6,762,399
Other financial assets at amortised cost	6c	966,353	800,793
Inventories	7	2,225,935	3,437,540
Total current assets		134,178,726	115,212,401
Non-current Assets			
Investments	16	39,163,821	37,879,612
Other financial assets at fair value	2	175,171	154,668
Other receivables	6b	4,022,932	1,531,939
Property, plant and equipment	8a	758,867,843	743,373,411
Infrastructure	8d	2,245,978,232	2,219,598,008
Total non-current assets		3,048,207,999	3,002,537,638
Total assets		3,182,386,725	3,117,750,039
Liabilities			
Current liabilities			
Trade and other payables	9	33,673,224	17,665,799
Employee related provisions	10	15,450,285	12,523,286
Total current liabilities		49,123,509	30,189,085
Non-current liabilities			
Employee related provisions	10	1,288,735	1,173,964
Total non-current liabilities		1,288,735	1,173,964
Total liabilities		50,412,244	31,363,049
Net assets		3,131,974,481	3,086,386,990
Equity			
Accumulated surplus		1,068,420,715	1,031,272,335
Reserves - cash/investment backed	11a	73,924,250	66,240,547
Reserves - asset revaluation	11b	1,989,629,516	1,988,874,108
Total equity		3,131,974,481	3,086,386,990

This statement is to be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2019

	Note	Retained surplus \$	Reserves cash backed \$	Revaluation surplus actual \$	Total equity \$
Balance as at 30 June 2017		1,000,536,180	83,312,606	2,250,427,777	3,334,276,563
Comprehensive income					
Net result		16,975,543	-	-	16,975,543
Equity accounting investment adjustments		-	-	-	-
Change on revaluation of non-current assets		-	-	(261,553,669)	(261,553,669)
Total comprehensive income		16,975,543	-	(261,553,669)	(244,578,126)
Transfers to trust		(3,311,447)	-	-	(3,311,447)
Transfers to reserves	11a	(20,072,326)	20,072,326	-	-
Transfers from reserves	11a	37,144,385	(37,144,385)	-	-
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		48,946,021	-	-	48,946,021
Change on revaluation of non-current assets		-	-	755,408	755,408
Total comprehensive income		48,946,021	-	755,409	49,701,430
Transfers to trust		(331,500)	-	-	(331,500)
Transfers to reserves	11a	(15,476,165)	15,476,165	-	-
Transfers from reserves	11a	7,792,462	(7,792,462)	-	-
Balance as at 30 June 2019		1,068,420,715	73,924,250	1,989,629,517	3,131,974,481

This statement is to be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2019

	Note	2019 \$	2018 \$
Cash flows from operating activities			
Receipts			
Rates		133,849,035	135,771,410
Underground power		764,575	-
Fees from regulatory services		4,999,455	6,678,487
User charges		58,978,904	55,234,864
Interest earned		4,908,599	4,324,062
Other grants and contributions		14,413,435	12,747,225
Activity functional operating revenue		5,359,190	7,593,022
		226,572,945	222,349,070
Payments			
Staff expenses		(94,914,303)	(91,410,061)
Materials and contracts		(66,908,884)	(69,701,160)
Underground power		(3,750,000)	-
Utilities		(7,270,532)	(7,875,838)
Insurance		(1,785,596)	(1,491,432)
Interest bonds		(447,534)	-
Other expenditure		(1,897,828)	(2,759,351)
		(176,974,677)	(173,237,842)
Net cash from operating activities	17d	49,598,268	49,111,228
Cash flows used in investing activities			
New and redevelopment of community infrastructure		(34,397,996)	(48,914,293)
Payments for purchase of property, plant and equipment		(16,794,167)	(34,534,607)
Acquired assets		-	(2,286,627)
Transfer to trust		(331,500)	-
Transfer from Trust		8,564,468	-
Payments for investment in other entity		-	(24,609)
Proceeds from investment in other entity		1,333,333	1,333,333
Proceeds from sale of property, plant and equipment		2,626,681	5,534,757
Capital grants and contributions (govt & non-govt)		7,036,583	8,784,081
Net cash used in investing activities		(31,962,598)	(70,107,965)
Net (decrease)/increase in cash and cash equivalent		17,635,670	(20,996,737)
Cash and cash equivalent at beginning of reporting period		104,211,669	125,208,406
Cash and cash equivalent at end of reporting period	5, 17a	121,847,339	104,211,669

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 2019

	Note	2019 Budget \$	2019 Actual \$	2018 Actual \$
Net surplus/(deficit) start of financial year		18,973,865	30,674,051	26,453,934
Revenue				
Security charge		2,980,000	2,999,820	2,987,484
Grants and subsidies		10,965,855	13,174,815	11,319,918
Contributions, reimbursements and donations		2,365,111	3,013,379	5,151,605
Service charges		37,812,038	38,878,421	38,271,590
Fees and charges		17,594,721	18,398,240	16,359,365
Interest earnings		4,841,979	4,459,615	4,099,994
Registrations/licences and permits		4,773,820	3,889,681	4,456,080
Underground power		4,917,102	4,064,326	-
Other revenue/income		3,149,688	4,401,564	3,847,611
Total revenue from ordinary activity		89,400,314	93,279,861	86,493,647
Expenses				
Employee Costs		(79,243,579)	(77,695,213)	(71,513,218)
Materials & Contracts Direct Maintenance of Non-Current Assets		(22,624,680)	(21,049,252)	(21,686,500)
Materials & Contracts Other Works		(71,114,280)	(68,882,223)	(66,336,349)
Underground Power		(5,151,313)	(4,064,327)	-
Utilities		(9,367,984)	(7,270,532)	(7,375,837)
Depreciation on Non-Current Assets		(44,633,903)	(48,649,086)	(42,633,690)
Interest Expenses		-	(3,782,438)	-
Insurance Expenses		(1,622,493)	(1,785,596)	(1,491,432)
Other Expenditure		(2,361,008)	(1,897,828)	(2,759,351)
Total Expenditure from Ordinary Activities		(236,119,240)	(235,076,495)	(213,796,377)
Total Operating		(146,718,926)	(141,796,634)	(127,302,730)
Operating activities excluded				
Profit on disposal of assets		(218,658)	(389,177)	(639,880)
(Loss) on disposal of assets		694,817	1,512,542	1,407,372
Impairment of financial assets		-	(249,675)	-
Reversal of prior years loss on revaluation of fixed assets		-	2,010,571	-
Movement Leave Provisions, Non-Current Assets and Liabilities & Committed Grants		-	1,182,781	6,971,030
Gifted & Previously Unrecognised Assets		-	42,899,184	(10,005)
Depreciation on Assets		44,633,903	48,649,086	42,633,690
Total Excluded from Operating Result		45,110,062	95,615,312	50,362,207
Amount attributed to operating activities		(101,608,864)	(46,181,322)	(76,940,523)

Rate Setting Statement – by Nature or Type (continued)

For the year ended 30 June 2019

	Note	2019 Budget \$	2019 Actual \$	2018 Actual \$
INVESTMENT ACTIVITIES				
Grants & Subsidies		8,332,876	7,036,583	8,848,177
Equity Share of Investment		2,333,333	(1,084,411)	(690,605)
Proceeds from Disposal of Assets		2,327,500	2,626,681	6,302,246
Profit / (Loss) on Disposals		(476,158)	(1,123,365)	(767,492)
Total Capital Expenditure		(69,163,183)	(95,528,951)	(89,888,346)
Amount attributed to investment activities		(56,645,632)	(88,073,463)	(76,196,020)
FINANCIAL ACTIVITIES				
Transfers to & from Town Planning Schemes and Trust		350,000	(331,500)	5,448,972
Transfers to Reserves		(10,628,884)	(15,476,165)	(20,072,326)
Transfers from Reserves		12,208,700	7,792,462	37,144,385
Amount attributed to financial activities		1,929,816	(8,015,203)	22,521,031
Net surplus/(deficit) end of financial year		-	26,581,252	30,674,051
Amount Required to be Raised from Rates		(137,350,815)	(138,177,189)	(134,835,629)

Notes to and forming part of the financial statements

For the year ended 30 June 2019

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.

Critical accounting estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgments, 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 judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

1. Summary of significant accounting policies (continued)

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.

2. Other financial assets

Non-current	2019 \$	2018 \$
a) Other financial assets		
Financial assets at fair value through profit and loss	175,171	154,668
	175,171	154,668

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.

3. Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgments, 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 judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

4. Operating revenues and expenses

a) The Change in net assets resulting from operations was arrived at after charging the following items:

Depreciation on:	2019 \$	2018 \$
Buildings	5,808,024	5,607,376
Plant and equipment	1,972,243	1,383,111
Mobile vehicles and plant	5,060,796	3,905,617
Furniture and office equipment	2,409,101	1,382,316
Recreation equipment	539,166	338,420
Roads	18,921,200	18,268,815
Drainage	5,932,515	5,804,015
Footpaths	1,822,850	1,751,580
Other engineering infrastructure	6,183,191	4,192,440
	48,649,086	42,633,690
Profit/(Loss) on sale of non-current assets	(1,123,365)	(767,492)
Fees and charges - operating leases		
See further details in Note 12	100	100
	100	100
Materials and contracts other works - auditors remuneration		
Audit of the Annual Financial Report	90,000	66,000
	90,000	66,000
Interest Expense		
Interest on third party payables	3,782,438	-
	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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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	2019 \$	2018 \$
Other underground power	4,064,326	-
	4,064,326	-
Equity share of investment		
Equity share of Tamala Park Regional Council sales	220,301	458,158
	220,301	458,158
Interest earnings		
Interest on reserve fund investments	1,664,976	1,633,906
Interest on other money investments	2,543,622	2,141,070
Other interest	251,017	325,018
	4,459,615	4,099,994
Gifted and previously unrecognised assets		
Gifted from the Metropolitan Redevelopment Authority (Note 8)	40,528,528	-
Other gifted and previously unrecognised assets*	2,370,656	10,005
	42,899,184	10,005

*Includes land which was acquired from the State of Western Australia for nil consideration.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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 to 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 2019

4. Operating revenues and expenses (continued)

d) Depreciation of assets (by program)

	\$
Governance	1,047,113
Law, order and public safety	109,346
Health	35,167
Education and welfare	491,941
Community amenities	975,864
Recreation and culture	11,964,516
Transport	27,141,218
Economic services	77,343
Other property and services	6,806,578
	<u>48,649,086</u>

e) Disposal of assets (by program)

	Sale Price \$	Net Book Value \$	Profit or (Loss) on Sales \$
Governance	25,125	91,517	(66,392)
Law, order and public safety	-	1	(1)
Health	2,889	9,523	(6,634)
Education and welfare	1,863	229,643	(227,780)
Community amenities	-	(15,161)	15,161
Recreation and culture	25,286	839,379	(814,093)
Transport	6,000	(29,374)	35,374
Economic services	-	8	(8)
Other property and services	2,565,517	2,624,509	(58,992)
	<u>2,626,680</u>	<u>3,750,045</u>	<u>(1,123,365)</u>

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

4. Operating revenues and expenses (continued)

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:

	2019 \$	2018 \$
Community programs	136,335	632,004
	136,335	632,004

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

5. Cash and cash equivalents

	2019 \$	2018 \$
a) Cash on hand		
Unrestricted	36,621	35,010
	36,621	35,010
b) Short maturity investments		
Restricted	73,924,250	66,240,547
Restricted Municipal (Note 14b)	8,564,468	-
Unrestricted	39,322,000	37,936,112
	121,810,718	104,176,659
Total cash and cash equivalent	121,847,339	104,211,669
The following restrictions have been imposed by regulations or other externally imposed requirements:		
Consolidated reserve	73,924,250	66,240,547
Restricted Municipal	8,564,468	-
	82,488,718	66,240,547

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 2019

6. Trade and other receivables

	2019 \$	2018 \$
a) Current		
Rates outstanding	3,523,358	3,212,914
Debtors: Libraries	45,363	212,005
Commercial waste	609,097	587,773
Fines and penalties	137,058	669,204
Sundry	748,743	826,400
Underground power	3,453,817	441,767
Australian Taxation Office - GST	818,423	876,459
	9,335,859	6,826,522
Less: Allowance for impairment of receivables	(196,760)	-
Less: Allowance for doubtful debts	-	(64,123)
	9,139,099	6,762,399
b) Non-current		
Rates outstanding - pensioners	1,637,326	1,461,364
Various debtors		
Rates Outstanding	1,007,791	-
Libraries	158,822	-
Commercial Waste	31,760	-
Fines & Penalties	475,552	-
Sundry	403,435	-
Underground Power	287,701	-
Deferred debtors	70,575	70,575
	4,072,962	1,531,939
Less: Allowance for impairment of receivables	(50,030)	-
	4,022,932	1,531,939
c) Other Financial Assets at Amortised Cost		
Interest due on investments not matured	536,564	538,014
Current prepayments	429,789	262,779
	966,353	800,793

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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.

Previous accounting policy: Impairment of trade receivable

In the prior year, the impairment of trade receivables was assessed based on the incurred loss model. Individual receivables which were known to be uncollectible were written off by reducing the carrying amount directly. The other receivables were assessed collectively to determine whether there was objective evidence that an impairment had been incurred but not yet identified. For these receivables the estimated impairment losses were recognised in a separate provision for impairment.

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.

7. Inventories

	2019 \$	2018 \$
Inventories		
Construction materials and fuel	313,908	315,090
Land for resale	1,912,027	3,122,450
Total	2,225,935	3,437,540

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure

a) Movement in carrying amounts of each class of property, plant and equipment

	2019 \$	2018 \$
Land		
- Independent valuation	423,655,020	422,262,774
Net book value at end of reporting period	423,655,020	422,262,774
Buildings		
- Independent valuation	289,187,153	267,040,015
- Management valuation	-	-
Less accumulated depreciation	(5,803,772)	-
Net book value at end of reporting period	283,383,381	267,040,015
Plant and equipment		
- Management valuation	12,524,878	15,504,197
Less accumulated depreciation	(42,375)	(2,637,100)
Net book value at end of reporting period	12,482,503	12,867,097
Mobile vehicles and plant		
- Management valuation	23,568,636	30,380,859
Less accumulated depreciation	-	(5,251,549)
Net book value at end of reporting period	23,568,636	25,129,310
Furniture and office equipment		
- Management valuation	5,859,325	7,058,286
Less accumulated depreciation	(369,364)	(2,282,057)
Net book value at end of reporting period	5,489,961	4,776,229
Recreation equipment		
- Management valuation	3,723,786	3,298,451
Less accumulated depreciation	(69,056)	(629,121)
Net book value at end of reporting period	3,654,730	2,669,330
Assets under construction		
- Cost	6,633,612	8,628,656
Net book value at end of reporting period	6,633,612	8,628,656
Total property, plant and equipment		
- Independent valuation	712,842,173	689,302,789
- Management valuation	45,676,625	56,241,793
- Cost	6,633,612	8,628,656
Less accumulated depreciation	(6,284,567)	(10,799,827)
Net book value at end of reporting period	758,867,843	743,373,411

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

a) Movement in carrying amounts of each class of property, plant and equipment (continued)

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 2019

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 current financial year.

	Balance at the beginning of the year \$	Additions \$	(Disposals) net \$	Gifted assets \$	Revaluation \$	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 part	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 2019

8. Property, plant, equipment and infrastructure (continued)

b) Movements in carrying amounts of property, plant and equipment (continued)

For the year ended 30 June 2018

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	660,586,181	4	(5,186,087)	(238,108,521)	4,971,197	-	-	422,262,774
Total land	660,586,181	4	(5,186,087)	(238,108,521)	4,971,197	-	-	422,262,774
Buildings	255,521,516	41,138,797	(429,742)	(23,855,488)	311,206	(5,607,376)	(38,898)	267,040,015
Total buildings	255,521,516	41,138,797	(429,742)	(23,855,488)	311,206	(5,607,376)	(38,898)	267,040,015
Total land and buildings	916,107,697	41,138,801	(5,615,829)	(261,964,009)	5,282,403	(5,607,376)	(38,898)	689,302,789
Plant and equipment	13,521,650	398,861	(63,378)	-	-	(1,383,111)	393,075	12,867,097
Mobile vehicle and plant	25,222,773	9,748,097	(6,042,475)	-	106,531	(3,905,617)	-	25,129,310
Furniture and office equipment	4,906,405	1,319,039	(97,799)	-	900	(1,382,316)	30,000	4,776,229
Recreation equipment	2,392,786	383,480	(4,529)	-	-	(338,420)	236,013	2,669,330
Assets under construction	30,307,881	20,124,605	-	-	-	-	(41,803,830)	8,628,656
Total property, plant and equipment	992,459,192	73,112,883	(11,824,010)	(261,964,009)	5,389,834	(12,616,840)	(41,183,640)	743,373,411

