

1971 - 2021
50
YEARS



Annual Report 2020/21





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Where to get a copy

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

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

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

Από πού να πάρετε αντίγραφο

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

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

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

Dove ottenerne una copia

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

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

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

何处可获取年度报告

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

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

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

何處可獲取年度報告

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

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

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

Каде да побарате копија

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

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

Có thể lấy một bản ở đâu

Bản Báo Cáo Thường Niên của Thành Phố Stirling có thể được tải xuống từ trang mạng của Thành phố (www.stirling.wa.gov.au/annualreport) và phiên bản dạng hình ảnh 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 ای هب سیرتسید

تسایسبو قیرط زا گنیلرتسا ایرادرش نهایلاس شیرازگ

(www.stirling.wa.gov.au/annualreport) ایرادرش

رد نآ یرصب یخس هخسن نینچم تسا دولناد لباق

(www.youtube.com/user/cityofstirlingwa) ایرادرش بویئوی لاناک

لباق “The Year in Review” ناونع تحت

بشاپ یم تغایرد

تسینز طیج زا تسایم رد ایرادرش هوام دعوت ساسارب

هخسن نیآ تسا دش مهت یپاچ هخسن یودج دادعت امنت

گنیلرتسا نایبباتک شش نینچم و ایرادرش زکرم رد اه

قیرط زا نیارب موالع .دشاپ یم دوجوم هومع هدافتسا یارب

(08) هرامش هب ایرادرش یومع طباور هب ینفلت تساوخر

ناوت یم ار نهایلاس شیرازگ یپاچ هخسن کی 9205 8555

درک مهت

رگید یاه نابز هب ناوت یم ار ایرادرش نهایلاس شیرازگ

Translating and Interpreting Service (TIS) مهجرت تامدخ اب روظنم نیآ یارب .دومن مهجرت

13 14 50 ینفلت هرامش اب

دیریگب سامت

هخسن یلع لوصحل نیأ نم

چنیلریتس نیندل یونسلا ریرقتلا لیمحت نکمی

(www.stirling.wa.gov.au/annualreport) تنرتنلا یلع یلانتلا اه عوم نم (City of Stirling)

حاتم ریرقتلا نا امک

یلع چنیلریتس نیندم هانق یلع قروصل او توصولاب اضیأ

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

اؤاستاو “The Year in Review” :تسلا عجارم» یمم تحت

موصولب رارمتساب عبتلما چنیلریتس نیندم هسایس عم

نکمی شیح ،تقیرولا هخسنلا نم دودج مدع رفاوتی ،تمدتسالا

تابتکملما یف لیلذکو ترادلا زکرم یف اهفصرت رومچلل

هخسن بیلط اضیأ نکمی امک .ننیدلما عبتت یثلا تسلا

هالم علل لصاوت زکرمب لاصتلا لالخ نم ریرقتلا نم یقیرو

9205 8555 (08) فنتاه یلع

نع نفلت تخلم تاغللا یلا یونسلا ریرقتلا مهجرت نکمی

(TIS) یهفشل او تیریرقتلا مهجرتلا تمدخ لاصتلا قیرط

13 14 50 مقر یلع

Acknowledgement of Country

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

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

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

.....

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

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





Introduction

Welcome to the City of Stirling's Annual Report for the 2020/21 financial year. This report presents the City's financial and operational performance for the year against the key objectives, strategies and priorities outlined in our Strategic Community Plan and Corporate Business Plan.

The *Western Australian Local Government Act 1995* requires local governments to produce an annual report by 31 December each year. The City of Stirling goes beyond statutory requirements by producing a report that is comprehensive and engaging, demonstrating a wide range of activities. The Annual Report is seen by the City as an essential tool to inform residents, community groups, businesses, government, organisations, employees and prospective employees of its performance and plans.

The Strategic Community Plan 2018 – 2028 (reviewed 2020) and its supporting Corporate Business Plan 2020 – 2024 form the vision for the development of the City of Stirling. These two publications detail the community's aspirations and the approaches in place to achieve them. The Annual Report 2020/21 informs the reader of how the City is delivering on its vision to be a place where people choose to live, work, visit and invest. Divided into five main sections, this Annual Report comprises the following:

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

The City strives to build a sustainable future for its community. To achieve this, the City has adopted the Global Reporting Initiative (GRI) as a means of monitoring progress towards sustainability and outlining a strategy to realise its goals. The GRI process enables the City to deliver on reporting commitments in a transparent, consistent and internationally credible framework. The City has chosen GRI indicators that are most relevant to its activities. The GRI index can be found on page 262 of this report.

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

The Annual Report 2020/21 has been prepared in accordance with the *Western Australian Local Government Act 1995* and the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Framework and guidelines.

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



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.

estimated
population

223,743¹



55% born in
Australia²



77.7%

have Australian citizenship²

36.8%

of residents speak a language other
than English at home²

91%

overall community
satisfaction score

6 leisure
centres

3 with swimming pools



6
libraries

16 community
centres



Total area

104.7 km²

7 km
of coastline

1,400 ha

of reserves, parks and
natural bushland areas



56%

of municipal waste
diverted from landfill

1.05%

identify as
Aboriginal or
Torres Strait
Islander²



55,000
families²

30
suburbs

50.3%

educated to
Year 12 or above²

7,161

trees planted in 2020/21



22% aged under 20²

20.5%

aged over 65²

working population of
98,210²

with over

37²

median
resident age
group



320

events held in 2020/21
in Stirling



22,795
businesses

101,238

rateable properties



1,101 km
of pathways

53

artworks in
the City's public art
collection



SOURCES

¹ Australian Bureau of Statistics, Regional Population Growth, Australia

² 2016 Census





Our City

With a thriving population of over 223,000 and a total land area of more than 100 square kilometres, the City of Stirling is Western Australia's largest local government by population. Located just eight kilometres north of Perth's central business district, the City of Stirling includes 30 suburbs, from the iconic Scarborough beachfront to the vibrant streets, cafés and restaurants of Mount Lawley.

The City of Stirling has a number of strategic advantages. Its unique mix of location, major transport links, high-quality retail and commercial centres make for a bustling employment district and Perth's second-largest CBD. Key employment sectors include construction, retail, manufacturing, health and education which provide over 80,000 jobs.

At the City, we pride ourselves on building a prosperous, safe and active place where people choose to live, work and visit. Over 1,400 hectares of reserves, parks and natural bushland areas include 26 wetlands and 7 kilometres of coastal dunes and beaches. The popular summer playgrounds and top surf spots of Trigg and Scarborough Beaches are just some of the City's major tourist attractions.

More than 40 per cent of our residents were born overseas and over a quarter speak a language other than English at home, making the City one of the most diverse local

governments in Western Australia. With a flourishing cultural scene and enviable lifestyle, the City of Stirling is a place of opportunity.

Celebrating the City of Stirling 1971 – 2021

The City of Stirling forms part of a region that has been home to Wadjak Nyoongar people for more than 40,000 years and sits on land known as Mooro Country. Mooro Country extends from the Indian Ocean in the west to well beyond the City's boundary in the east, and from the Swan River on the Perth CBD's doorstep in the south and nearing the Perth metropolitan border at Yanchep the north.

A coastal wetlands trail for Nyoongar people begins at the Swan River and follows a chain of lakes through to Yanchep. The Nyoongar community regards this chain of lakes as 'all the same water' and shares the ideal 'one water, many lakes'. Today, Aboriginal heritage sites are registered at each of the lakes in this chain, making Gwelup, Star Swamp and Herdsman significant sites within the City of Stirling for Nyoongar people.

The story of the City of Stirling begins in 1871, when it formed part of a 647-square-kilometre area governed by the Perth Road Board. At that time, the total population across Western Australia was 25,000 people. The area managed by the Perth Road Board was a combination of rural and undeveloped land and included areas which later became the cities of Wanneroo, Bayswater and Belmont. A focus at this time was the construction and repair of roads and bridges, including a makeshift road made from wooden planks that connected isolated rural areas with Scarborough and Innaloo. That plank road was effectively an early version of Scarborough Beach Road.



Migrants play an important part in the City of Stirling story, with Chinese and European settlers helping drive a growth in agriculture in the early 1900s. While moving to a new country with a different language would have provided its share of challenges, migrants went on to deliver successful market gardens in suburbs including Osborne Park, Balcatta and Gwelup.

By the late 1940s, suburban subdivisions were taking shape. Suburb names were derived from Aboriginal words such as Yokine (dingo/native dog), Coolbinia (mistletoe) and Nollamara (black kangaroo paw). Other suburbs were named after local figures, including Mount Lawley, which recognised the former WA Governor Sir Arthur Lawley. The suburb of Menora has a strong association with the Jewish community and its name refers to the menorah, a seven-branched candelabrum used in Jewish religious ceremonies.

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

The change to become a city was introduced in conjunction with the 100th anniversary of the establishment of the original Perth Road Board.

Today, the City of Stirling is a thriving multicultural hub that covers approximately 100 square kilometres. Home to over 223,000 people, the City stretches across 30 suburbs from Dianella in the east to Trigg in the west, and from Hamersley in the north to Mount Lawley in the south. The diverse nature

of the City landscape encompasses seven kilometres of stunning coastline, 738 hectares of natural bushland and more than 98,000 properties.

Recognising and celebrating local history remains a constant for the City, with Mount Flora Museum continuing to provide a window into the past. Housed in a converted water tank that dates back to the 1940s, the museum displays a fascinating collection of photographs and historical objects. Regular exhibits include a room-by-room look at the family home from days gone by, as well as some classic toys and an interactive 1940s classroom set-up.

A significant milestone in our history, 2021 marks 50 years as the City of Stirling. This has been celebrated in a number of ways, including the theme of this year's community calendar, which features photographs and stories from across the five decades. Many events held between January and June 2021 were themed to commemorate this milestone, including the Australia Day citizenship ceremony and Citizen of the Year Awards, and community events held at Scarborough and Osborne Community Hubs and [Inglewood Town Square](#). A commemorative pin was produced and gifted to our newest citizens at the Australia Day Citizenship Ceremony. They were also distributed to Elected Members and City employees and are given to visiting dignitaries throughout the year.



Message from the Mayor and CEO

Last year, I assured the community the City would help during the COVID-19 pandemic, and I am pleased we have delivered our \$43.7 million Economic Stimulus and Community Recovery Package. We froze rates, offered tenancy relief for businesses who leased City assets, sponsored events, assisted community groups and accelerated capital works. Our 2021/22 budget position remains strong, debt-free and balanced.

In 2021, we celebrate the 150th anniversary of the formation of the Perth Road Board (1871), 60 years of the Shire of Perth (1961 - 1971) and 50 years of the City of Stirling (1971 - 2021). Importantly, these anniversaries recognise and celebrate that the City is on Mooro Country, land that has been home to Wadjak Nyoongar people for more than 40,000 years. In 2020/21, Council endorsed our third Innovate Reconciliation Action Plan July 2021 – June 2023.

We are fully committed to reconciliation, as well as the ongoing job of creating a vibrant, inclusive, multicultural and diverse local community where everyone is welcome. We endorsed a Homelessness Strategy, provided \$425,000 in community grants to 70 sporting groups, delivered a 40 per cent increase in Meals on Wheels during lockdowns and opened Naala Djookan Healing Centre to deliver specialised services to women, children and families at risk of experiencing domestic violence. Our Beach Services team saved lives, completing 21,513 preventative actions, 318 rescues, 487 first aid assistances and three resuscitations. Our Neighbourhood Event Series saw 12 community events attract over 10,000 attendees, and the City provided \$800,000 for community arts and events funding.

We completed drainage construction and major earthworks, and began road construction on the Stephenson Avenue Extension. In November 2020, the Federal Government allocated \$2 million for a Trackless Tram Business Case. Council endorsed the Sustainable Energy Action Plan (Corporate) 2020 – 2030 to set our targets and direction to reduce carbon emissions and increase renewable energy use. We opened our \$6.2 million Bina Parkland in Balga (\$2.34 million provided by Lotterywest) with a regional playground and flying fox, a BMX track, a skate plaza, multi-courts, a parkour area and barbecues.

We will continue to invest in services and amenities our community needs, and I look forward to the upcoming major review of our Strategic Community Plan.



Mark Irwin
Mayor

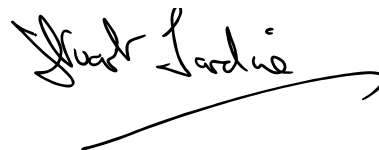
During 2020/21, the City honoured our commitment to build thriving communities in the face of new challenges and high demand for services. More than \$270,000 was distributed via 81 grants to community groups to deliver programs to support wellbeing and connectedness.

The challenges to small businesses were not unique to the City of Stirling but our support to the local economy put us at the top of our field. We distributed \$250,000 to help small businesses respond to COVID-19 generating \$2.38 in local business spend for every dollar granted by the City.

We supercharged our efforts to create liveable neighbourhoods, with \$28.9 million in capital investment to stimulate the economy. Construction works continued on the Stephenson Avenue Extension project, and Bina Parkland was named by the local school and then opened to great community fanfare. We also launched our Address and Application Assistant to reduce red tape and help homeowners and developers discover the approvals they need for development. More than 30,000 people have visited this webpage since September 2020.

Our Sustainable Energy Action Plan 2020 – 2030 commits the City to the internationally recognised 'net zero by 2050' target. We aim to achieve 100 per cent renewable energy and 70 per cent emissions reductions by 2030.

And finally, as the CEO, I am most proud that we have achieved all of this while maintaining our responsibility to good governance and strong leadership. Despite pandemic restrictions, we conducted 19 Council meetings (which were live streamed) and 18 committee meetings, attended by 965 members of the public. We successfully lobbied for more than \$11 million in commitments ahead of the 2021 State Election, and we achieved Federal Government funding for our Trackless Tram Business Case. As we move into 2021/22, our Corporate Business Plan charts a path forward to reach our strategic goals and provides accountability and transparency for our ratepayers and community.



Stuart Jardine PSM
CEO

Our leadership approach

Our vision

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

Our mission

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

Our values

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

Our plans

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

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

Our commitment to sustainability

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

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

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

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

Diagram 1: Sustainable City approach





Our service commitment

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

During all interactions, we are committed to:

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

We are also committed to:

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

Performance highlights and challenges

The City of Stirling's 2020/21 Annual Report details the organisation's progress towards the strategic objectives outlined in its Strategic Community Plan 2018 – 2028 and Corporate Business Plan 2020 - 2024.

This section provides a summary of achievements and challenges in 2020/21 by each of the key result areas outlined in our Strategic Community Plan. More detailed information can be found in the 'Our performance' section which begins on page 71.

Thriving communities

Objectives - What does the City aim to achieve?

S1.1 Strengthen communities through sense of place

S2.1 Promote active and healthy lifestyle choices

S3.1 Accessible services for all members of the community

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

Achievements

- Despite a changed program to adhere to COVID-19 restrictions, the City successfully hosted a number of events to celebrate its 50th anniversary. More details are provided on page 10.
- In 2020/21, the City focussed on recruiting young people into its volunteer program, reactivated its partnership with Balga Senior High School and recommenced its Youth Work Placement Program. See more information on page 62.
- The City launched a new customer portal for its leisure facilities, improving online access to all Learn to Swim enrolments, gym programs and facility hire bookings.
- \$425,000 in grants were provided to more than 70 sporting groups through the City's Community Grants for Sporting Clubs program.
- The City's Beach Services were busy throughout the warmer months conducting 21,513 preventative actions, 318 rescues, 487 first aid assistance and three resuscitations to save lives on our beaches.
- Council endorsed the City's first Homelessness Strategy in August 2020. The Strategy aims to create an understanding of the impacts of homelessness within the City of Stirling and better assist employees to interact with and support homeless people in our community.
- The City's Meals on Wheels service saw an increase of 40 per cent in home-delivered meals during the peak COVID-19 restriction period, with an overall increase of 11 per cent across the year.
- Over \$270,000 was distributed via 81 grants to local community groups to deliver programs to support community wellbeing and connectedness.
- The Naala Djookan Healing Centre opened in December 2020 to deliver specialised services to women, children and families at risk of experiencing domestic violence. The centre is provided by a consortium group led by the City and has already provided services to 289 individuals.

- The City's new Innovate Reconciliation Action Plan was endorsed by Council in May 2021.

Challenges

- The City faced challenges with the delivery of services across the year due to uncertainties relating to COVID-19. Intermittent facility closures created significant operational issues and had a direct impact on financial performance, with continual disruption to service delivery and redeployment of employees through various work arrangements. The City maintains a commitment to minimising the impact these closures have on facility users, the wider community and our employees, and will continue to follow State Government advice for the safety of our community. Additionally, support we provide to our sporting and community clubs has required reprioritisation to ensure that clubs continue to be supported, and understand what activities can and cannot be undertaken during various stages of any lockdown. Our teams remain committed to delivering a responsive service to contribute to an overall improvement in the health and wellbeing of the community.
- Higher-density living has brought about an increase in the community's reliance on shared infrastructure and has increased pressures associated with vehicle parking. This, in addition to the added pressure of COVID-19-related restrictions, may have contributed to increased litigious and challenging community behaviours. 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. In 2021/22 the City will continue to focus on the safety of our community with a strong focus on education, engagement, and maintaining our dedicated, responsive and targeted services.

Looking forward

- The City plans to document its rich history by recording interviews with senior citizens for future generations to enjoy.
- A needs assessment will be undertaken to develop a Community Infrastructure Plan for the Stirling City Centre.
- The City will take action to prevent, support and build capacity for homeless people in our community.
- We will also upgrade our CCTV systems to include additional cameras in key areas and provide access to the WA Police to assist with the reduction in crime and antisocial behaviour.



Vibrant economy

Objectives - What does the City aim to achieve?

E1.1 Attract visitors to our City

E2.1 Facilitate economic growth

Achievements

- During a challenging year, the City delivered a Neighbourhood Event Series with 12 community-focussed events. These attracted over 10,000 attendees, helping to add vibrancy and activate our local neighbourhoods.
- The City's Home at Christmas program included Christmas decorations, roving performers, projections and light installations along with a number of events and activities at six local town centres. Delivered during December 2020, the aim was to attract visitors to support local business, retail outlets and food and beverage providers in the centres. These places came alive during the festive season and stimulated the local economy during this period.
- 57 recipients received over \$800,000 as part of the City's Community Arts and Events Fund and [Community Creativity Fund](#) during 2020/21.
- The City also distributed \$250,000 to 51 small businesses to help them respond to changed circumstances as a result of COVID-19. This generated \$2.38 in local business spend for every dollar granted by the City.
- Across the year, the City ramped up its support to small businesses to help stimulate the economy and assist the sector to recover from the impacts of COVID-19 through a number of programs. A small business hotline was established, together with initiatives to provide business counselling, networking support and a business mastermind program.

Challenges

- The events industry continues to be one of the hardest-hit industries during the pandemic. Regularly changing requirements and a reduction in interstate travel have resulted in an inability to attract or provide certainty towards national performers and touring events. Event organisers have the responsibility of planning for, reacting to and adhering to the State Government requirements to deliver high-quality events, while also bearing the financial risk of cancellations and postponements. Some larger annual events were unable to be delivered in 2020/21, including Christmas carols and ANZAC Day commemorative events.
- Due to the impact of COVID-19 on the tourism sector, particularly international tourism, the Perth Holiday Planner was not produced for the 2020/21 financial year. The City did participate in the 'Relive Perth' intrastate campaign hosted by the Regional Tourism Organisation, Destination Perth. The two businesses that participated in this campaign were Dunn & Walton organic online shop and store, located in Doubleview; and Hoodburger takeaway restaurant in Inglewood. Digital Facebook reach on this campaign was over 6,000 views.

Looking forward

- The City will sponsor a number of events throughout the City to promote tourism and vibrancy in key centres.
- The City will also support small business via a number of projects, including its Small Business Friendly Approvals Project and Cyber Security Program.
- A Business Innovation Competition will also provide an opportunity for small business to deliver innovative projects in the community.

Liveable neighbourhoods

Objectives - What does the City aim to achieve?

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

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

B3.1 Ensure our assets meet future community needs

Achievements

- The City launched an Address and Application Assistant on the City's website in 2020/21 to assist customers to find out the development potential of their property and quickly identify what applications are required for their development proposal. Over 30,000 people have visited this page on the website since its release in September 2020.
- With major earthworks and drainage construction completed, the road construction works commenced in April 2020 on one of the City's major capital projects – the Stephenson Avenue Extension. 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.
- The City's Bina Parkland officially opened in April 2021 with a community fun day celebration. Approximately \$6.2 million was spent on the development, which includes a regional playground with a flying fox, a BMX track, a skate plaza, multi-courts, a parkour area and barbecues. More information can be found in the case study on page 132.

Challenges

- Ongoing impacts of coastal erosion on the City's coastline continue to be a major challenge. The City is therefore undertaking a coastal hazard risk management adaptation process (CHRMAP) for the entire Stirling coastline, from Peasholm Street to Beach Road. The CHRMAP will improve the understanding of processes and hazards along the coastline, determine the consequence and likelihood of hazards on coastal

assets, and identify possible risk management measures and how these can be incorporated into short-term and longer-term decision making. The CHRMAP process will also seek to engage stakeholders and the community in the planning and decision-making process.

- On a number of occasions, the City of Stirling faced challenges associated with high-intensity storm events that resulted in flooding and drainage issues to City assets and private property. Much of the City's drainage network was designed and installed many years ago to cater for less intense storm events. However, there has been an increase in the higher-intensity events over the last three to five years. These can sometimes highlight deficiencies in the City's drainage network. The City is often called upon to provide immediate assistance to residents and motorists (including outside of normal working hours and on weekends) and is then required to consider, design and implement longer-term drainage solutions to reduce the risk of flooding incidents reoccurring.
- A number of capital projects are behind schedule at the end of the financial year. For the most part, this is an unexpected impact of COVID-19. Following new stimulus funding provided by the Australian Government for local roads and community infrastructure, some priorities were shifted. COVID-19 has also had a positive impact on the construction sector in Western Australia, resulting in a lack of building materials and labour, which has also impacted project delivery timeframes for the City.

Looking forward

- A number of major plans will be progressed in the coming year, including the Herdsman Glendalough Structure Plan, Osborne Park Precinct plan and the Local Planning Scheme No. 4.
- The Stephenson Avenue Extension project will continue with phase one construction due to be completed by the end of December 2021.
- The upgrade of some of the City's major community facilities will also commence including Hamersley Public Golf Course, Stirling Leisure Centres - Terry Tyzack Aquatic Centre - Inglewood and Robinson Reserve.



Sustainability

Objectives - What does the City aim to achieve?

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

N2.1 Create and maintain inviting green spaces and streetscapes

Achievements

- In October 2020, the new Container Deposit Scheme service was launched with two refund points at key locations in the City of Stirling. See more information in the case study on page 158.
- In 2021, Council endorsed the Sustainable Energy Action Plan (Corporate) 2020 – 2030 to set targets and a clear direction to reduce carbon emissions and increase renewable energy use. In this plan, the City has a corporate target to source 100 per cent of total electricity demand from renewable energy by 2030 and to reduce corporate carbon emissions by 70 per cent by 2030. The plan also aims to responsibly contribute to global efforts to limit the impacts of climate change in line with the Paris Agreement and is consistent with our goal to reach net-zero emissions by 2050.
- In June, the City joined the Climate Council's Cities Power Partnership program. Under this program, the City pledged to increase the level of renewable energy generation for Council operations, participate in a power purchase agreement for renewable energy, adopt best-practice energy efficiency measures, support the uptake of hybrid and electric vehicles, and support the community to tackle climate change.
- The City continues to improve energy efficiency in buildings through LED lighting installations, upgrades to air conditioning controllers and improved control strategies. A total of 1,247 new efficient LED lights were installed in the Stirling Council Chambers at the Administration Centre, more than halving the energy used by these lights. They are expected to provide ongoing energy savings to the City of around \$8,287 each year and reduce annual greenhouse gas emissions by 25 tonnes of carbon dioxide equivalent (tCO₂-e).
- Over 1,700 residents registered for the ever-popular Plant Giveaway Day, which offered 16,000 waterwise plants to residents with co-funding from the Water Corporation. This is more than double the resident participation compared to the previous year. Over 12,000 plants were collected on the day, with those not picked up provided to local schools.
- The Community Tree Planting Program involved 216 volunteers in residential street tree-planting events. In addition, 115 school student and scouts assisted in planting trees on school verges and in reserves. This resulted in a total of 331 volunteers contributing 1,236 hours, planting 1,230 street trees across the City.
- The City aims to plant 1 million trees and shrubs over a 17-year period to 2025. Since the inception of the initiative 13 years ago, the City has planted 802,616 trees and shrubs. In the 2020/21 planting season, the City planted 9,040 trees and 58,724 shrubs, meaning that the City is on track to meet its target.

Challenges

- The State Government has set a challenging target for local governments to divert 67 per cent of municipal waste from landfill by 2025. In 2020/21, the City diverted 56 per cent of municipal waste from landfill, a drop from the previous year of 58 per cent. On three occasions during this period, residents were unable to visit the City's recycling centre due to COVID-19 lockdowns, and this decreased opportunities for disposal of unwanted items. Other factors are also impacting improved resource recovery, including increased quality requirements in international commodity markets, which continues to present challenges for the recycling of soft plastics and other items. This is currently limiting the City's ability to further increase recovery rates.
- Despite the City's energy reduction efforts with energy efficiency improvements, renewable energy installations and hybrid fleet transition, total energy demand has increased by 12 per cent over the last five years.
- The overall increase in energy demand over five years is due to an increase in services provided by the City, including the new Stirling Leisure Centres – Scarborough Beach Pool. The City's new Sustainable Energy Action Plan (Corporate) 2020 – 2030, endorsed in 2021, aims to address this challenge and increase the City's renewable energy use over the next ten years.

Looking forward

- The Sustainable Energy Action Plan will deliver various sustainable energy planning and community education initiatives in 2021/22.
- The City will continue to plant more shrubs and trees as part of its Million Trees initiative.
- A number of community projects will be delivered to support schools and local residents to become more sustainable.

Governance and leadership

Objectives - What does the City aim to achieve?

G1.1 Provide accountable and ethical governance

G2.1 Work with and influence others for mutual benefit

G3.1 Strengthen customer service

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

Achievements

- Despite COVID-19 restrictions, the City conducted 19 ordinary council meetings and 18 committee meetings, attended by 965 members of the public. All Council and committee minutes and agendas were uploaded before their deadlines. The City also maintained 100 per cent compliance to statutory requirements regarding minutes being signed.
- The City naturalised 2,197 new Australians over a total of 26 citizenship ceremonies.
- Further proactive lobbying in advance of the 2021 State Government elections resulted in more than \$11 million in election commitments being secured for the City of Stirling. Funding will be used towards upgrades to Grindleford and Rickman Delawney Reserves, redevelopment of Inglewood Oval/Hamer Park, the Mettams Pool Erosion Recovery Project and upgrades to the Balga Plaza and Mirrabooka Village neighbourhood centres.
- In November 2020, the Federal Government gave a funding boost to the Stirling City Centre project by allocating \$2 million for the development of a Trackless Tram Business Case. Funded through the Australian Government's Urban Congestion Fund, the City will work with experts to assess a range of technologies to support a trackless tram system from Glendalough Train Station to Scarborough Beach.
- With the growing demand for information and services to be delivered digitally due to COVID-19, the City saw growth in all digital channels, highlighting the rising demand for digital communications. As a result, the City's first Digital Marketing Plan was adopted during the 2020/21 financial year, driving further innovation across organic social media (Facebook, Instagram, LinkedIn and Twitter), paid social media (Facebook, Instagram and LinkedIn advertising), the Google Ads network (search, display and video) and email marketing.