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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
Land - golf course	3	Improvements to land valued using cost approach using current replacement cost	Independent registered valuers	June 2018	Improvements to land using construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
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	2	Market approach using recent observable market data for similar plant and equipment	Management valuation	June 2019	Price per item
Mobile fleet and plant	2	Market approach using recent observable market data for similar mobile fleet and plant	Management valuation	June 2019	Price per item
Furniture and office equipment	2	Market approach using recent observable market data for similar furniture and office equipment	Management valuation	June 2019	Price per item
Recreation equipment	2	Market approach using recent observable market data for similar recreation equipment	Management valuation	June 2019	Price per item
Assets under construction	2	Cost approach using cost of goods or service at acquisition	Actual cost	June 2019	Purchase costs and current stage of works

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

d) Movement in carrying amounts of each class of infrastructure

	2019 \$	2018 \$
Roads		
- Management valuation	1,526,682,891	1,510,276,215
Less accumulated depreciation	(37,190,015)	(18,268,815)
Net book value at end of reporting period	1,489,492,876	1,492,007,400
Drainage		
- Management valuation	445,786,174	435,457,030
Less accumulated depreciation	(11,736,530)	(5,804,015)
Net book value at end of reporting period	434,049,644	429,653,015
Footpaths		
- Management valuation	98,003,989	93,605,774
Less accumulated depreciation	(3,574,429)	(1,751,580)
Net book value at end of reporting period	94,429,560	91,854,194
Other engineering infrastructure		
- Management valuation	22,889,840	22,357,529
Less accumulated depreciation	(1,368,960)	(670,295)
Net book value at end of reporting period	21,520,880	21,687,234
Reserves		
- Cost	53,817,775	46,652,430
Less accumulated depreciation	-	-
Net book value at end of reporting period	53,817,775	46,652,430
Reticulation and other parks		
- Management valuation	152,072,587	105,448,247
Less accumulated depreciation	(9,006,672)	(3,522,145)
Net book value at end of reporting period	143,065,915	101,926,102
Assets under construction		
- Cost	9,601,582	35,817,633
Net book value at end of reporting period	9,601,582	35,817,633
Total Infrastructure		
- Management valuation	2,245,435,481	2,167,144,795
- Cost	63,419,357	82,470,063
Less accumulated depreciation	(62,876,606)	(30,016,850)
Net book value at end of reporting period	2,245,978,232	2,219,598,008

The fair value of Infrastructure was done as at 30 June 2017 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 2019

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 current financial year.

	Balance at the beginning of the year \$	Additions \$	(Disposals) net \$	Gifted assets \$	(Losses)/ Reversals \$	Depreciation (expense) \$	Reclass/ Transfers \$	Carrying amount at the end of 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

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

e) Movements in carrying amounts of infrastructure (continued)

For the year ended 30 June 2018

Movement in the carrying amounts of each class of infrastructure 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 \$
Roads	1,496,794,290	-	-	(1,582,838)	-	(18,268,815)	15,064,763	1,492,007,400
Drainage	430,116,566	-	-	-	-	(5,804,015)	5,340,464	429,653,015
Footpaths	89,864,298	-	-	1,749,615	-	(1,751,580)	1,991,861	91,854,194
Other engineering infrastructure	21,685,114	-	-	-	-	(670,295)	672,415	21,687,234
Reserves	45,103,600	-	-	-	-	-	1,548,830	46,652,430
Reticulation and other parks	102,503,685	-	-	-	-	(3,522,145)	2,944,562	101,926,102
Assets under construction	14,451,833	49,241,435	-	-	-	-	(27,875,635)	35,817,633
Total infrastructure	2,200,519,386	49,241,435	-	166,777	-	(30,016,850)	(312,740)	2,219,598,008

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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.	Management valuation	June 2017	Construction costs and current condition
Drainage	3	Measurements based on unobservable inputs for the asset or liability.	Management valuation	June 2017	Construction costs and current condition
Footpaths	3	Measurements based on unobservable inputs for the asset or liability.	Management valuation	June 2017	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 2018	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
Assets under construction	2	Historical cost of acquisition.	Actual cost	June 2019	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 to determine the fair value of infrastructure using level 3 inputs.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

g) Major capital expenditure

During the reporting period the City completed the capitalisation of the Scarborough foreshore redevelopment. The project was a partnership between the City and the Metropolitan Redevelopment Authority (MRA). As part of this the City was gifted \$40,528,528 by the MRA

The change in property, plant and infrastructure was arrived at after charging the following items:

	2019 \$
Buildings	15,463,106
Plant and equipment	613,282
Furniture and office equipment	1,231,054
Recreation equipment	732,846
Roads	913,467
Drainage	4,815,203
Footpaths	1,158,683
Other engineering infrastructure	415,790
Reserves	4,701,955
Reticulation	2,592,762
Other parks infrastructure	37,275,323
	69,913,471

These assets are recognised by the City based on information supplied by third parties, in this case the MRA and their consultants who prepared the asset registers for this project on behalf of the City.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

h) 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.

Mandatory requirement to revalue non-current assets

Effective from 1 July 2012, the Local Government (Financial Management) Regulations were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allowed for a phasing in of fair value in relation to fixed assets over three years as follows:

- (a) for the financial year ending on 30 June 2013, the fair value of all of the assets of the City that are plant and equipment; and
- (b) for the financial year ending on 30 June 2014, the fair value of all of the assets of the City -
 - (i) that are plant and equipment; and
 - (ii) that are
 - (I) land and buildings; or-
 - (II) Infrastructure; and
- (c) for the financial year ending on or after 30 June 2015, the fair value of all of the assets of the City.

Thereafter, in accordance with the regulations, each asset class must be revalued at least every 5 years.

In 2019, the City continued the process of revaluing non-current assets for Fair Value in accordance with the Regulations for each asset class.

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 required to include as an asset (by 30 June 2013), Crown Land operated by the City as a golf course, showground, racecourse or other sporting or recreational facility of State or Regional significance.

At 30 June 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 has been valued in accordance with the above Local Government Regulations.

Easements

In accordance with Local Government (Financial Management) Regulation 16(b), easements are required to be recognised as assets. At 30 June 2019 the City Easements have been included in the City's fixed assets as Land. These have been recognised and revalued in accordance with the above Local Government Regulations.

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

h) Fixed assets (continued)

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.

Land under roads

In Western Australia, all land under roads is crown land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, the City elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 Land Under Roads and the fact Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4(2) provides, in the event of such an inconsistency, the Local Government (Financial Management) Regulations prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the City.

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
Buildings	10 to 75 years
Furniture and equipment	2 to 10 years
Plant and equipment	5 to 15 years
Mobile vehicles and plant	2 to 10 years
Computer equipment and photocopiers	1 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
Reserves	Not depreciated

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

h) Fixed assets (continued)

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 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.

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

8. Property, plant, equipment and infrastructure (continued)

h) Fixed assets (continued)

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of 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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

9. Trade and other payables

	2019 \$	2018 \$
Current		
Trade payables	5,262,174	3,968,540
Accrued creditors	15,621,065	9,572,588
Accrued wages and salaries	2,268,611	2,219,364
Income received in advance	1,956,906	1,905,307
Other Payables (Note 14b)	8,564,468	-
	33,673,224	17,665,799

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

10. Employee related provisions

	2019 \$	2018 \$
Current		
Provision for annual leave	6,302,092	6,154,076
Provision for long service leave	9,148,193	6,369,210
	15,450,285	12,523,286
Non-current		
Provision for long service leave	1,288,735	1,173,964
	1,288,735	1,173,964

The provision for employee entitlements relates to amounts expected to be paid to employees for long service leave and annual leave and is based on legal and contractual entitlements. The funds in the City's long service leave reserve bank account are considered adequate.

Provisions made in respect of wages and salaries, annual leave and other long service leave expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of long service leave which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the City in respect of services provided by employees up to reporting date.