Challenges

- Conducting Council meetings in a COVID-19 environment was a major challenge during 2020/21. As a result, the introduction of live-streamed Council meetings was fast-tracked in 2020 in response to COVID-19. It gave the community the opportunity to engage in Council meetings when public attendance was not permitted. The City's YouTube channel was selected as the platform to broadcast Council meetings, given its broad accessibility and reliability.

Looking forward

- The City will continue to invest in its customer relationship management system, which aims to improve customer service and access.
- Further improvements will be made to the Customer Contact Centre software and online newsletters to enhance customer experience and the provision of information.



COVID-19: Our continued response

As we have continued to respond to the ever-changing COVID-19 pandemic in Australia, the City has remained committed to making timely, strategic decisions to support our workforce, local businesses, residents and community groups.

The City has continued to be responsive to all State Government directives, ensuring there has been clear and timely communication to all people affected by the City's COVID-19-impacted services and facilities.

A \$43.7 million Economic Stimulus and Community Recovery Package was implemented to provide relief for households, businesses, community health and wellbeing. The package was primarily funded by drawing down on the City's reserves. For information on this package, visit the City's website at www.stirling.wa.gov.au/escrp



Emergency management

The City's COVID-19 response is led by the Local Recovery Coordination Group (LRCG) in accordance with the City's local emergency management arrangements. The City's Director Community Development is the Local Recovery Coordinator, in line with local emergency management arrangements. The LRCG comprises the Mayor as Chairperson, the Executive team and relevant business unit managers, environmental health and emergency management employees.

Through our membership with the State Government's Department of Fire and Emergency Services Operational Area Support Group, the City has continued to engage with the relevant emergency management authorities to ensure we are well equipped with up-to-date information. The support group consists of combat agencies, support organisations, essential services and representatives from emergency management districts.

In response to widespread outbreaks in other parts of the country, the City developed a Second Wave Preparedness Plan and Snap Lockdown Action Plans which continue to be used and updated throughout various stages of the pandemic. As part of our emergency management, the COVID-19 Community Recovery Action Plan remains an evolving document, adapting to the COVID-19 situation and identified community needs.

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

Services and facilities

On advice from the Department of Health, throughout lockdowns, the City has swiftly closed public facilities such as recreation and leisure centres, libraries, community centres, community hubs, day centres, playgrounds, public outdoor recreation areas and parts of the recycling centre.

Non-essential activities and support services were suspended, with essential services continuing in a modified delivery model, with an increase in community support services where needed.

The City promptly reopened affected facilities and services in line with the State Government's easing of restrictions throughout all lockdowns. This enabled employees to resume their usual roles and provide much needed support and services to community members.

Community and business support

The City continues to support our community leaders, community groups, residents and local businesses.

Communication continues to be timely and informative, ensuring all user groups of the City's services are well informed throughout all stages of lockdowns and the transition back to our new normal.

The COVID-19 pandemic has resulted in a strong emphasis on digital communications to ensure information is disseminated in a timely manner. The City continues to enhance its digital communication, as well as traditional and digital communication with hard-to-reach audiences via community leaders and additional support. A dedicated webpage (www.stirling.wa.gov.au/update) continues to house all information regarding the City's response and information about affected services.

Throughout all lockdowns, the City has provided regular updates about affected services as well as a range of support services and online programs people can access. There has been an increased drive to support local business and tourism operators with Buy Local and Holiday at Home campaigns as well as other localised business support.

In support of the State Government's Roll Up for WA campaign, we have heavily promoted and encouraged our community members to consider vaccination in order to help prevent the spread of the virus.

Workforce

The City's workforce has transitioned to work from home where required throughout lockdowns, and a Working from Anywhere procedure has been formalised to ensure employees are easily able to access the necessary services and technologies to allow them to work from home.

Employees delivering core services remained at their usual workplaces with strict social distancing and increased cleaning and hygiene measures in place. Where employees are unable to work in their usual workplace due to restrictions, redeployment is offered where possible, along with access to 10 days of dedicated COVID-19 leave.

The City's corporate health solution, including employee assistance programs (EAP), are available to support employees and their families through these times. Regular communication from the Chief Executive Officer ensures employees are well informed in relation to the City's response to the pandemic as both a local government and an employer. This continues to be a regular theme of internal communications.



Our future: The year ahead

Committed to progress, we are forging ahead to create a bright future for everyone living, working or visiting the City of Stirling by providing a pathway out of the uncertainties of COVID-19 and a plan of action to achieve the long-term vision set by our community in the Strategic Community Plan 2018 – 2028.

COVID-19 has changed the City's priorities to focus on our local neighbourhoods. Overwhelmingly, people want to have access to a range of services and facilities within walking distance of their home. Looking forward, the City aims to create vibrancy in our local centres through a range of services and projects to support these unique places to grow and prosper, while maintaining our rich history. These include:

- Stirling City Centre – Community Infrastructure Plan
- Oral history interviews – Stirling Stories
- Public art projects
- Street signs of significance
- Homelessness support.

Over 22,000 businesses operate in the City of Stirling, many of which are small businesses. With well-established business and retail centres, the City of Stirling is the second-largest employment district in Western Australia after the Perth CBD. The City will continue to support the business community through a range of services and projects aimed at small businesses, including event sponsorships, shopfront grants and a new Business Innovation Competition in 2021.

As always, the City's financial stability is paramount and critical to ensure that we deliver a high level of service while maintaining our debt-free status. Currently, the City maintains a solid financial position, which gives us the ability to fund a range of exciting major projects aligned to the City's strategic priorities. We will continue to deliver improvements to major community facilities including the Hamersley Public Golf Course, Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood, and Inglewood Oval/Hamer Park.

We are committed to continuing to deliver a sustainable and thriving City which engages the community and fosters prosperity. The Corporate Business Plan 2021 – 2025 is an important part of our overall plan for the future. With hard work and consistent service delivery, we continue to strengthen our position as a 'City of Choice' to live, work and visit.

Further information on activities and projects 'looking forward' is outlined by key result area in the 'Our performance' section from page 71.







Our Council

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

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

Democracy in the City of Stirling

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

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

Local government elections

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

Elected Members are voted in for a four-year term, with Council electing the Deputy Mayor. The 2019 local government election saw the introduction of the Mayor being elected by the electors of the City for a four-year term. Elected Members represent the seven wards shown on the below ward map. Further information on each ward can be found on the City's website at www.stirling.wa.gov.au/citywards

The role of the Mayor, Deputy Mayor and Elected Members

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

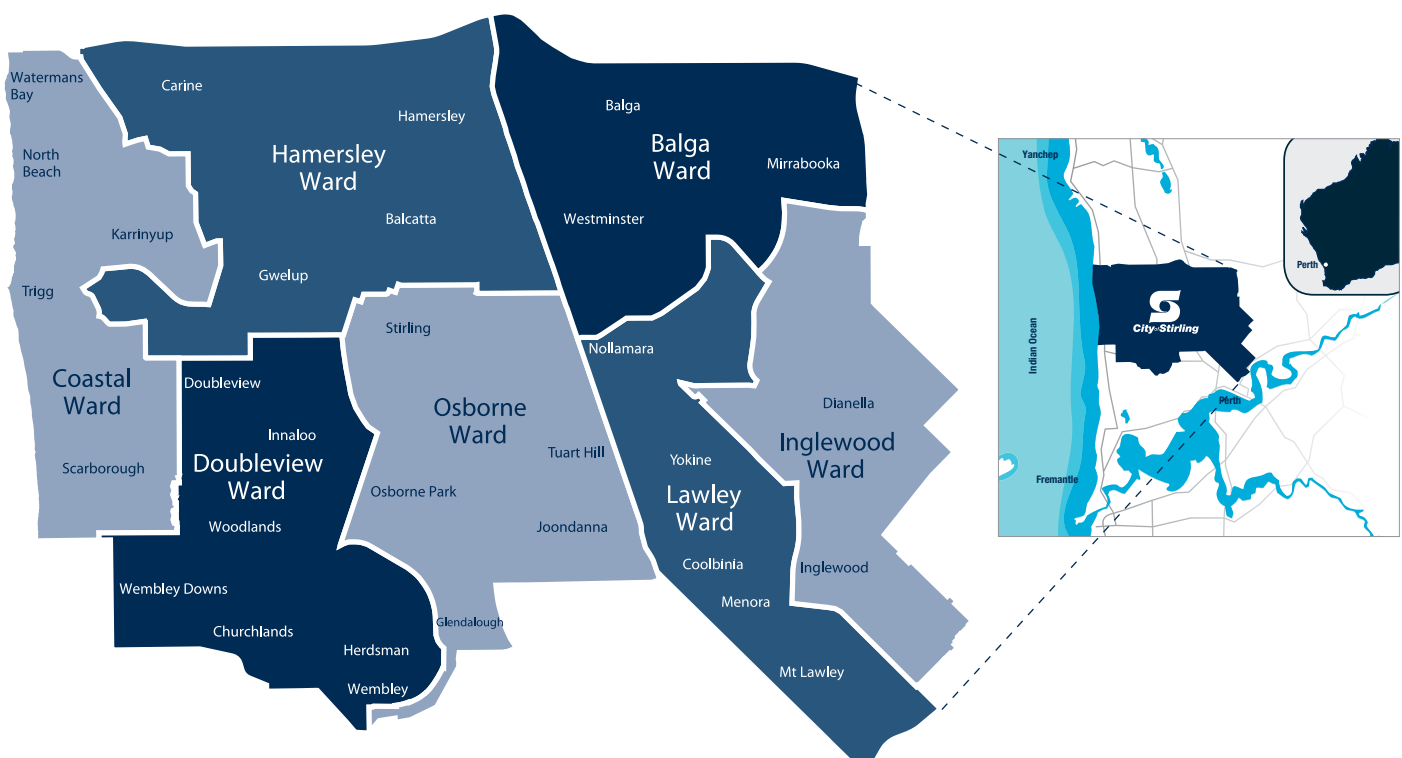
- Preside at Council meetings in accordance with the *Local Government Act 1995*
- Provide leadership and guidance to the community
- Carry out civic and ceremonial duties
- Speak on behalf of the local government
- Liaise with the Chief Executive Officer and the administration on the performance of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

The Deputy Mayor performs the functions of Mayor as required. Cr Bianca Sandri is the serving Deputy Mayor of the City of Stirling.

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

The specific role of Elected Members is to:

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





Elected Member profiles

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

Mayor Mark Irwin

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

Bachelor of Science
Diploma of Management



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

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

Mayor Irwin has a degree in science from UWA and a Diploma of Management. He is an advocate of the benefits of health and fitness, having operated a health and fitness business with his wife for 20 years. His strong connection with small business has included terms on the Stirling Business Association and Small Business Development Corporation boards.

Mayor Irwin has also held positions in community-based roles as President of Scarboro SLSC and Surf Life Saving WA, and on the board of Doubleview Primary School. Through these roles, he has forged successful relationships with local, state and national bodies. Mayor Irwin provides strategic leadership to Council and is dedicated to improving relationships and providing guidance to the community. He is proud to be leading a progressive local council and community.

Inglewood Ward

Deputy Mayor Councillor Bianca Sandri

City of Stirling Deputy Mayor since: 2019

City of Stirling Councillor since 2017

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



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

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

Councillor David Lagan

City of Stirling Councillor since: 2011



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

Councillor David Lagan has been a Councillor since 2011. Cr Lagan and his wife Sharon have two teenage children; one in the final year of school within the City and another attending university. Both children work part-time in local businesses. Cr Lagan has a bachelor's degree in teaching and physical education and has contributed to Western Australian schools and the community on a number of levels including time with the Australian Sports Commission. Cr Lagan is the vice patron of a number of local sporting clubs within the Inglewood Ward.

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

Balga Ward

Councillor David Boothman JP

City of Stirling Councillor since: 1994



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

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

Councillor Keith Sargent

City of Stirling Councillor since: 2011



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

Councillor Keith Sargent has lived in Stirling his entire life, calling Balga and Mirrabooka home. He has a background in supermarkets, having worked in the local Mirrabooka area for over 20 years. He became a Councillor in 2011 and served one term as Deputy Mayor. With a passion for improving support for children and parents, Cr Sargent has been involved in roles at the Gladys Newton School for special needs, Balga Primary School, Balga Community Action Group and patron of the RSL Nollamara. You'll also find Cr Sargent at the Balga Friday Market, where he is a serving member of the committee.

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

Coastal Ward

Councillor Karen Caddy

City of Stirling Councillor since: 2013
Chair – Tamala Park Regional Council

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



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

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

Cr Caddy currently runs her own management consulting company specialising in strategic planning. Her aim on Council is to use her professional expertise to deliver better outcomes for all residents. She promotes sustainable development that achieves a balance between the needs of the environment, residents and businesses. She is an active volunteer and committed to developing strong, inclusive communities where everyone can contribute. A former chair of the Scarborough Tennis Club, Cr Caddy is a strong supporter of all our local clubs and community organisations.

Councillor Felicity Farrelly

City of Stirling Councillor since: 2019

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



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

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

Doubleview Ward

Councillor Stephanie Proud JP

City of Stirling Councillor since: 2007



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

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

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

Councillor Elizabeth Re

City of Stirling Councillor since: 2005

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



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

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

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

Hamersley Ward

Councillor Chris Hatton

City of Stirling Councillor since: 2019



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

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

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

Councillor Karlo Perkov

City of Stirling Councillor since: 2017



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

Councillor Karlo Perkov has been a serving Councillor for the Hamersley Ward since 2017. His parents settled in Osborne Park in 1958 and he was born in the City of Stirling. As a proud local resident, Cr Perkov enjoys nothing more than spending time with his family and friends all around our diverse City. While social media has become the norm, Cr Perkov is extremely approachable and prefers to engage in the old-fashioned way, face-to-face, with a big smile and always ready to help.

As chair of the Environment Advisory Group, Cr Perkov recognises the importance of protecting our natural environment and open spaces. From Lake Gwelup Reserve, Trigg Bushland, Careniup Wetlands and Carine Open Space, Cr Perkov understands how these special areas are so important for the wellbeing of all residents. Cr Perkov has a distinguished management career but becoming a Councillor has given him a far deeper sense of appreciation and he is honoured to be serving our City of Stirling community.

Lawley Ward

Councillor Joe Ferrante

City of Stirling Councillor since: 2011
Executive Certificate in Business (Marketing)
Graduate Diploma in Business (Marketing)



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

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

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

Councillor Suzanne Migdale

City of Stirling Councillor since: 2017



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

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

Cr Migdale is passionate about identifying and eliminating wasteful expenditure at the City. She supports the safety concerns of her community and strongly advocates for improvements to street lighting and safer roads. She opposes any increase to heights for high-rise developments in the Heritage Protection Area. She also supports our local parks being upgraded while ensuring open spaces are secure and well maintained. Cr Migdale strongly advocates for improvements to services the City offers to seniors, including home and community care (HACC) food, transport and support. Cr Migdale is a keen supporter of our local sporting clubs and community groups. Community work is her passion and she remains dedicated to improving our city in a spirit of inclusion for all residents.

Osborne Ward

Councillor Adam Spagnolo

City of Stirling Councillor since: 2017



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

Councillor Adam Spagnolo was born and raised in Osborne Park and has been an active community member throughout his life. He has two children with his wife, Mary. Cr Spagnolo was first elected as a City of Stirling Councillor in 1984 and went on to serve for 20 years, including three terms as Mayor. He was re-elected to Council in 2017 after a 13-year break.

Cr Spagnolo is the Foundation President of the Osborne Ward Ratepayers' Association and worked as a local government building surveyor for 15 years for a neighbouring local authority. With his extensive knowledge of the local government sector, Cr Spagnolo understands the importance of providing efficient services to the community. Cr Spagnolo is committed to advocating for the community and ensuring fair governance, consistency in Council decisions and friendly service.

Councillor Lisa Thornton

City of Stirling Councillor since: 2019



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

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

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

Council meetings

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

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

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

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

Due to COVID-19 restrictions, one Planning and Development Committee meeting (2 February 2021) was cancelled. These reports were presented directly to Council. At its meeting held Tuesday 12 May 2020, Council adopted a Live Streaming and Recording of Council Meetings Policy. Subsequently, all ordinary and special council meetings are now live streamed to the City's YouTube channel. One Council meeting (29 June 2021) was held during a COVID-19 lockdown; State Government restrictions meant there was no public attendance, and some Elected Members participated in the meeting virtually. Further information on live streaming is included in the case study on page 175.

Elected Member meeting attendance

The table below shows the Elected Members' attendance at meetings held between 1 July 2020 and 30 June 2021.

Table 1: Elected Members' meeting attendance

Mayor and Elected Members	Audit Committee (4)	CEO Performance Review Committee (3)	Community and Resources Committee (10)	Electors' General Meeting (1)	Ordinary Council (18)	Planning and Development Committee (8)	Special Council (0)
M Irwin	4	2	6	1	17	7	0
B Sandri	4	1	7	1	18	6	0
D Boothman JP	1	3	3	0	14	8	0
K Caddy	3	3	9	1	15	6	0
F Farrelly	3	3	8	1	18	6	0
J Ferrante	4	3	7	1	18	6	0
C Hatton	4	1	10	1	17	8	0
D Lagan	4	3	10	1	18	8	0
S Migdale	1	1	7	0	16	4	0
K Perkov	4	3	9	1	18	8	0
S Proud JP	4	3	10	1	18	8	0
E Re	3	2	7	1	16	1	0
K Sargent	0	2	8	1	18	7	0
A Spagnolo	0	0	6	1	18	8	0
L Thornton	2	1	10	1	18	3	0

In 2020/21, the City of Stirling Council considered 266 reports whereby matters were considered in open session and 15 matters were considered behind closed doors on a confidential basis.



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

Table 2: Committee members

Mayor and Elected Members	Community and Resources Committee July 2020 – June 2021	Planning and Development Committee July 2020 – June 2021	Audit Committee July 2020 – June 2021
M Irwin (Mayor)	■	■	■
B Sandri (Deputy Mayor)		■	■
D Boothman		■	
K Caddy	■		■
F Farrelly		■	
J Ferrante		■	■
C Hatton		■	■
D Lagan	■		■
S Migdale	■		
K Perkov	■		■
S Proud JP		■	
E Re	■		■
K Sargent	■		
A Spagnolo		■	
L Thornton	■		

■ Member ■ Presiding member ■ Deputy presiding member

Council committees

The City of Stirling has four council committees:

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

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

Community and Resources Committee

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

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

Planning and Development Committee

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

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

Audit Committee

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

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

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

Chief Executive Officer's Performance Review Committee

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

Enhancing knowledge of Council

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

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

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

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

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

Elected Members' fees and allowances

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

Chief Executive Officer and delegations

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

The Chief Executive Officer may delegate to any other officer the authority to perform functions and duties under the Act, or to implement Council decisions. Delegations of authority are retained in accordance with legal requirements for document retention and record keeping.

Conference attendance for 2020/21 is displayed in the table below:

Table 3: Conference attendance

Elected Member	Conference	Location	Dates	Registration	Airfares	Accommodation
Councillor Suzanne Migdale	SHIFT Cooperative Innovation DigiConference	Online	31 July 2020	\$52.47	Nil	Nil
Mayor Mark Irwin	Local Government Professionals WA Annual State Conference	Perth, WA	5 – 6 November 2020	\$1,170.00	Nil	Nil
Councillor Felicity Farrelly	PIA WA State Conference 2020	Scarborough, WA	12 – 13 November 2020	\$510.00	Nil	Nil
Councillor Lisa Thornton	PIA WA State Conference 2020	Scarborough, WA	12 – 13 November 2020	\$485.00	Nil	Nil
Councillor Felicity Farrelly	Urban Forest Conference	Online	27 November 2020	\$50.00	Nil	Nil
Councillor Lisa Thornton	Urban Forest Conference	Crawley, WA	27 November 2020	\$120.00	Nil	Nil
Mayor Mark Irwin	Local Government Professionals Australia National Meeting	Perth, WA (Online)	1 – 2 December 2020	Nil	Nil	Nil
Councillor Elizabeth Re	2021 WA Wetland Management Conference	Mandurah, WA	16 March 2021	\$82.59	Nil	Nil
Mayor Mark Irwin	National General Assembly of Local Government	Canberra, ACT	20 – 24 June 2021	\$1,164.00	\$1,386.33	\$1,077.00
Deputy Mayor Bianca Sandri	National General Assembly of Local Government	Canberra, ACT	20 – 24 June 2021	\$1,314.00	\$1,790.74	\$1,380.00
Councillor Elizabeth Re	National General Assembly of Local Government	Canberra, ACT	20 – 24 June 2021	\$1,314.00	\$1,403.89	\$733.24
Councillor Adam Spagnolo	National General Assembly of Local Government	Online	20 – 24 June 2021	\$689.00	Nil	Nil
Councillor Keith Sargent	National General Assembly of Local Government	Canberra, ACT	20 – 24 June 2021	\$1,314.00	\$1,379.37	\$1,725.00

Council governance

Elected Member conduct

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

Local laws and Council policies

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

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

Elected Members in the community

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



Cr Perkov attending the Hamersley Habitat event



Cr Proud with WAPOL Inspector Don Emanuel-Smith APM at the JAMBO Africa Festival



Cr Ferrante and Cr Migdale with homeowners Sebastian and Jan Urbani, and artist Peché, at a new City mural



Cr Re attending a volunteer thank-you event



Deputy Mayor Cr Sandri visiting the Nollamara Autumn Club with the Governor, Kim Beazley



Cr Spagnolo and Cr Thornton at the Yokine Scout Hall with the 1st Tuart Hill Yokine Scout Group



Mayor Mark Irwin with local school children during National Simultaneous Storytime at Stirling Libraries - Karrinyup



Cr Sargent with Cr Sandri, Cr Boothman, and Cr Caddy and Premier Mark McGowan at the Australia Day Citizenship Ceremony



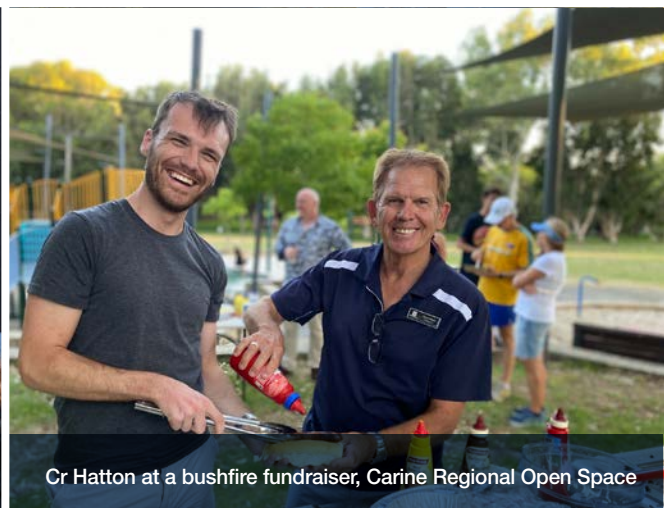
Cr Boothman with Joe and Lorraine O'Connell celebrating their 50th wedding anniversary



Cr Caddy at a coastal planting event



Cr Farrelly at the Surfing WA competition



Cr Hatton at a bushfire fundraiser, Carine Regional Open Space






Cr Lagan with Deputy Mayor Cr Sandri at Stirling Leisure Centres - Terry Tyzack Aquatic Centre - Inglewood









Cr Migdale with Issy and her carer Kate using the new beach matting




Stakeholders

The City has a rich diversity of stakeholders who regularly participate in and contribute to how decisions are made. Forming strong relationships with these stakeholders means the City can always ensure that projects, services and initiatives are reflecting the needs and aspirations of the community they represent. We use targeted methods to ensure that our stakeholders are engaged, have the information they need to contribute to the discussion and know what the outcome is, without having to ask. We have identified our key stakeholders and why we are important to each other. For further information on engagement, refer to page 43.

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

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

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

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



Connecting with the community

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

Communications and media

Keeping our residents, ratepayers, businesses, customers and community informed is a priority for the City of Stirling. This financial year, the City utilised its corporate communications channels to raise awareness of important projects, services, events, council decisions and other updates.

Corporate communications

In 2020/21, the Communications team ensured City employees were kept well informed of corporate news by producing monthly employee newsletters, including 12 digital editions and 11 hard copies for the City's out-centres. The team strived to provide employees with access to regular news from the Office of the CEO, especially when services were impacted by the pandemic. The team also uploaded 219 corporate news articles to the City's intranet, an increase of 37.73 per cent on the previous financial year.

Media

The media is an important stakeholder that can help provide relevant information to the community at low or no cost to the City of Stirling. Timely, honest and open media relations are therefore a key objective for the Communications team, and this is realised by initiating and responding to media opportunities. In 2020/21, the City's Communications team issued 95 media releases, exceeding their annual target by 18.7 per cent. With the goal of protecting and enhancing the City's reputation, the team responded to more than 126 media enquiries from local, state and national media outlets.

Council decisions and City news continue to attract a high level of interest from local media, including print, radio, broadcast and online. Through proactive and reactive media relations, 529 media stories of neutral and positive sentiment were recorded, at an advertising value equivalence of \$1,857,978. This is double the team's annual key performance indicator of achieving \$750,000 in free media coverage and nearly triple the result from the 2019/20 financial year.

A total of 139 articles were added to the news page of the City's website, including 95 media releases and 44 news articles. Reflecting increasing interest in City news, the news page attracted more than 65,000 page views in 2020/21, up 73 per cent from its 38,000 page visits in 2019/20.

The Communications team provided its spokespeople with 119 sets of speech notes and talking points throughout the year, which ensured they were well informed with the most up-to-date information when addressing the media or speaking in an official capacity. In addition, the team coordinated several press conferences and multiple media interviews with radio, television and print media outlets.

Publications

In 2020/21, the City made the move to a predominantly digital version of monthly Stirling Scene e-newsletter, delivering information more frequently while also saving \$135,000 in printing and delivery costs per annum.

The 12 editions of Stirling Scene continued to feature dynamic, timely information about community-centric services, projects and news. Importantly, the City communicated vital information to the Stirling Scene audience during the pandemic, with eight special editions sent to the City's database about COVID-19 lockdowns, restrictions, program changes and reopening information. The average open rate of the COVID-19 e-newsletter updates was 7.7 per cent higher than the average open rate for Stirling Scene, indicating e-newsletters are a valuable and engaging communications channel in times of uncertainty. The City is currently planning further improvements to its e-newsletters in 2021/22, including a more streamlined subscription process that will deliver dynamic and customised content to subscribers.