Provisions for sick 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 2019

11. Reserve accounts

a) Restricted reserves - cash backed

	2019 Budget \$	2019 Actual \$	2018 Actual \$
Workers compensation reserve			
Opening balance	2,647,511	2,647,511	2,647,411
Amount set aside / Transfer to reserve	1,500,000	1,414,381	1,357,564
Amount used / Transfer from reserve	(2,000,000)	(1,414,381)	(1,357,464)
Closing balance	2,147,511	2,647,511	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

Opening balance	4,904,263	4,821,490	6,126,192
Amount set aside / Transfer to reserve	3,691,845	4,430,548	4,921,468
Amount used / Transfer from reserve	(4,805,700)	(4,967,469)	(6,226,170)
Closing balance	3,790,408	4,284,569	4,821,490

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	493,042	524,929	440,882
Amount set aside / Transfer to reserve	100,000	247,802	183,970
Amount used / Transfer from reserve	(100,000)	(112,146)	(99,923)
Closing balance	493,042	660,585	524,929

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	12,751,906	12,764,023	12,526,763
Amount set aside / Transfer to reserve	303,287	299,924	237,260
Amount used / Transfer from reserve	-	-	-
Closing balance	13,055,193	13,063,947	12,764,023

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 2019

11. Reserve accounts (continued)

a) Restricted reserves - cash backed (continued)

	2019 Budget \$	2019 Actual \$	2018 Actual \$
Road widening reserve			
Opening balance	132,880	133,296	430,149
Amount set aside / Transfer to reserve	3,160	3,132	8,147
Amount used / Transfer from reserve	-	-	(305,000)
Closing balance	136,040	136,428	133,296

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	1,400,000	525,049	1,040,000
Amount set aside / Transfer to reserve	960,000	575,992	525,049
Amount used / Transfer from reserve	(1,400,000)	(525,049)	(1,040,000)
Closing balance	960,000	575,992	525,049

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	2,771,773	2,774,406	2,722,835
Amount set aside / Transfer to reserve	65,923	65,191	51,571
Amount used / Transfer from reserve	-	-	-
Closing balance	2,837,696	2,839,597	2,774,406

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	-	-	10,744,615
Amount set aside / Transfer to reserve	292,714	1,128,305	3,264,581
Amount used / Transfer from reserve	-	(14,636)	(14,009,196)
Closing balance	292,714	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 2019

11. Reserve Accounts (continued)

a) Restricted reserves - cash backed (continued)

	2019 Budget \$	2019 Actual \$	2018 Actual \$
Asset acquisition reserve			
Opening balance	2,776,424	2,779,062	2,727,404
Amount set aside / Transfer to reserve	66,034	65,300	51,658
Amount used / Transfer from reserve	-	-	-
Closing balance	2,842,458	2,844,362	2,779,062

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 Reserve lighting

Opening balance	38,792	38,829	38,107
Amount set aside / Transfer to reserve	923	912	722
Amount used / Transfer from reserve	-	-	-
Closing balance	39,715	39,741	38,829

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	1,700,419	1,782,535	13,683,763
Amount set aside / Transfer to reserve	2,373,775	1,375,219	1,592,507
Amount used / Transfer from reserve	(3,032,000)	(716,567)	(13,493,735)
Closing balance	1,042,194	2,441,187	1,782,535

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	16,641,532	22,217,177	17,005,885
Amount set aside / Transfer to reserve	898,562	4,199,280	5,246,992
Amount used / Transfer from reserve	(150,000)	(42,214)	(35,700)
Closing balance	17,390,094	26,374,243	22,217,177

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 2019

11. Reserve accounts (continued)

a) Restricted reserves - cash backed (continued)

	2019 Budget \$	2019 Actual \$	2018 Actual \$
Public parking strategic reserve			
Opening balance	9,601,538	10,127,169	9,484,606
Amount set aside / Transfer to reserve	278,360	758,125	696,098
Amount used / Transfer from reserve	-	-	(53,535)
Closing balance	9,879,898	10,885,294	10,127,169

This reserve was created to fund the City's paid parking strategy.

Investment income reserve

Opening balance	720,719	1,138,573	668,857
Amount set aside / Transfer to reserve	86,164	614,889	469,716
Amount used / Transfer from reserve	-	-	-
Closing balance	806,883	1,753,462	1,138,573

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	3,622,805	3,622,805	2,885,569
Amount set aside / Transfer to reserve	-	85,127	737,236
Amount used / Transfer from reserve	(721,000)	-	-
Closing balance	2,901,805	3,707,932	3,622,805

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.

Development contribution right of way improvement works reserve

Opening balance	-	-	-
Amount set aside / Transfer to reserve	-	-	523,662
Amount used / Transfer from reserve	-	-	(523,662)
Closing balance	-	-	-

This reserve was established in accordance with *Local Government Act 1995* to account for contributions and payments for any right of way improvement work undertaken by the City.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

11. Reserve accounts (continued)

a) Restricted reserves - cash backed (continued)

	2019 Budget \$	2019 Actual \$	2018 Actual \$
Tree reserve			
Opening balance	342,076	343,693	139,568
Amount set aside / Transfer to reserve	8,137	212,038	204,125
Amount used / Transfer from reserve	-	-	-
Closing balance	350,213	555,731	343,693

The tree reserve will hold any funds set aside under the City's street and reserve trees policy.

Total restricted reserve accounts

Opening balance	60,545,680	66,240,547	83,312,606
Amount set aside / Transfer to reserve	10,628,884	15,476,165	20,072,326
Amount used / Transfer from reserve	(12,208,700)	(7,792,462)	(37,144,385)
Closing balance	58,965,864	73,924,250	66,240,547

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

11. Reserve accounts (continued)

b) Revaluation reserves - non cash backed

	2019 Actual \$	2018 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	325,048	431,580
Amount set aside / Transfer to reserve	81,658	-
Amount used / Transfer from reserve	(206,252)	(106,532)
Closing balance	200,454	325,048
Furniture and office equipment revaluation reserve		
Opening balance	249,195	250,095
Amount set aside / Transfer to reserve	617,455	-
Amount used / Transfer from reserve	-	(900)
Closing balance	866,650	249,195
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	1,031,168,192
Amount set aside / Transfer to reserve	-	-
Amount used / Transfer from reserve	-	(1,582,838)
Closing balance	1,029,585,354	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	-	-
Closing balance	310,987,470	310,987,470

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

11. Reserve accounts (continued)

b) Revaluation reserves - non cash backed (continued)

	2019 Actual \$	2018 Actual \$
Footpath revaluation reserve		
Opening balance	67,402,659	65,653,044
Amount set aside / Transfer to reserve	-	1,749,615
Amount used / Transfer from reserve	-	-
Closing balance	67,402,659	67,402,659
Other engineering infrastructure revaluation reserve		
Opening balance	13,130,779	13,116,375
Amount set aside / Transfer to reserve	-	14,404
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	406,333,568	644,442,089
Amount set aside / Transfer to reserve	-	-
Amount used / Transfer from reserve	(1,048,911)	(238,108,521)
Closing balance	405,284,657	406,333,568

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

11. Reserve accounts (continued)

b) Revaluation reserves - non cash backed (continued)

	2019 Actual \$	2018 Actual \$
Building revaluation reserve		
Opening balance	113,107,997	136,963,485
Amount set aside / Transfer to reserve	1	-
Amount used / Transfer from reserve	-	(23,855,488)
Closing balance	113,107,998	113,107,997
Equity accounted investments		
Opening balance	10,259,427	9,922,836
Revaluation increment	1,311,457	336,591
Revaluation decrement	-	-
Closing balance	11,570,884	10,259,427
Total asset revaluation reserves		
Opening balance	1,988,874,108	2,250,427,777
Amount set aside / Transfer to reserve	2,010,571	2,100,610
Amount used / Transfer from reserve	(1,255,163)	(263,654,279)
Closing balance	1,989,629,516	1,988,874,108

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

12. Lease commitments

At the reporting date, the City had the following obligations under non-cancellable operating leases (these obligations are not recognised as liabilities):

	2019 \$	2018 \$
Not later than one year	100	100
Later than one year but not later than five years	400	400
Later than five years	1,900	2,000
	2,400	2,500

The operating lease 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.

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 \$9,212,027 (2018: \$9,024,924).