The Mayor's blog also continued, with 12 editions delivered during the financial year to highlight Council decisions, priorities and community involvement.

Social media

The City continued to deliver engaging social media content in 2020/21, with the total engagement rate for reactions and clicks on City of Stirling posts reaching 70 per cent. This statistic is relative to the engagement and reach of the posts, indicating the City is delivering increasingly engaging and dynamic content that social media users are responding to.

Digital

With the growing demand for information and services to be delivered digitally, the City continued to invest in digital communications to reach customers faster and more cost effectively. Throughout the 2020/21 financial year, the City saw growth in all channels, representing the rising demand for digital media.

The City's website hosts a variety of content, online services and integrations to meet the needs of our customers 24 hours a day, seven days a week. Based off key website data, the City continued to make usability and feature improvements in the 2020/21 financial year, seeing a 13.98 per cent increase in website users during this period as indicated in Table 4.

The City's first Digital Marketing Plan was adopted this year, outlining further innovation across organic social media (Facebook, Instagram, LinkedIn and Twitter), paid social media (Facebook/Instagram advertising, LinkedIn advertising), the Google Ads Network (search, display and video) and email marketing. These channels are used in conjunction with customised digital marketing strategies to engage and inform customers on City services and events, while maximising return on investment.

During 2020/21, the City saw growth across all social media channels due to continued improvement and development in this space. The City's YouTube channel continued to host a wide variety of video content to support marketing campaigns and livestream Council meetings, resulting in a 44.02 per cent increase in channel subscribers.

The Marketing and Communications team launched Datorama, an analytics tool designed to analyse, measure and benchmark digital marketing campaigns, team performance metrics and better calculate return on investment. Moving into the 2021/22 financial year, the City will expand usage into other areas such as visualising customer data and overlay existing channels to measure performance.

In the coming year, the Marketing and Communications team will be transitioning to a new email marketing platform designed to further meet the needs of our customers. The transition will allow for better audience segmentation, automation, platform integration and analysis on email performance.

Table 4: Growth in online platforms

Channel	Unit	Size	Growth
Website	Users	1,024,693	13.98%
Facebook	Followers	46,836	11.36%
YouTube	Subscribers	1,024	44.02%
Instagram	Followers	8,560	23.34%
Twitter	Followers	4,754	1.21%
LinkedIn	Followers	6,000	31.17%

Community engagement

The City has continued its journey of embedding and enhancing the community and stakeholder engagement approach it established in 2020. Guided by a commitment to provide the community with timely, accurate and transparent information on matters that affect them, the City now has a suite of Council-endorsed, embedded engagement principles and tools to support this.

In 2020, the City's engagement planner e-tool was introduced. This is a bespoke online platform that identifies the impact each City project will have on a number of stakeholder groups. The e-tool recommends exactly which engagement activities should be used for each project depending on the level of impact. This year, a total of 22 engagement plans were independently completed by project teams.

During the year, Council also adopted a minor but important change to the Community and Stakeholder Engagement Policy which reaffirmed its position that the e-tool be used for all engagement projects. As part of the consultation, the City asked a cross-section of the community how they liked to be engaged. Below are the results:

- 92 per cent said they like to be engaged via email
- 53 per cent said they like to be engaged by hard-copy letter
- 25 per cent would use social media as a way to get information
- 21 per cent look for engagement opportunities in e-newsletters
- 19 per cent would like a phone call or text.

This information now shapes the way in which the City designs engagements and how we communicate with the community. For further details on specific engagement projects undertaken in 2020/21 refer to page 170.

Calendar of events

Culture, creativity, and community events all play an important role in community development, so at a time when many local governments were pulling back from these areas due to COVID-19, the City did the opposite. Recognising the vital role arts and events serve in our community, the City increased its service provision in these areas, providing significant support via the City's COVID-19 Economic Stimulus and Community Recovery Package. Further information is featured in a case study on page 112.

The City focussed on enabling and supporting community groups and organisations, with \$250,000 in funding provided

through the [Community Creativity Fund](#) and \$500,000 provided through the [Community Arts and Events Fund](#) in 2020/21. The City also sponsored a variety of events, with a total of \$22,000 in sponsorship funds supporting minor events and \$100,000 supporting major events.

Although many annual events were cancelled during 2020/21 due to COVID-19 lockdowns and restriction periods, the City was still host to an array of events run by community and sporting organisations, with a total of approximately 350 events held within the City in 2020/21. An overview of City-run and City-sponsored events is below.



August 2020

15: Event Essentials – Event Planning Workshop, Scarborough

September 2020

28 – 9 October: [Tree Trail](#), Dianella

October 2020

3 – 4: Drug Aware Groundswell Festival, Scarborough

25: [Paw-some Day Out](#), Carine



November 2020

8: Community 'Come Together' Day, Mount Lawley

15: Bike Jam, Innaloo

22: Jazz in the Square, Inglewood

22: MSA Family Ocean Ride, Scarborough

28: Superheroes Assemble!, Innaloo

29: Main Street Mini Circus, Osborne Park

29: Swim for Life, Scarborough

29: Mount Lawley Christmas Festival



December 2020

1 – 25: Home for Christmas

6: Hamersley Carols, Hamersley

12 Dec – 31 Jan: Opendeckfest WA (DJ public events)

13: Christmas in the Square, Inglewood

20: Summer Outdoor Movies, Doubleview

20: North Beach Christmas Carols



January 2021

10 Jan – 28 Feb: 3x3hustle Basketball, Scarborough

16: Vintage Carnival

17: Homegrown Talent in the Square, Inglewood

31: Surf's Up, Scarborough

February 2021

8 Feb – 30 May: *King of the Bush* (short film production)

20: Gourmet on the Green, Dianella

March 2021

6: [Perth Festival - Fist of Fury](#) Noongar Daa, Balga

6: Carine Skate Fest, Carine

13: Adventurers Assemble!, Hamersley

20: Corsaire King of the Point, Trigg

21: Scarbs Beach Party – WA Music Industry, Scarborough



April 2021

- 3 – 4: Jambo Africa Festival, Stirling
- 9 – 16: Youth Week, various locations
- 10: [Bina Parkland Community Fun Day](#), Balga
- 10: [Brazilian Beach Carnivale](#), Scarborough
- 10: Story Street – Man On!, Mirrabooka
- 17: Waves and Wellness, Scarborough
- 18: A Taste of Italy, Osborne Park
- 18: Music at Munro, Doubleview

May 2021

- 7 – 8: Floral Frenzy, Mount Lawley
- 8: Arts business workshop, Mount Lawley
- 14 – 15: DG Imagery art exhibition, Scarborough
- 16: Gildercliffe Street Market, Scarborough
- 23: Symphony in a Day, Churchlands
- 31 May – 4 July: WA Good Food Guide Film Festival, Innaloo

June 2021

- 5: 2040 Community Film Screening, Innaloo
- 8 – 26: Tale Town Exhibition, Inglewood



- 19: *Tamala Legends* Surf Film, Scarborough
- 19 – 20: Build a Beau-Fort, Mount Lawley
- 19 and 26: Play at Munro, Doubleview
- 26: Refugee Week Family Fun Day, Mirrabooka

Markets

Summer:

- Inglewood Upmarket (November to February)
- Inglewood Monday Night Markets (October to April)
- Summer X Salt Markets Trigg (November to March)

Year-round:

- [Scarborough Sunset Markets](#)
- [Stirling Farmers Market](#)
- [Balga Friday Markets](#)
- Mirrabooka Community Markets



Other

- Perth Folk and Roots Club (monthly), Inglewood
- Stirling Players theatre season (various performances)
- [Jazz in the Park](#) (monthly October to May)

Arts and creative projects

- Aug - Feb: The Bird Makers Project with Co:3
- Sep: Trigg Art Club spring exhibition
- Sep - Dec: Fishbowl Gallery Project, Scarborough
- Oct: Firefly Mode/Control Yourself dance and art exhibition, various locations
- Oct: What Does Your Heart Look Like? creative development, various locations
- Oct - Dec: There Once Was (project-mapped theatre installation)
- Nov: City of Stirling Blink Photography Awards
- Jan - Feb: Colour Warp (FRINGE WORLD - The Art Space Collective), Scarborough
- Feb - Mar: [Perth Festival - Fist of Fury](#) Noongar Daa language workshops
- Feb: Stirling Open Art Studios, various locations
- May: [Artist in Residence](#) program, Mount Flora
- May: Tale Town workshops, Inglewood
- May: Community art sessions at Settler's Cottage, Churchlands
- May - Jun: Innominate art exhibition, Inglewood



Director Corporate Services report

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

Summary

Operating deficit was \$13.2 million, \$9.6 million favourable to the budgeted result (compared to \$10.1 million deficit in 2019/20). The favourable result of \$9.6 million was mainly related to the receipt of \$1.7 million more in fees and charges than budgeted. Of this, \$1 million was due to a greater uptake in leisure and aquatic centre facilities and facility hire than anticipated, reflecting the rebounding economy, with the remaining \$0.7 million related to commercial waste charges. The favourable result was also reflected in reduced expenditure on corporate costs such as legal expenditure, consultancy and training. This was in response to a drive to provide more efficient services. The City also saw a reduction in waste removal costs, with this underspend to be transferred to the strategic waste reserve and used to fund future waste-related activities. The City also received an advance payment of \$2.4 million related to the Commonwealth Government 2021/22 Financial Assistance Grant, which impacted on this favourable result.

The City's total capital works expenditure was \$52.3 million (compared to \$52.4 million (restated) in 2019/20). Rates and charges comprised \$180 million (80 per cent) of the total operating revenue of \$226 million (compared to \$183.5 million [81 per cent] of \$227 million in 2019/20).

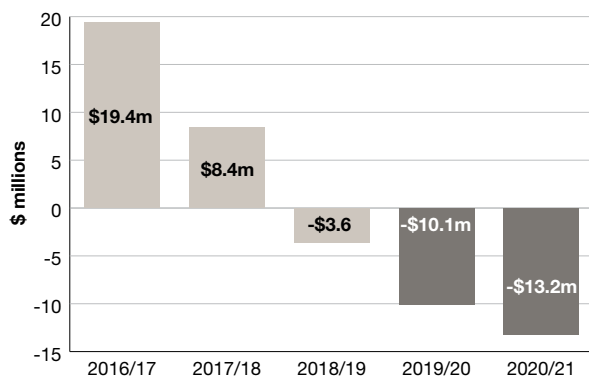
Cash holdings increased by \$19.3 million to \$144.6 million primarily due to increases in the City's strategic waste and Tamala Park land sales reserves. A significant commitment has been made against the City's reserves to fund the Economic Stimulus and Community Recovery Package endorsed by Council in response to COVID-19. The City also saw increases in both its restricted and unrestricted municipal investments related to bonds and advance payment of 2021/22 grants.

Net assets are valued at \$2.6 billion. This includes infrastructure (\$1.7 billion); property, plant and equipment (\$747.9 million); and cash equivalents (\$144.6 million).

Net operating result: five-year trend

Figure 1 shows the net operating deficit in 2020/21 was \$13.2 million, an increase from \$10.1 million in 2019/20. This increase is mainly within revenue and a response to the economic situation resulting from the COVID-19 pandemic, with Council determining a freeze or reduction in general rates, service charges and fees and charges to 2019/20 levels.

Figure 1: Net operating result



Expenses against revenue: five-year trend

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

Figure 2: Revenue, expenses and net operating result

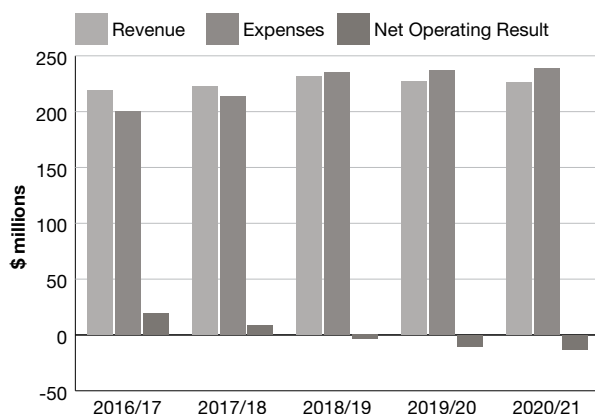
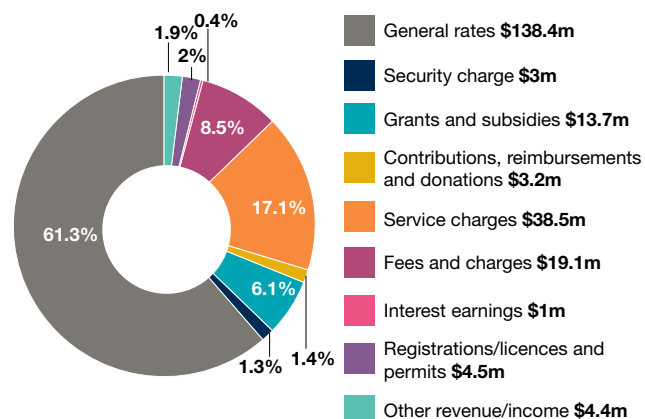


Figure 3 shows the various sources of the City's \$226 million revenue during 2020/21. The largest contributions to revenue were provided by general rates (61 per cent), waste service charges (17 per cent), fees and charges (8.5 per cent), and grants and subsidies (six per cent).

Revenue from general rates and service charges decreased by two per cent compared to 2019/20. This was in response to COVID-19, with the City freezing or reducing these charges.

Figure 3: Sourcing the City's revenue

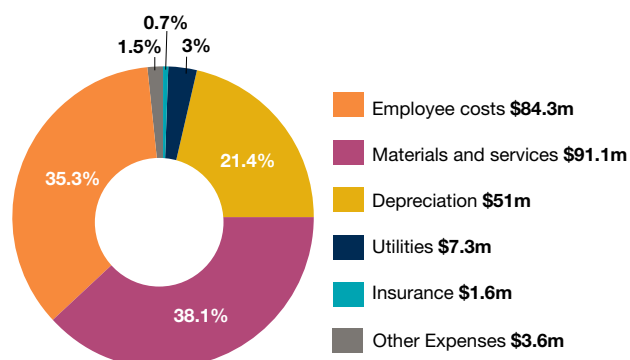


Identifying the City's expenses

The primary expense components shown in Figure 4 include materials and services (38 per cent), employee costs (35 per cent) and depreciation and amortisation (21 per cent). The materials and services include the ongoing maintenance and running costs of the City, including the cost of providing waste services (\$38.5 million) and the cost of the maintenance and cleaning of City assets such as reserves, roads, footpaths, buildings, drainage and vehicles (\$32.2 million).

The City's total expenses have increased by approximately 0.9 per cent since 2019/20. This increase in expenditure is mainly related to three areas: plant and equipment repair and parts (\$0.6 million), employee costs including new grant funded services (\$6 million) and higher depreciation in the infrastructure category (\$0.9 million).

Figure 4: Expenses by type



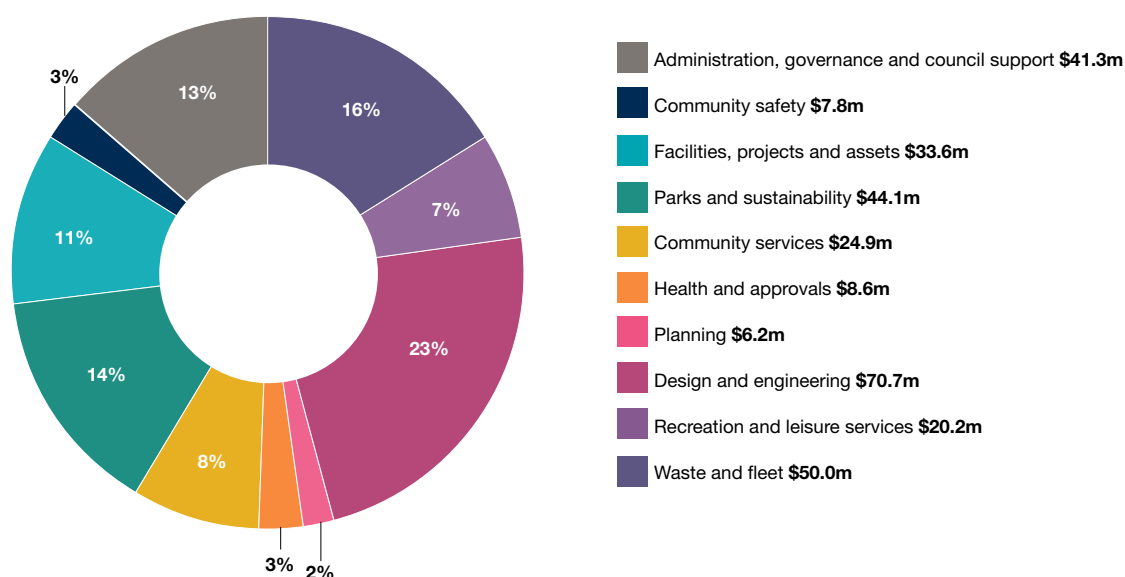
The City's services: Where rates are spent

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

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

The annual expenditure for the City of Stirling in 2020/21 was \$243.3 million, including capital works and excluding underground power and depreciation. The total revenue received was \$253.6 million, comprised mainly of rates (\$138.4 million); grants and subsidies (\$33.5 million); waste services (\$38.5 million); and fees charges and other revenue (\$26.5 million).

Figure 5: Expenditure by service cost centre



The City had 100,563 ratepayers in 2020/21. In response to COVID-19, Council adopted a zero-rate increase, ensuring that every ratepayer paid the same general rates as they did in 2019/20.

A snapshot of the 2020/21 budgeted expenditure for the main service cost centres is shown in Figure 5 as well as in the City's 2020/21 revenue budget in Table 5 below.

For more information about the City's financial performance in 2020/21, refer to the comprehensive financial statements starting on page 177.

Statement of Financial Position

The table below provides a summary of the City's Statement of Financial Position, reporting what the City owns (total assets); what the City owes (total liabilities); the difference in their totals (net assets); and the City's net worth (total equity). Commentary on the City's assets and liabilities is provided below while the full Statement of Financial Position can be viewed in the comprehensive financial statements, starting on page 177.

Table 5: Summary of the Statement of Financial Position

	2021 \$	2020 Restated \$
Total assets	2,604,041,617	2,582,276,958
Total liabilities	64,188,003	49,397,682
Net assets	2,539,853,614	2,532,879,276
Total equity	2,539,853,614	2,532,879,276

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 \$64.2 million as at 30 June 2021, an increase of \$14.8 million from 2019/20. Of the total liabilities, \$23.6 million relates to amounts owing to suppliers and \$20.2 million to amounts owing to employees, the majority of which relates to annual and long-service leave. The City currently has 1,074.3 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 \$84.9 million as of 30 June 2021, compared to \$82.2 million in 2019/20, an increase owed principally to increased holdings in the strategic waste development and Tamala Park land sales reserves
- A change in the value of non-current assets, resulting from a revaluation of these assets.

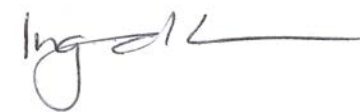
Statement of Cash Flows

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. 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 \$19.3 million from 2019/20, mainly due to an increase in the City's reserves.

Future outlook

Moving into 2021/22, the City continues to be in a solid financial position, remaining debt free with its finances aligned to strategic priorities. During 2021/22, the City will spend significant funds, including \$32.5 million on capital building works; \$20.1 million on roads, drainage and footpaths; and \$12 million on parks and reserves.

The City is in a solid financial position, as demonstrated by the financial ratios that are presented on page 177 of the financial statements. Its finances remain aligned to strategic priorities.



Ingrid Hawkins
Director Corporate Services





Our organisation

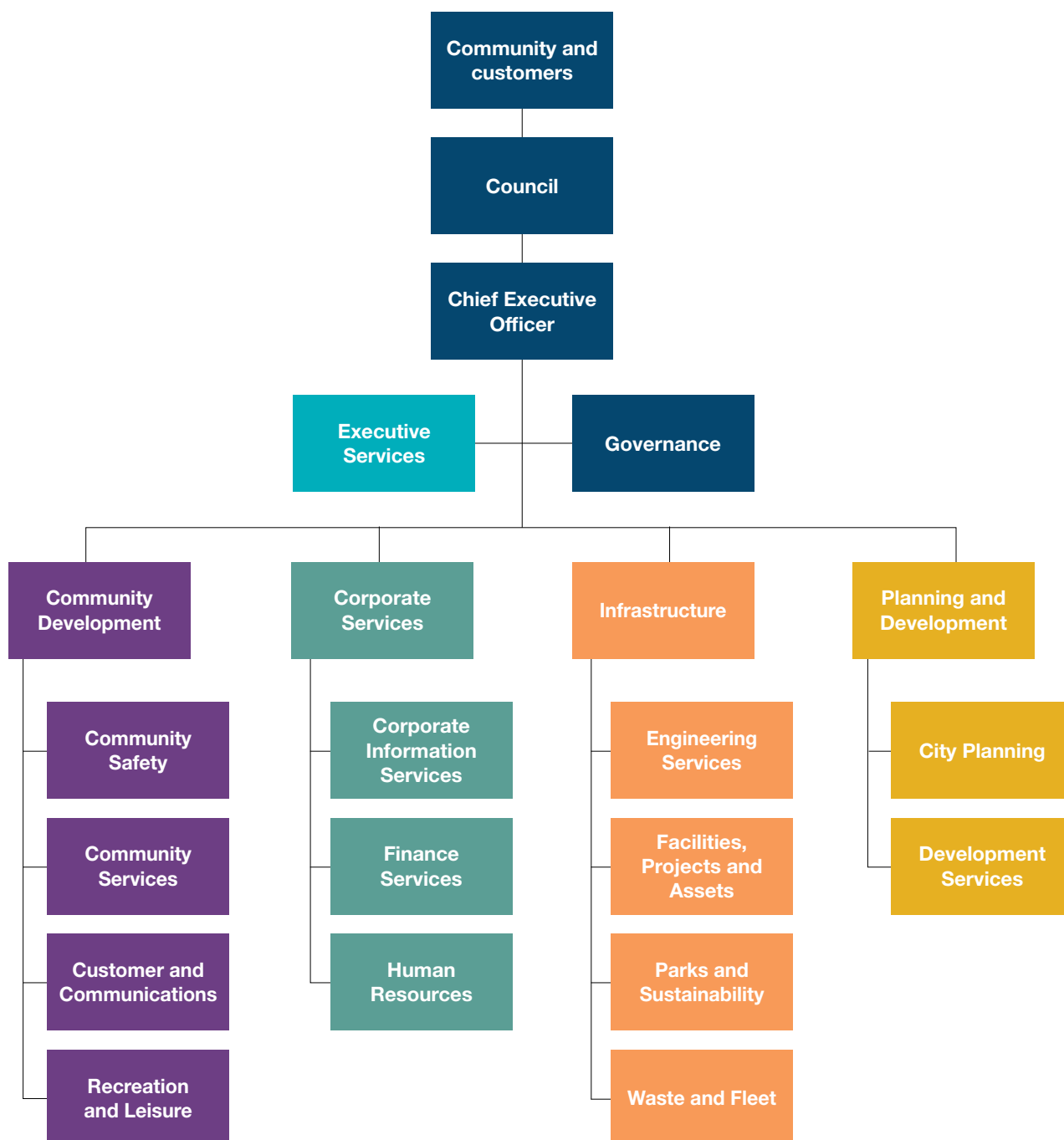
The City of Stirling is one of the largest and most diverse local governments in Western Australia, spanning over 100 square kilometres and including 30 suburbs. The organisation provides a variety of services to over 223,000 residents. As the community is our priority, we strive to meet the changing needs of our residents. As a City that people choose to live in, work in, invest in and visit, this section gives oversight into how the organisation is structured to best deliver these services and achieve its goals.

Organisational structure

The City of Stirling is divided into four directorates: Community Development, Corporate Services, Infrastructure, and Planning and Development, each led by a director who reports to the Chief Executive Officer (CEO).

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

Diagram 2: Organisational chart as at 30 June 2021





Executive profiles

Stuart Jardine PSM

Chief Executive Officer

Master of Business Administration

Post Graduate Diploma in Management Studies
(Distinction)

Chartered Secretary – Commonwealth Institute Prize
Certificate in Teaching

Fellow of the Local Government Professionals

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

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

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

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

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



Ingrid Hawkins

Director Corporate Services

Bachelor of Arts in Commerce

Chartered Public Finance Accountant

Certified Practising Accountant

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

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



Michael Quirk

Director Community Development

Bachelor of Social Science

Graduate Certificate in Public Sector Management

Graduate Certificate in Development Planning

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



Michael Littleton

Director Infrastructure

Master of Business Administration

Graduate Diploma in Technology

Graduate Diploma in Management

Bachelor of Technology (Civil Engineering)

Graduate, Australian Institute of Company Directors

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



Stevan Rodic

Director Planning & Development

Bachelor of Arts (Urban and Regional Planning)

Diploma in Project Management

Full Member of the Planning Institute of Australia

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



Our people

The City of Stirling's workforce of 1,074.3 (full-time equivalent positions) is one of its most valuable resources. Employees are highly talented and experienced in their fields of expertise. They 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. This includes flexible working arrangements, which were fully reviewed in light of lessons learned from COVID-19 and the desire to give employees more flexibility and access to job-share arrangements, as well as a range of opportunities to deliver a holistic and fulfilling employment experience.

Workplace philosophy

The City's 'Team Stirling' ethos encourages the workforce to collaborate and synergise in an environment that promotes continuous improvement. The City's core values, Code of Conduct and performance review process collectively create the foundation for a positive workplace culture. During 2020/21, employees of the City who were employed under the Inside Workforce Agreement voted to forgo their pay increase so that these funds could contribute towards the City's Economic Stimulus and Community Recovery Program. This demonstrates the compassion that our employees have for the community in which they serve.

Workplace profile

Figures 6 and 7 provide the City's established workforce apportioned by age band and gender by age band respectively. There is a wide range of ages employed across genders, from 16 years to over 65 years of age. This is a clear demonstration of how the City values, recognises and respects the contributions of people of all ages. Figure 8 displays the gender apportionment of leadership positions within the City.