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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 2018 \$	Receipts \$	Paid out \$	Interest Earned \$	Closing balance 30 June 2019 \$
Other bonds	706,568	29,577	19,032	18,847	735,960
Town Planning Scheme No 18	310,877	395,476	-	11,592	717,945
Town Planning Scheme No 25	558,113	-	-	13,066	571,179
Town Planning Scheme No 27	633,139	-	-	14,829	647,968
Town Planning Scheme No 28	784,498	-	-	18,366	802,864
Laneways	1,006,857	58,691	143,617	24,896	946,827
Other trusts and canteen	1,313,462	187,373	83,415	24,594	1,442,014
Payment in lieu of public open Space	12,267,910	801,500	-	321,344	13,393,754
	17,581,424	1,472,617	246,064	447,534	19,255,511

b) Bond Monies

	Opening balance 1 July 2018 \$	Receipts \$	Paid out \$	Transfer to Municipal Fund \$	Closing balance 30 June 2019 \$
Verge bonds	2,166,001	1,411,000	1,888,500	1,688,501	-
Book bonds	225	1,080	1,080	225	-
Client bonds	440	7,705	7,845	300	-
Hall hire bonds	64,949	754,055	771,764	47,240	-
Key bonds	9,627	700	6,755	3,572	-
Performance bonds	3,188,264	606,502	560,821	3,233,945	-
Reserve hire bond	770	-	-	770	-
Street tree bond	1,186,312	3,743,350	3,648,148	1,281,514	-
Payments in advance	10,000	349,469	354,969	4,500	-
Home care monies	159,763	1,493,908	1,327,923	325,748	-
Unclaimed monies	191,988	79,655	113,444	158,199	-
Land - section 152 land	1,722,744	-	-	1,722,744	-
BRB levy	2,854	1,094,161	1,047,070	49,945	-
Other trusts	-	1,041,659	994,394	47,265	-
	8,703,937	10,583,244	10,722,713	8,564,468	-

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.

In addition, the City conducted 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. See note 4a.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

15. Commitments and contingencies

a) Capital expenditure commitments

At the reporting date, the City had capital expenditure commitments of \$3,259,651 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 2019/20 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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

16. Investments

Equity contributions in other unlisted entities

	2019 Actual \$	2018 Actual \$
Mindarie Regional Council	23,926,456	22,635,502
Tamala Park Regional Council	15,237,365	15,244,109
	39,163,821	37,879,611

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

	2019 Actual \$	2018 Actual \$
Balance at beginning of the financial year	11,014,163	10,611,506
Share of (loss)/profit from activity after tax	712,998	402,657
Adjustment on asset disposal	-	-
Balance at end of the financial year	11,727,161	11,014,163
Carry amount of equity accounted investments		
Balance at beginning of financial year	22,635,502	21,871,645
Share of profit/(loss)	712,998	402,657
Transfer to reserve	41,572	-
Share of revaluation of assets	536,384	336,591
Movement in capital contribution	-	24,609
Balance at end of the financial year	23,926,456	22,635,502

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

16. Investments (continued)

a) Mindarie Regional Council (continued)

	2019 Actual \$	2018 Actual \$
Current assets	37,247,209	34,043,996
Non current assets	59,171,350	58,119,743
Total assets	96,418,559	92,163,739
Current liabilities	7,487,383	7,313,796
Non current liabilities	17,151,807	16,943,437
Total liabilities	24,639,190	24,257,233
Net assets	71,779,369	67,906,506
Total equity Mindarie Regional Council	71,779,369	67,906,506
City's share of equity (one third)	23,926,456	22,635,502

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.

	2019 Actual \$	2018 Actual \$
Tamala Park Regional Council	15,244,109	13,731,154
Restatement in relation to capitalisation threshold	(4,073)	-
Share of profit/(loss)	220,301	55,501
Capital contributions	1,110,361	2,790,788
Distributions received from joint venture entities	(1,333,333)	(1,333,334)
Balance at end of the financial year	15,237,365	15,244,109

The City's share of the inventory of land held for resale in relation to the Joint Venture has been recognised in Note 7 at \$1,912,027.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

16. Investments (continued)

b) Tamala Park Regional Council (continued)

Tamala Park Regional Council financial position

	2019 Actual \$	2018 Actual \$
Current assets	44,320,816	44,097,856
Non current assets	1,723,283	1,929,727
Total assets	46,044,099	46,027,583
Current liabilities	326,286	290,103
Non current liabilities	5,719	5,150
Total liabilities	332,005	295,253
Net assets	45,712,094	45,732,330
Total equity Tamala Park Regional Council	45,712,094	45,732,330
City's share of equity (one third)	15,237,365	15,244,110

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:

	2019 \$	2018 \$
Cash at bank	36,621	35,010
Short maturity Investment	121,810,718	104,176,659
Total cash and cash equivalents	121,847,339	104,211,669

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

17. Notes to the statement of cash flows (continued)

d) Reconciliation of net cash used in operating activities to change in net assets.

	2019 \$	2018 \$
Net result	45,163,583	16,975,543
Depreciation	48,649,086	42,633,690
Underground power	(1,499,613)	-
Increase/(Decrease) in impairment	270,178	(39,841)
Increase in employee entitlements	3,091,017	(383,029)
Increase/(Decrease) in payables and provisions	7,342,111	(4,111,261)
Increase/(Decrease) in income in advance	51,599	172,265
Decrease/(Increase) in receivables	(4,867,693)	411,538
Decrease/(Increase) in prepayments	(165,560)	7,069
Decrease/(Increase) in inventory	1,211,605	2,816,984
(Increase) in investments	(1,288,283)	(2,431,481)
(Increase)/Decrease in assets under construction	(23,148)	313,425
Loss on sale of non-current assets	1,123,365	767,492
Acquired assets	(42,899,184)	(10,005)
Reduction of GST refund for fringe benefit tax	696,089	892,517
Equity share of investment	(220,301)	(55,501)
Government subsidies	(7,036,583)	(8,848,177)
Net cash from operating activities	49,598,268	49,111,228

e) Credit standby arrangements

	2019 \$	2018 \$
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 2019

18. Rates and service charges

	2019 Budget \$	2019 Actual \$	2018 Actual \$
a) General rate			
GRV rate in the \$: 4.967 cents	107,701,637	109,164,570	105,063,416
Rateable value general rates \$2,168,343,809			
Estimated number of properties 64,785			
Minimum payments			
GRV number of assessments 32,963 at \$845	27,853,735	27,745,105	27,289,087
GRV number of assessments 21 at \$798	16,758	16,758	16,527
Interim rates	1,778,685	1,250,756	2,466,599
Specific area rate			
GRV rate in the \$: 3.261 cents	23,233	23,020	22,912
Rateable value specific area \$712,450			
Number of properties 23			
Total general rates levied	137,374,048	138,200,209	134,858,541
Plus			
Late payment penalties	280,000	480,550	428,243
Arrears rates	321,637	394,257	485,979
Instalment charges and interest	-	(108)	697,839
General purpose grant	4,429,981	4,518,411	4,499,716
Other general purpose funding	4,455,342	4,827,533	4,700,016
Total general purpose funding shown on income statement	146,861,008	148,420,852	145,670,334

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 \$2,999,820. The original budget was \$2,980,000.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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 option 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%.

The amount of revenue raised from the imposition of the interest was \$363,327.

The original budget was \$296,637.

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 22 August 2018.

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 \$34,388.

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 9%.

The amount of revenue raised from the imposition of the interest for the late payment of rates and service charges was \$480,550. The original budget was \$280,000.

The rate of interest charged for the late payment of any other money was 9%.

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

19. Information about fees to council members

	2019 Budget \$	2019 Actual \$	2018 Actual \$
Communications and IT allowance	49,000	49,000	49,000
Travel expenses	30,000	13,820	13,351
Meeting fee allowance	454,778	444,322	444,322
Mayoral allowance	88,864	88,864	88,862
Deputy Mayoral allowance	22,216	22,216	22,216
	<u>644,858</u>	<u>618,222</u>	<u>617,751</u>

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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:

	2019 Actual \$	2018 Actual \$
Short-term employee benefits	1,436,687	1,389,382
Post-employment benefits	113,508	132,426
Other long-term benefits	32,939	29,693
Termination benefits	160,216	10,167
	1,743,350	1,561,668

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 2019

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 2019:

	2019 Actual \$	2018 Actual \$
Associated companies/individuals:		
Sale of goods and services	216,919	332,769
Purchase of goods and services	164,099	434,454
Joint venture entities:		
Distributions received from joint venture entities	1,333,333	1,333,333
Amounts outstanding from related parties:		
Trade and other receivables	-	889
Loans to associated entities	-	-
Loans to key management personnel	-	-
Amounts payable to related parties:		
Trade and other payables	9,468	25,031
Loans from associated entities	-	-

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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 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 Mindarie Regional Council for the financial year ending 30 June 2019:

	2019 Actual \$	2018 Actual \$
Associated companies/individuals:		
Sale of goods and services	276,365	251,191
Purchase of goods and services	12,504,865	10,081,426
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	732,017	669,763
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 in the current financial year.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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 2019 the value of the City's equity share of its investment in the Tamala Park Regional Council was \$15,237,365 (refer note 16).

Total of sales and expenditure of Catalina Estate Land

	2019 Actual \$	Total to 30 June 2018 \$	Total \$
Income from sales	10,056,404	227,042,096	237,098,500
Cost of lots sold	(3,371,731)	(82,285,049)	(85,656,780)
Direct selling costs	(444,135)	(21,194,834)	(21,638,969)
Marketing costs	(300,428)	(1,715,512)	(2,015,940)
Administration costs	(945,787)	(2,982,968)	(3,928,755)
Surplus/(Deficit)	4,994,323	118,863,733	123,858,056

City of Stirling equity share of sales and expenditure of Catalina Estate land

	2019 Actual \$	Total to 30 June 2018 \$	Total \$
Income from sales	3,352,135	75,680,699	79,032,833
Cost of lots sold	(1,123,910)	(27,428,350)	(28,552,260)
Direct selling costs	(148,045)	(7,064,945)	(7,212,990)
Marketing costs	(100,143)	(571,837)	(671,980)
Administration costs	(315,262)	(994,323)	(1,309,585)
Surplus/(Deficit)	1,664,774	39,621,244	41,286,019

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

21. Major land transaction information (continued)

a) The development and subdivision of Tamala Park (Catalina Estate) (continued)

Catalina Estate sales	Year	Revenue \$
Stages land was released for Catalina Estate		
FY13 stages	2012/2013	51,375,500
FY 14 stages	2013/2014	50,325,000
Stage 11	Oct-14	17,611,000
Stage 12	Dec-14	14,063,000
Stage 6B	Jan-15	7,452,000
Stage 13A	May-15	9,675,000
Stage 13B	May-15	12,103,000
Stage 14A	Jun-15	16,784,000
Stage 15	Dec-15	15,444,000
Stage 18A	May-16	8,626,000
Stage 14B	Oct-16	2,219,000
Stage 17A	Feb-17	7,135,000
Stage 18B	Jun-17	6,925,000
Stage 25	Aug-17	14,427,000
Stage 17B	May-18	2,934,000
	Total	237,098,500

Sales from Tamala Park Regional Council minutes

Estimated sales and cost of sales Catalina Estate 2020 - 2022

	2019 Actual \$	2020 Forecast \$	2021 Forecast \$	2022 Forecast \$
Income from sales	10,056,404	31,985,308	42,399,590	56,044,482
Cost of lots sold	(3,371,731)	(11,514,711)	(15,263,852)	(20,176,014)
Direct selling costs	(444,135)	(2,958,641)	(3,921,962)	(5,184,115)
Marketing costs	(300,428)	(239,890)	(317,997)	(420,334)
Administration costs	(945,787)	(415,809)	(551,195)	(728,578)
Surplus/(Deficit)	4,994,323	15,129,051	20,055,006	26,509,040

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

21. Major land transaction information (continued)

a) The development and subdivision of Tamala Park (Catalina Estate) (continued)

Tamala Park Regional Council financial position

	2019 Actual \$	2018 Actual \$
Current assets	44,320,816	44,097,856
Non current assets	1,723,283	1,929,727
Total assets	46,044,099	46,027,583
Current liabilities	326,286	290,103
Non current liabilities	5,719	5,150
Total liabilities	332,005	295,253
Net assets	45,712,094	45,732,330
Total equity Tamala Park Regional Council	45,712,094	45,732,330
City's share of equity (one third)	15,237,365	15,244,110

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

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 sheet date:

	Carrying value		Fair value	
	2019 \$	2018 \$	2019 \$	2018 \$
Financial assets				
Cash and cash equivalents	121,847,339	104,211,669	121,847,339	104,211,669
Receivables	9,139,099	6,762,399	9,139,099	6,762,399
Non-current Debtors	4,022,932	1,531,939	4,022,932	1,531,939
	135,009,370	112,506,007	135,009,370	112,506,007
Financial liabilities				
Payables	33,673,224	17,665,799	33,673,224	17,665,799
	33,673,224	17,665,799	33,673,224	17,665,799

Fair value for cash and cash equivalent, 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

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.

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.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

22. Financial risk management (continued)

b) Receivables (continued)

There are no material receivables that have been subject to a re-negotiation of repayment terms.

A profile of Council's current receivables credit risk at balance date follows:

	2019 %	2018 %
Percentage of rates and annual charges		
Current	0.00%	0.00%
Overdue	100.00%	100.00%

The amount outstanding as at 30 June 2019 represented 0.2% of the total asset base.

Percentage of other receivables

Current	13.43%	15.78%
Overdue	86.57%	84.22%

The amount outstanding after impairment/expected credit loss as at 30 June 2019 represented 0.26% of the total asset base.

c) 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 \$
2019				
Payables	33,673,224	-	33,673,224	33,673,224
	33,673,224	-	33,673,224	33,673,224
2018				
Payables	17,665,799	-	17,665,799	17,665,799
	17,665,799	-	17,665,799	17,665,799

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

22. Financial risk management (continued)

d) 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.

2019	Av Int Rate %	Var Int Rate \$	Fixed interest rate maturity			Non int bearing \$	Total \$
			Less than 1 year \$	1 to 5 years \$	More than 5 Years \$		
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

2018	Av int rate %	Var int rate \$	Fixed interest rate maturity			Non int bearing \$	Total \$
			Less than 1 year \$	1 to 5 years \$	More than 5 years \$		
Financial assets							
Cash	2.48	-	-	-	-	35,010	35,010
Cash and cash equivalents	2.48	-	104,176,659	-	-	-	104,176,659
Total		-	104,176,659	-	-	35,010	104,211,669
Financial liabilities							
Payables	-	-	-	-	-	13,541,128	13,541,128
Bank overdraft	4.28	-	-	-	-	-	-
Unpresented cheques/EFT's	-	-	-	-	-	408,862	408,862
Total		-	-	-	-	13,949,990	13,949,990

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 2019

22. Financial risk management (continued)

e) Sensitivity to interest rate risk

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 1%, the annual return would increase or decrease by \$1,218,473

There is no real interest rate risk in relation to financial liabilities because the overdraft disclosure is purely a book figure representing unrepresented cheques.

f) 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 City does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics.

g) 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 2019

23. Performance measurements

Financial information by ratio:

	2019	2018	2017	2016	2015
Current ratio					
Current assets minus restricted current assets	1.7853	2.7364	2.1982	3.0831	2.9252
Current liabilities minus liabilities associated with restricted assets					
Asset sustainability ratio					
Capital renewal and replacement expenditure	0.6808	1.0025	3.4996	2.5187	2.7274
Depreciation expense					
Debt service cover ratio*					
Annual operating surplus before interest and depreciation	0.0000	0.0000	0.0000	0.0000	0.0000
Principal and interest					
*The City has no debt as at 30 June 2019					
Operating surplus ratio					
Operating revenue minus operating expense	0.0021	0.0339	0.0839	0.0500	0.1039
Own source operating revenue					
Own source revenue ratio					
Own source operating revenue	0.9846	1.0419	1.0995	1.0713	1.1252
Operating expense					
Asset consumption ratio					
Depreciated replacement cost of assets	0.8611	0.8702	0.9953	0.9382	0.9410
Current replacement cost of depreciated assets					
Asset renewal funding ratio					
Asset Renewals	0.8831	0.8621	2.8755	1.8890	1.9464
Depreciation, amortisation & impairment					

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

24. Subsequent event

There have been no subsequent events of a material nature to report since the end of the financial year.

25. Opening and closing funds

Determination of opening funds

	Note	2018 Actual \$	2017 Actual \$
Current assets			
Cash and cash equivalents		104,211,669	125,208,406
Trade and other receivables		6,762,399	7,711,951
Other assets		800,793	269,848
Inventories		3,437,540	6,254,524
Total current assets		115,212,401	139,444,729
Current liabilities			
Payables and provisions		30,189,085	34,629,115
Total current liabilities		30,189,085	34,629,115
Net current assets		85,023,316	104,815,614
Budget adjustments (non-cash)			
Less: Committed cash		632,004	4,461,706
Add: Current annual leave	10	6,154,076	6,244,833
Add: Current long service leave	10	6,369,210	6,377,580
Budget adjustments net		11,891,282	8,160,707
Less: Restricted financial assets reserves	5b	66,240,547	83,312,606
Restricted assets town planning schemes	5b	-	3,209,781
Opening fund on rate setting statement		30,674,051	26,453,934

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

25. Opening and closing funds (continued)

Determination of closing funds

	Note	2019 Actual \$	2018 Actual \$
Current assets			
Cash and cash equivalents	5,17a	121,847,339	104,211,669
Trade and other receivables	6a	9,139,099	6,762,399
Other assets	6c	966,353	800,793
Inventories	7	2,225,935	3,437,540
Total current assets		134,178,726	115,212,401
Current liabilities			
Payables and provisions	9, 10	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	4f	-	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
Closing funds 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 2019

26. Initial application of Australian 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.

Whilst many reflected consequential changes associated with the amendment of existing standards, the only new standard with material application is AASB 9 Financial Instruments.