Figure 6: Established workforce – age profile as at 30 June 2021

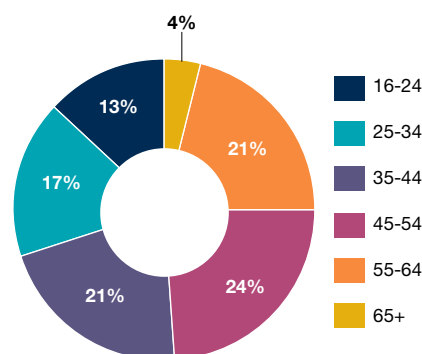


Figure 7: Established workforce – age profile by gender as at 30 June 2021

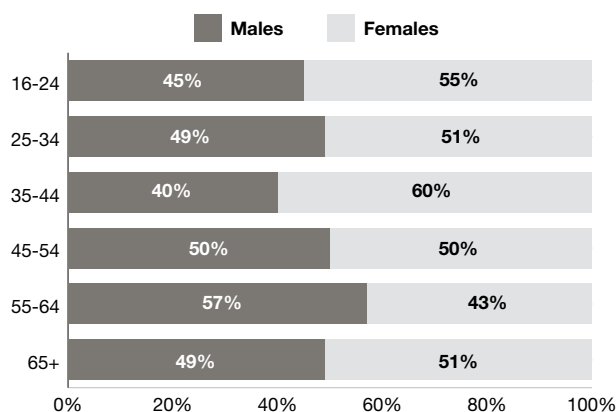
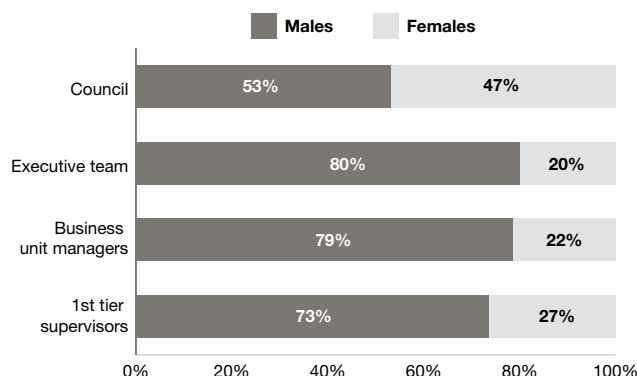


Figure 8: Male and female apportionment (to first-tier supervisor level) at 30 June 2021



Payment to employees

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

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

This information is provided in Table 6 below.

Table 6: Officers' remuneration

Salary band	Number of officers	
	Female	Male
\$130,000 - \$139,000	5	4
\$140,000 - \$149,000	3	4
\$150,000 - \$159,000	1	3
\$170,000 - \$179,000	1	0
\$180,000 - \$189,000	1	4
\$190,000 - \$199,000	0	7
\$200,000 - \$209,000	2	1
\$220,000 - \$229,000	0	2
\$250,000 - \$259,000	1	0
\$270,000 - \$279,000	0	1
\$360,000 - \$369,000	0	1
Total	14	27

The total remuneration paid to the Chief Executive Officer under the *Salaries and Allowances Act 1975*, including salary, superannuation, private use of a motor vehicle and allowances, was \$404,453.75.



The City's Workforce Plan

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

In July 2018, the City's Workforce Plan 2018 – 2022 was implemented and this plan was reviewed in May 2020. This plan describes a range of initiatives and actions in the areas of recruitment and retention, cross-functional collaboration, leadership and decision making, informing studies, customer service, communication, diversity, safety, and health and wellbeing.

The City collaborated with the ARC Centre of Excellence in Population and Ageing Research (CEPAR) to undertake a survey which gathered our employees' perspectives on how the City is currently meeting the needs of employees of all ages. Results from the surveys were presented to the City's leadership team and areas for focus and action plans to address them are currently being developed.

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

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

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

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

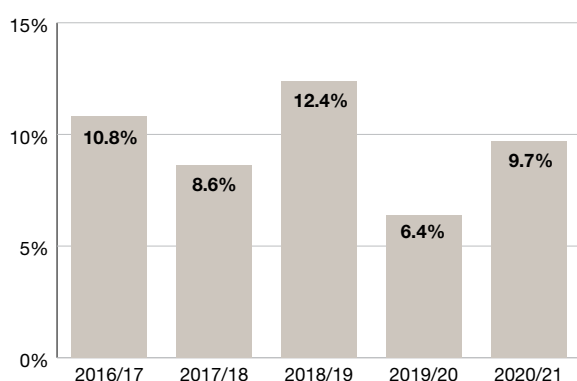
Additionally, all employees are given the opportunity to participate in cultural learning to increase their understanding and appreciation of equity and diversity. This will be further developed in line with the City's Innovate Reconciliation Action Plan July 2021 – June 2023.

Our recruitment processes

The City has a specialist in-house resourcing team that facilitates merit-based selection processes to ensure that it remains an equal-opportunity employer. The City of Stirling recognises its employees as one of its most valuable assets, which makes it imperative to recruit effectively and select the right people. In 2020/21, the Human Resources operations team undertook 402 recruitment processes, managing over 8,341 applications.

Employee turnover levels remain at a satisfactory level, in line with the City's target of below 15 per cent per annum. The figure below provides the employee turnover trend for the past five years, with historical results recalculated in 2020/21 to amend a calculation error. The City's employee turnover during the 2020/21 financial year was 9.7 per cent.

Figure 9: Employee turnover rate



Conditions of employment

Employees at the City are covered by either the Outside Workforce Agreement or the Inside Workforce Agreement. These agreements are underpinned by the Local Government Industry Award and provide all employees with conditions at or better than the National Employment Standards and the Award. The City is currently negotiating the Outside Workforce Agreement for 2020.

The City contributes the statutory component of each employee's salary to a complying superannuation fund of their choice and will increase the superannuation contributions in line with legislation. Employees also have the option to make additional contributions to their superannuation fund, with the City matching an employee's additional contributions up to a maximum of six per cent – over 50 per cent of the City employees participate in this program.

Recognising employee achievements

The City celebrates the achievements of all employees through various initiatives. Stirling Stars recognised 19 employees for outstanding performance, one Rising Star and one Team of the Year in September 2021.

In addition to recognising performance, the City recognises long-serving employees, with a monetary award after every five years of service. In 2020/21, over 158 employees were acknowledged for service milestones.

Identifying performance and development needs

All employees have a formal performance review undertaken by their manager between July and September. There is an online performance review system that is utilised to capture and report on performance. This system enables managers and employees to seamlessly record performance reviews and discussions on an ongoing basis. The system has an objective library and writer, workflows for approval and sign off, and a dashboard to show progress of team development.

A framework of standard KPIs is developed for the City's leadership team and is cascaded throughout the organisation.

A total of 90 per cent of employees completed a formal performance review during the year. The appraisal process provides an opportunity for the manager and employee to review the employee's role and plan for outcomes linking to the City's Strategic Community Plan. It also identifies any further development required to achieve these outcomes.

Development opportunities

The City's annual corporate training calendar offers all employees an opportunity to improve technical and professional skills through online learning and onsite face-to-face training. The City has engaged a training aggregator which will provide all employees access to a diverse range of training, which can be tailored to their role.

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 2020/21, the City supported four employees to achieve tertiary qualifications.

Traineeship program

The City continued one trainee and three apprentices in 2020/21. These arrangements enable employees to study for and complete nationally recognised qualifications while working, with the costs partly offset by Federal and State funding.

Health and wellness

As part of the City's commitment to improving the health and wellness of its employees, the following initiatives were implemented in 2020/21:

- Employee assistance programs [EAP] for all employees and immediate family members
- 'Wellness Seminars' sessions held for City employees
- 10,000 Step Corporate Health Challenge held, involving 153 employees
- Employee gymnasium (Administration Centre)
- Employees offered direct debit monthly payment option for Stirling Leisure Centres membership in addition to annual salary sacrifice payment option
- Drug and alcohol testing of employees continued in 2020/21
- Hepatitis A and B vaccinations provided to at-risk employees
- Influenza vaccinations provided to 472 participants
- Skin screening provided to 435 participants
- Office ergonomics and manual handling training conducted.

Casual for a Cause

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

The table below illustrates the contributions made throughout the year by City employees:

Table 7: Casual for a Cause contributions by employees

Charity Organisation	Contribution \$	
Beyond Blue	\$418.25	July 2020
Shelter Box	\$281.50	August 2020
Native Animal Rescue	\$281.50	September 2020
Birthdays from the Heart	\$314.85	October 2020
Movember	\$265.45	November 2020
Women's Centre Gift Appeal	No cash - goods only	
Black Cockatoo Recovery Centre	\$514.95	January 2021
Wooroloo and Perth Hills Bush Fire Relief	\$383.35	February 2021
Ronald McDonald House Charities WA	\$471.15	March 2021
\$30,000 in 30 days	\$813.00	April 2021
Cyclone Seroja Appeal	\$1,036.00	16 April 2021
Women's Centre Food Appeal	No cash - goods only	
Red Shield Appeal	\$367.50	June 2021
Total raised	\$5,147.50	



Safety leadership

The City of Stirling Executive and Senior Management are committed to the provision of a safe and healthy work environment. The City's Occupational Safety and Health (OSH) Policy recognises that, so far as is practicable, the provision of a safe and healthy workplace is the responsibility of City of Stirling management. The City is committed to complying with the current Occupational Safety and Health Act 1984, Occupational Safety and Health Regulations 1996 and the harmonised legislation to be proclaimed while aligning with the standards of the Worksafe Plan.

While ultimate accountability for achieving these objectives lies with the Chief Executive Officer, for practical purposes the responsibility for implementation of the City's OSH Policy is delegated to the Executive Safety Leadership Group; Safety Leadership Teams (three); the Human Resources Manager and appropriate areas and levels of the business.

The Executive Safety Leadership Group is committed to a safety journey which seeks to positively change the emphasis on safety within the City by identifying and managing safety risk. This group drives the Workplace Health and Safety (WHS) strategy and initiatives of the City to align with the Worksafe Plan.

The safety leadership model engages the CEO, Executive and Senior Management with safety and demonstrates to employees their commitment to developing a strong and positive safety culture within the City, both strategically and operationally. There are three Safety Leadership Teams representing four directorates, based on WHS risk exposure faced. Membership of these teams includes Senior Management, management representatives and employee health and safety representatives. These teams are tasked with implementing the WHS strategy and initiatives within their business units and collectively across the City as determined by the Executive Safety Leadership Group.

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

Diagram 3: Safety leadership model



Partnerships

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

Emergency management committees

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

Contractor workplace health and safety management

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

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

Online safety management system

In September 2020, the City implemented a new online safety management system. The successful tenderer was MYOSH, which is a local company based in Osborne Park.

MYOSH is a highly configurable, cloud-based safety solution featuring interactive dashboards and mobile applications. Customisable modules include risk, hazard identification, incident investigations, inspections and injury management. Employee participation is leveraged by providing easy access to safety information and the system also encourages employees to contribute to the safety program.

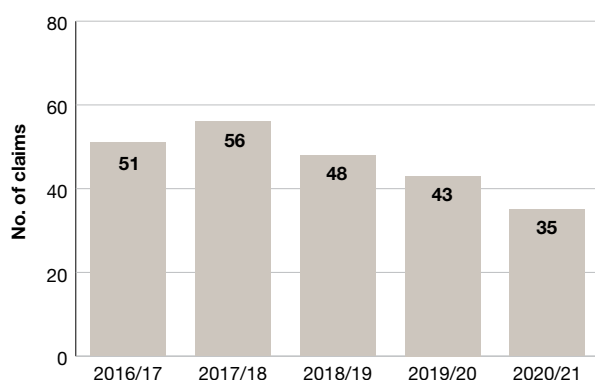
Risk Management Framework

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

Workers' compensation

In 2020/21, the number of workers' compensation claims reported and lodged with LGIS was 35, with one disputed. Injury management training was delivered to 20 supervisors and is part of the annual calendar of WHS training to ensure the City delivers a high standard of care to its employees while effectively managing its workers' compensation responsibilities.

Figure 10: Workers' compensation claims lodged with Local Government Insurance Services



Lost-time injuries

In line with the Worksafe Australia National Standard, the City has adopted the measure of lost-time injury frequency rate (LTIFR) 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 2020/21, the result is as follows:

number of lost-time injuries in accounting period (17)
divided by total hours worked in accounting period

$$1,764,070 \times 1,000,000$$

Therefore, the lost time injury frequency rate is 9.64, which is an improvement on last year's rate of 10.75.

During 2020/21, the City recorded five notifiable injuries. These included a serious hand injury as a result of mowing too close to a tree. Investigations were undertaken following these injuries and recommendations are being implemented. There were no fatalities.

The City did not have any adverse findings or breaches of relevant legislation during 2020/21.

Frequently occurring hazards

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

A series of key performance indicators are reviewed at every Executive Safety Leadership Group and Safety Leadership Team meeting, as well as through monthly safety meetings with each business unit manager.

The most significant and frequently occurring hazards for the City in 2021 were associated with:

- Human behaviour (although the majority involved the reported behaviour of third parties rather than that of workers)
- Manual tasks
- Wear and tear
- Environmental (related to the working environment)
- Chemicals and hazardous substances.

Workplace Health and Safety 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
- Mental Health Awareness (for all workers and people leaders)
- Better Mental Health at Work (for people leaders)
- ChemWatch database and use of online system
- Incident Cause Analysis Method (ICAM) basic investigation training
- Hazard identification, risk assessment and control (HIRAC) training.

Our volunteers

The City of Stirling has just over 500 registered volunteers who provide assistance to over 200 services that are delivered across the City. With over 50 volunteer roles, volunteers tirelessly and selflessly give their time, skills and talents in the service of our community. These dedicated volunteers contribute more than 70,000 hours of their time each year to help over 200,000 residents within the City and play a significant part in the success of the City of Stirling's programs and services.

This year, the volunteer team have been dedicated to the smooth resumption of volunteer programs following the COVID-19 outbreak. Some of our volunteers chose to continue assisting in an area with which they felt the community needed more support, such as our community food and community transport services. During 2020/21, the City has continued to develop new volunteer roles and implemented opportunities in virtual volunteering. The number of younger volunteers has successfully increased, and the Youth Work Placement program has recommenced in connection with local schools. A range of new work placement opportunities have been created across the City for students to participate in. The Community Visitors Scheme program has seen a significant increase in volunteers who aid in assisting to improve the quality of life for residents in aged care facilities who have limited family and social contact. The nationally recognised volunteering standards, as outlined by Volunteering Australia, are followed by the volunteer team, which guides the development of the volunteer management program and always ensures best practice.