AASB 9 Financial Instruments

AASB 9 Financial Instruments replaces AASB 139 Financial Instruments: Recognition and Measurement for annual reporting periods beginning on or after 1 January 2018, bringing together all three aspects of the accounting for financial instruments: classification and measurement; impairment; and hedge accounting.

The City applied AASB 9 prospectively, with an initial application date of 1 July 2018. The adoption of AASB 9 has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements. In accordance with AASB 9.7.2.15, the City has not restated the comparative information which continues to be reported under AASB 139. The effect of adopting AASB 9 as at 1 July 2018 was not material.

a) Classification and measurement

Under AASB 9, financial assets are subsequently measured at amortised cost, fair value through other comprehensive income (fair value through OCI) or fair value through profit or loss (fair value through P/L). The classification is based on two criteria: the City's business model for managing the assets; and whether the assets' contractual cash flows represent 'solely payments of principal and interest' on the principal amount outstanding.

The assessment of the City's business model was made as of the date of initial application, 1 July 2018. The assessment of whether contractual cash flows on financial assets are solely comprised of principal and interest was made based on the facts and circumstances as at the initial recognition of the assets.

The classification and measurement requirements of AASB 9 did not have a significant impact on the City. The following are the changes in the classification of the City's financial assets:

- Trade receivables and loans and advances (i.e. other debtors) classified as Loans and receivables as at 30 June 2018 are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as Financial assets at amortised cost beginning 1 July 2018.
- The City did not designate any financial assets as at fair value through profit and loss.

In summary, upon the adoption of AASB 9, the City had the following required (or elected) reclassifications as at 1 July 2018:

Class of financial instrument presented in the statement of financial position	Original measurement category under AASB 139	New measurement category under AASB 9	Carrying amount under AASB 139	Carrying amount under AASB 9
			\$	\$
Cash and cash equivalents	Loans and receivables	Financial assets at amortised cost	104,211,669	104,211,669
Receivables	Loans and receivables	Financial assets at amortised cost	7,300,413	7,300,413
Other assets	Loans and receivables	Financial assets at amortised cost	262,779	262,779
Investments	Loans and receivables	Financial assets at amortised cost	37,879,611	37,879,611
Other receivables	Loans and receivables	Financial assets at amortised cost	1,531,939	1,531,939
Trade and other payables	Loans and receivables	Financial assets at amortised cost	17,665,799	17,665,799

The change in classification has not resulted in any remeasurement adjustment at 1 July 2018.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

26. Initial application of Australian Accounting Standards (continued)

b) Impairment

The adoption of AASB 9 has fundamentally changed the City's accounting for impairment losses for financial assets by replacing AASB 139's incurred loss approach with a forward-looking expected credit loss (ECL) approach. AASB 9 requires the City to recognise an allowance for ECLs for all financial assets not held at fair value through P/L.

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

27. New accounting standards and interpretation for application in future years

The AASB has issued a number of new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods, some of which are relevant to the City.

This note explains management's assessment of the new and amended pronouncements that are relevant to the City, the impact of the adoption of AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income for Not-for-Profit Entities. These standards are applicable to future reporting periods and have not yet been adopted.

a) Revenue from Contracts with Customers

The City will adopt 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 will adopt the new rules retrospectively with the cumulative effect of initially applying these rules recognised on 1 July 2019.

The City is currently assessing the impact of adopting of the new standard but believe the adoption of the new standard will not have a material impact on the financial report.

b) Leases

AASB 16 requires lessees to account for all leases under a single on-balance sheet model in a similar way to finance leases under AASB 117 Leases. The standard includes two recognition exemptions for lessees – leases of 'low-value' assets (e.g., personal computers) and short-term leases (i.e., leases with a lease term of 12 months or less). At the commencement date of a lease, a lessee will recognise a liability to make lease payments (i.e., the lease liability) and an asset representing the right to use the underlying asset during the lease term (i.e., the right-of-use asset).

Lessees will be required to separately recognise the interest expense on the lease liability and the depreciation expense on the right-of-use asset. Lessees will be required to remeasure the lease liability upon the occurrence of certain events (e.g., a change in the lease term, a change in future lease payments resulting from a change in an index or rate used to determine those payments). The lessee will generally recognise the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset.

Lessor accounting is substantially unchanged from today's accounting under AASB 117. Lessors will continue to classify all leases using the same classification principle as in AASB 117 and distinguish between two types of leases: operating and finance leases.

The City is currently assessing the impact of adopting of the new standard but believe the adoption of the new standard will not have a material impact on the financial report.

c) Income For Not-For-Profit Entities

The City will adopt 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 AASB 1058, the City will adopt the new rules retrospectively with the cumulative effect of initially applying AASB 1058 recognised at 1 July 2019. Comparative information for prior reporting periods shall not be restated in accordance with AASB 1058 transition requirements.

The City is currently assessing the impact of adopting of the new standard but believe the adoption of the new standard will not have a material impact on the financial report.

Prepaid rates are, until the taxable event for the rates has occurred, refundable at the request of the ratepayer. Therefore the rates received in advance give rise to a financial liability that is within the scope of AASB 9. The City has always recognised prepaid rates as a financial liability until the taxable event occurs at which point the financial liability will be extinguished and the City will recognise income for the prepaid rates that have not been refunded.

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 2019

27. New accounting standards and interpretation for application in future years (continued)

d) New Accounting Standards - application in future years

Pronouncement	Title	Summary	Application date
AASB 1059	Service Concession Arrangements: Grantors	<p>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.</p> <p>The Standard requires a grantor to:</p> <ul style="list-style-type: none"> » 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

Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2019

d) New Accounting Standards - application in future years

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	<p>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:</p> <ul style="list-style-type: none"> » 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 <p>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.</p>	1-Jan-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

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 2019, 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, and 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 2019 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 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 Note 8 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the City's financial reporting responsibilities under the Act. Regulation 16 of the Local Government (Financial Management) Regulations 1996 (Regulations), does not allow a local government to recognise some categories of land, including land under roads, as assets in the annual financial report. 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 a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern 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 financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the CEO.
- Conclude on the appropriateness of the CEO's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report, as we cannot predict future events or conditions that may have an impact.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Council and the CEO regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Other Legal and Regulatory Requirements

In accordance with the Local Government (Audit) Regulations 1996 I report that:

- (i) All required information and explanations were obtained by me.
- (ii) All audit procedures were satisfactorily completed.
- (iii) 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 2015, 2016 and 2017 in Note 23 of the financial report were audited by another auditor when performing their audit of the City for the years ending 30 June 2015, 30 June 2016 and 30 June 2017. The auditor expressed an unmodified opinion on the financial report for those years.

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 2019 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 financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this financial report. If users of the 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 financial report to confirm the information contained in this website version of the financial report.



DON CUNNINGHAME
ACTING DEPUTY AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Delegate of the Auditor General for Western Australia
Perth, Western Australia
3 October 2019







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, an index of figures and tables, and the comprehensive Financial Statements.

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 Index

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G4-EC6	Proportion of senior management hired from the local community	Not applicable
Aspect: Indirect Economic Impacts		
G4-EC7	Development and impact of infrastructure investments and services supported	62
G4-EC8	Significant indirect economic impacts	87
Aspect: Procurement Practices		
G4-DMA	Generic disclosures on management approach	57-59
G4-EC9	Proportion of spending on local suppliers	Not applicable
Category: Environmental		
Aspect: Materials		
G4-EN1	Weight or volume of renewable and non-renewable materials used	Not reported this year
G4-EN2	Percentage of materials used that are made from recycled materials	Not reported this year
Aspect: Energy		
G4-EN3	Energy consumption within the City	120
G4-EN4	Energy consumed in the City's supply chain	120
G4-EN5	Energy intensity metrics used	Not applicable
G4-EN6	Reduction of energy consumption	120
Aspect: Water		
G4-EN8	Total water withdrawal by source	122-123
G4-EN9	Water sources significantly affected by withdrawal	122
G4-EN10	Volume of water recycled and reused	122

Standard	Disclosure Title	Pages
Aspect: Biodiversity		
G4-EN11	Operational sites managed in, or adjacent to, protected areas and areas of high biodiversity value	Not reported this year
G4-EN12	Impacts on biodiversity in protected areas and areas of high biodiversity	125
G4-EN13	Habitats protected or restored	125
G4-EN14	Total number of IUCN red list species and national conservation list species with habitats in areas affected	Not reported this year
Aspect: Emissions		
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	121-122
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	121-122
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	121-122
G4-EN18	The GHG emissions intensity ratio	Not reported this year
G4-EN19	Reduction of greenhouse gas (GHG) emissions	121-122
G4-EN20	Emissions of ozone-depleting substances (ODS)	Not reported this year
G4-EN21	NOx, SOx and other significant air emissions	Not reported this year
Aspect: Effluents and Waste		
G4-EN22	Total water discharge by quality and destination	Not reported this year
G4-EN23	Total weight of waste by type and disposal method	118
G4-EN24	Number and volume of significant spills	Not applicable
G4-EN25	Transported, imported, exported, or treated waste deemed hazardous waste	119
G4-EN26	Water bodies and related habitats that are significantly affect by water discharges	Not reported this year
Aspect: Products and Services		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	59
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed	Not applicable
Aspect: Compliance		

Standard	Disclosure Title	Pages
G4-EN29	Significant fines and number of non-monetary sanctions for non-compliance with environmental laws and regulations	None
Aspect: Transport		
G4-EN30	Operations and workforce transport-related environmental impacts	120, 122
Aspect: Overall		
G4-EN31	Report total environmental protection expenditures	Not reported this year
Aspect: Supplier Environmental Assessment		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Not reported this year
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	59
Aspect: Environmental Grievance Mechanisms		
G4-EN34	Number of grievances about environments impacts filed, addressed, and resolved through formal grievance mechanisms	Not reported this year
Category: Social		
Aspect: Employment		
G4-LA1	Employee full-time equivalent, age profile, gender profile and turnover	45
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	47, covered in Agreements
G4-LA3	Return to work and retention rates after parental leave, by gender	Not reported this year
Aspect: Labour/Management Relations		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	47, covered in Agreements
Aspect: Occupational Health and Safety		
G4-LA5	Health and safety committees	47-48
G4-LA6	Rates of injury and lost days	48
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Not reported this year
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Yes

Standard Disclosure Title		Pages
Aspect: Training and Education		
G4-LA9	Employee training	47
G4-LA10	Programs for skills management and lifelong learning	47
G4-LA11	Employees receiving regular performance and career development reviews	47
Aspect: Diversity and Equal Opportunity		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender	47
Aspect: Equal Remuneration for Women and Men		
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	47, covered in Agreements
Aspect: Supplier Assessment for Labour Practices		
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Not reported this year
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	Not reported this year
Aspect: Labour Practices Grievance Mechanisms		
G4-LA16	Grievances about labour practices addressed through formal grievance mechanisms	47, covered in Agreements
Sub-Category: Human Rights		
Aspect: Investment		
G4-HR1	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not reported this year
G4-HR2	Training on human rights policies or procedures	Not reported this year
Aspect: Non-Discrimination		
G4-HR3	Incidents of discrimination and corrective actions taken	47, covered in Agreements
Aspect: Freedom of Association and Collective Bargaining		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining is at risk	Not reported this year
Aspect: Child Labour		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour	Not reported this year

Standard Disclosure Title		Pages
Aspect: Forced or Compulsory Labour		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour	Not reported this year
G4-HR7	Percentage of security personnel trained in the City's human rights policies or procedures	Not reported this year
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	Not reported this year
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	Not applicable
Aspect: Supplier Human Rights Assessment		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Not reported this year
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Not reported this year
G4-HR12	Number of grievances about human rights impacts filed through formal grievance mechanisms	Not reported this year
Sub-Category: Society		
Aspect: Local Communities		
G4-S01	Operations with implemented local community engagement, impact assessments, and development programs	54-55
G4-S02	Operations with significant actual and potential negative impacts on local communities	Not applicable
Aspect: Anti-Corruption		
G4-S03	Operations assessed for risks related to corruption and the significant risks identified	57-58
G4-S04	Communication and training on anti-corruption policies and procedures	57-58
G4-S05	Confirmed incidents of corruption and actions taken	None
Aspect: Public Policy		
G4-S06	Total value of political contributions	Not applicable
Aspect: Anti-competitive Behaviour		
G4-S07	Total number of legal actions for anti-competitive behaviour or anti-trust	58

Standard Disclosure Title		Pages
Aspect: Compliance		
G4-S08	Fines and non-monetary sanctions for non-compliance with laws and regulations	None
Aspect: Supplier Assessment for Impacts on Society		
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society.	Not reported this year
G4-S10	Number of suppliers assessed for impacts on society	Not reported this year
Aspect: Grievance Mechanisms for Impacts on Society		
G4-S11	Number of grievances about impacts on society filed through formal grievance mechanisms	Not applicable
Sub-Category: Product Responsibility		
Aspect: Customer Health and Safety		
G4-PR1	Service categories for which health and safety impacts are assessed for improvement	Not reported this year
G4-PR2	Non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Not reported this year
Aspect: Product and Service Labelling		
G4-PR3	Procedures for product and service information and labelling	Not applicable
G4-PR4	Incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling	Not applicable
G4-PR5	Results of surveys measuring customer satisfaction	66-145
Aspect: Marketing Communications		
G4-PR6	Sale of banned or disputed products	Not applicable
G4-PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications	Not applicable
Aspect: Customer Privacy		
G4-PR8	Complaints received concerning breaches of customer privacy	Not reported this year
Aspect: Compliance		
G4-S08	Fines for non-compliance with laws and regulations concerning the provision and use of products and services	None

Acronyms

ABEF:	Australian Business Excellence Framework	NAIDOC:	National Aborigines and Islanders Day Observance Committee
ACF:	Animal Care Facility	NDIS:	National Disability Insurance Scheme
ANZAC:	Australian and New Zealand Army Corps	OSH:	Occupational Safety and Health
ARA:	Australasian Reporting Awards	OSHMS:	Occupational Safety and Health Management System
BEATS:	Be eSmart and Tech Savvy	PLA:	Parks and Leisure Australia
BMX:	Bicycle Motocross	RACWA:	Royal Automobile Club of Western Australia
CALD:	Culturally and Linguistically Diverse	RCIS:	Regional Centre Improvement Strategy
CBD:	Central Business District	RMS:	Record Management System
CEO:	Chief Executive Officer	RSPCA:	Royal Society for the Prevention of Cruelty to Animals
CHSP:	Commonwealth Home Support Program	PGA:	Producers Guild of America
CTP:	Community Tree Planting	SLT:	Safety Leadership Teams
DSAG:	Disability Services Advisory Group	STEP:	Stirling Transformational Enterprise Procurement
EFT:	Electronic Funds Transfer	SYA:	Stirling Youth Advocates
ESL:	English as a Second Language	TAFE:	Technical and Further Education
ESLG:	Executive Safety Leadership Group	WAAPA:	Western Australian Academy of Performing Arts
FTE:	Full-Time Equivalent	WATC:	Western Australian Treasury Corporation
GHGs:	Green House Gases	WAPC:	Western Australian Planning Commission
GRI:	Global Reporting Initiative	WRAP:	Workplace Risk Assessment Plan
GST:	Goods and Services Tax		
HACC:	Home and Community Care		
HCP:	Home Care Packages		
HIRAC:	Hazard Identification, Risk Assessment and Control		
HQ:	Headquarters		
IIA:	Institute of Internal Auditors		
IPAA:	Institute of Public Administration Australia		
IT:	Internet Technology		
JP:	Justice of the Peace		
LASA:	Leading Age Services Australia		
LATM:	Local Area Traffic Management		
LED:	Light Emitting Diode		
LG:	Local Government		
LGIS:	Local Government Insurance Scheme		
LPS:	Local Planning Strategy		
LTFP:	Long Term Financial Plan		
MC:	Master of Ceremonies		
MRA:	Metropolitan Redevelopment Authority		
MRRG:	Metropolitan Regional Road Group		





Glossary

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.

Corruption and Crime Commission: an independent anti-corruption agency established to improve the integrity of the Western Australian public sector and investigate allegations of misconduct.

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.

Digital storytelling: creating stories on the Internet to present concepts and advertise City initiatives and services.

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.

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.

Public Sector Commission: a state government agency which enhances the integrity of public authorities and increase the effectiveness and efficiency of the public sector.

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.

Urban forest: a collection of trees that grow within a city, town or suburb.

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Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555

Enquiries www.stirling.wa.gov.au/enquiries

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