With volunteers providing their outstanding contributions, we were able to offer several services to the community and the residents who needed them most.

The City undertakes annual programs and improvements to ensure its volunteers are supported in their roles. In 2020/21, these included:

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

The City coordinates a large range of volunteer programs, some of which are detailed below.

Access and inclusion

The City's Access and Inclusion Officer receives the support of volunteers by helping conduct surveys in relation to the Access and Inclusion Policy.

Animal Care Facility (ACF)

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

Books on Wheels

Operated by Library Services, Books on Wheels caters to residents who are unable to visit their local library due to age or physical disability. Volunteers assist the program by selecting books or delivering/returning books using the Books on Wheels mobile service van.

Community development

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

Community day clubs

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

Community food services

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

Community gardens

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

Community Men's Shed

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

Community transport services

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

Community Tree Planting program

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

Community Visitors' Scheme

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

Volunteers in conservation

The City's Bushcare and Coastcare groups contributed 6,951 volunteer hours this year. This number is lower than in previous years due to COVID-19 restrictions, which constrained volunteers from being able to work in groups. For more information on these groups, go to page 151.

Culture and diversity

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

Job Shop

This service is run by volunteers at several community hubs. 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, Stirling Libraries – Inglewood, and the Mirrabooka Community Hub. JPs are highly respected members of the community who volunteer their services free of charge.

Local committees and groups

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

- Autumn clubs
- Pensioner groups
- Disability Services Advisory Group
- Aboriginal Action Group

- Ratepayer, Probus, Rotary and Lions groups
- People with disability consultative group
- Sporting clubs
- Parents and friends' groups
- Playgroups
- Surf lifesaving clubs.

Mount Flora Museum

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

Special events

Seasonal events that are presented or supported by the City have short-term event volunteers who assist in making them a great success. These included volunteer assistance at the annual [Paw-some Day Out](#) event and the [Bina Parkland Community Fun Day](#).

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. A member of this group was awarded the Young Community Citizen of the Year for his contribution to the community. More information is available on page 65.

Surf lifesaving

The City's beach services team have a strong relationship with the two surf clubs located within the City. Trigg Island Surf Life Saving Club (SLSC) and Scarborough SLSC have a combined membership base of approximately 2,300 people and provide volunteer surf patrols during the summer months. The City's beach inspectors provide guidance, advice and assistance to volunteer surf lifesaving club patrol members, the provision of semi-permanent lookout towers at both Scarborough and Trigg Beaches, and financial support to each club through an annual grant for the provision of surf lifesaving services. During 2020/21, these three teams working together performed 511 rescues and 25,246 preventative actions. They also tended to 730 beach goers requiring first aid. Trigg Island SLSC was recognised as the Lavan Club of the Year at the 2021 Surf Life Saving WA Awards of Excellence. Members of the Trigg Island SLSC were individually recognised, winning Coach of the Year, Surf Sports Team of the Year and Youth Athlete of the Year at these awards.

Volunteer of the Year

Colin Sutherland has been a volunteer at the Stirling Men's Shed in Balcatta since 2016. Colin is only too happy helping others, whether it is passing on his many skills and creative knowledge or improving fellow members' experience on their woodworking journey. During his endeavours, he always maintains a safe environment. His passion and dedication to the role has been highlighted by his peers, area supervisors and the clients that he interacts with.



City awards and recognition

The City has been recognised for its achievements during 2020/21, highlighting the outstanding services and initiatives delivered to the community. The following are some key awards won by the City this financial year.

Australasian Reporting Awards (ARAs)

For the seventh consecutive year, the City won gold at the ARAs for its Annual Report 2019/20. The ARAs provide organisations the opportunity to benchmark their report against world best practice. The awards recognise excellence in annual and financial reporting standards and have been presented for over 70 years across the government, business and not-for-profit sectors.

Parks and Leisure Australia (WA) Regions Awards of Excellence

Bina Parkland was awarded Park of the Year at the annual awards of excellence. First initiated in 2014 with extensive community consultation and 12 months of construction, the park was officially opened in July 2020. It is the centrepiece of a new community hub, with free and accessible recreation options designed to attract a wide range of users and encourage local community events. To learn more about the redevelopment refer to the case study on page 132.

The City's events team (pictured above) was also recognised by PLA (WA), winning the Major Event of the Year award for Sunset Veranda 2020. Sunset Veranda featured over 100 diverse events, including cabaret, comedy, music, interactive workshops and family-friendly activities while supporting 144 local, national and international artists.

Waste Authority of Western Australia WasteSorted Awards

Previously known as the Infinity Awards, the WasteSorted Awards celebrate Western Australia's waste champions and projects that avoid waste and protect the environment. A dedicated member of the Waste and Fleet team, Keith Rickman was awarded the 2021 Waste Champion for his leadership in the waste sector.

Western Australian Local Government Association's (WALGA) honours program

The City's Mayor, six Elected Members and a senior employee were recognised with WALGA honours awards. Mayor Mark Irwin, Cr Keith Sargent, Cr David Lagan, Cr Karen Caddy and Cr Joe Ferrante all received a merit award for their personal commitment, eminent service and contribution to the local government sector. Cr David Boothman JP and Cr Stephanie Proud JP were recognised with a Long and Loyal Service Award, acknowledging their length of service of a high degree to the local government sector and WALGA. Senior Coordinator Corporate Compliance John Beaton was also recognised with a Local Government Distinguished Officer Award for his outstanding contribution to the sector. John retired from the City in December 2021, having worked at the City of Stirling since 2010 and in the sector for 53 years.

Planning Institute of Australia (PIA) WA Awards

The City was acknowledged as the leading local government in planning reform, winning two prestigious awards in November 2020. The Small Business Friendly Approvals Project won the Improving Planning Processes and Practices category and was also honoured with the overall Minister's Award. As a direct result of this project's action plan, the City launched its Address and Application Assistant, an online tool to help people discover the development potential of any property in the City of Stirling.

Waterwise Recognition Awards

Stirling Leisure Centres – Scarborough Beach Pool won gold at the 2021 Waterwise Recognition Awards. In addition to the standard waterwise aquatic centre endorsement which all City of Stirling aquatic centres achieved, Stirling Leisure Centres - Scarborough Beach Pool was awarded the newly introduced gold Waterwise Aquatic Centre Award, having demonstrated best-practice water management in an aquatic centre.

2020 MAV Technology Australian Awards for Excellence - highly commended

The City was highly commended in the Australian Achievement of the Year category of the 2020 Technology Awards for Excellence for the Relationship Management (RMS) project. The awards, which are open to all Australian local governments, are coordinated by the Municipal Association of Victoria and seek to recognise outstanding team and individual efforts in the use of technology to improve service delivery and efficiency to local government organisations or communities. The awards specifically acknowledge projects that demonstrate outstanding innovation, effort and outcomes to advance the digital transformation of the local government sector, support the organisation's business objectives and influence or assist other local governments to improve service delivery.

Community Citizen of the Year Awards

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

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

Community Citizen of the Year - [Gary Hale](#)

Devoted to community sports, Gary has volunteered his time to local football, basketball and softball clubs. As Club Vice President of Marist Auskick, he helped double the club members over a three-year period. Gary successfully created the Woodlands Softball Club, from an inaugural men's softball team in 2015 to the current club of 17 teams including men's, women's, girls' and men's veteran teams. Remarkably, Gary has fulfilled his considerable volunteering commitment while working full time.

Senior Community Citizen of the Year (65 years or over) - [Kaye Liddelow](#)

Kaye's achievements in the community span decades, from helping form the Balga Action Group in 1998 to reduce crime in the suburb. This group has lobbied State Government to improve the area, which resulted in the New North project to promote urban renewal across Balga and its neighbouring suburbs. Kaye has been involved in many local groups, including the Mirrabooka Community Choir, Illawarra Primary School Board and the Northern Suburbs Reconciliation Action Group. Kaye retired from a 35-year teaching career in 2018 but she remains a member of the Flying Squad, which enlists teachers to carry out relief work and fill vacancies in rural, regional and remote areas at short notice.

Young Community Citizen of the Year (under 25 years) - [Akash Parekh](#)

Akash is the youngest active member of the Stirling Youth Advocates (SYA) and is dedicated to helping deliver events aimed at local young people. He was integral to the success of the Carine Skatepark Festival and the 'Chills with the Stirling Youth Advocates' panel discussions. He also served as stage manager at two events promoting multiculturalism. In addition to his achievements with the SYA, Akash assists fellow students at his school as a maths buddy, volunteers at the Scitech Science Centre and is a proud supporter of the City's Adopt-A-Park Program.

Active Citizenship Award (community group or event) - [The Good Chat Foundation](#)

A registered charity since 2019, the Good Chat Foundation (GCF) aims to improve mental wellbeing and the overall health of children from low-income families by providing sporting sponsorships. Recipients can choose a 12-month placement with their preferred sporting club or team. The GCF has helped more than 20 families with sporting opportunities and continues to create more awareness about the need for mental-health-related support for young people across the community. Along with providing sponsorship support, the foundation empowers young people with mental health problems to develop relationships, find role models and take an active role in their own recovery.



Grant funding

The City secured over \$33.5 million in grants, subsidies, and contributions from the State and Federal Governments in 2020/21 to deliver projects and programs to the community. Examples of these are featured below:

- The City received funding for transport infrastructure projects from the Federal Government, which was allocated as below:
 - » \$1,431,569 as part of the Local Roads and Community Infrastructure Program
 - » \$2 million for the Erindale Road-Reid Highway, Hamersley intersection (Urban Congestion Fund)
 - » \$7.5 million for the Wanneroo Road-Morley Drive, Balcatta intersection upgrade (Urban Congestion Fund)
 - » \$1,394,753 as part of the Roads to Recovery Program
 - » \$6,869,115 as part of the Financial Assistance Grant Program.
- The State Government included an additional \$40 million allocated towards the next phase of the Stephenson Avenue Extension project. This additional funding will ensure that all phases of this project can be delivered in the future, including a new freeway interchange and a Sarich Court connection to Cedric Street.
- Hon Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure, announced \$2 million in Federal funding for the City, against competitive bidding Australia-wide, to develop the Trackless Tram Business Case.
- In November 2020, the Deputy Prime Minister wrote to the City to advise that under the Local Roads and Community Infrastructure Program extension, the City had been allocated additional funding of \$6,764,821. This funding was made available from 1 January 2021, with the program being extended until the end of 2021.
- The City was successful in receiving \$50,000 from the Royal Automobile Club (RAC) as part of their ReconnectWA - Reinvigorating Streets and Spaces Fund. These funds were utilised to create the Gnalla Pop-up Plaza at the Nollamara Shopping Centre, from January to June 2021.
- National Australia Day Council provided the City with a \$20,000 grant towards the City's 2021 Australia Day event. The funds assisted the City to meet the additional costs associated with holding a COVID-19-safe event.
- The City received a \$20,000 Lotterywest Building Communities Grant for the [Bina Parkland Community Fun Day](#) held in April. The purpose of the grant and Bina Community Fun Day was to improve connections throughout the local community, forming a sense of place through the connection of local artists, businesses and spaces during the COVID-19 recovery phase. The event attracted over 3,500 community members who together enjoyed local services, culture and arts in a relaxed and fun local environment.
- The Department of Communities provided the City with a grant of \$3,000 to assist the Community Services team in delivering five events during Youth Week (12 – 16 April 2021) in line with the City's Youth Framework.
- The Department of Primary Industries and Regional Development provided the City with \$5,000 to assist the Community Safety team to upgrade the City's pet emergency kits. The kits enable the City to be adequately equipped to assist in the handling of animals in the event of an emergency.

Corporate governance

The City is recognised as a leader in corporate governance. Effective corporate governance requires robust systems and frameworks, responsiveness and foresight of emerging issues. With an industry-leading Integrity Strategy, a Risk Management Action Plan and a developing Data Strategy, the City is well placed from a governance perspective. New codes of conduct for employees and Elected Members ensure that our values and behaviours meet the high standards we set. Our Statement of Business Ethics drives our approach to corporate governance further to the organisations that we do business with.

Code of Conduct

The City of Stirling adopted two new codes of conduct in 2020/21 following changes to the *Local Government Act 1995*.

The Model Code of Conduct for Elected Members, Committee Members and Candidates was adopted as the City of Stirling's Code of Conduct. The Model Code of Conduct sets standards for the behaviour and conduct of Elected Members, Committee Members and Candidates. Each local government must adopt a Code of Conduct that reflects the Model. A local government may add to the Model if it considers further requirements are warranted. Given the strong conduct of the City of Stirling Council, Council did not consider it necessary for the City to add to the Model Code when it was adopted in February 2021.

In launching the Code of Conduct to Elected Members, Committee Members and Candidates, the Mayor said "I'd like to bring you back to the core values on which all of our work is built – integrity, respect and accountability. While this document provides a framework for conduct, these three values are key. Don't be afraid to set the bar high, keep our core values close and always strive for better."

It is pleasing to note that the City of Stirling did not receive any valid standards panel complaints or Code of Conduct complaints in relation to Elected Members in the 2020/21 financial year.

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

The City's new Code of Conduct encourages a customer-centric approach and reinforces the City's zero-tolerance stance towards bullying and harassment. To ensure all employees were well informed of the new code, a combination of eLearning, face-to-face workshops and information on the City's intranet was delivered. A record 99.14 per cent of employees undertook the new Code of Conduct training.

Statement of Business Ethics

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

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

Ombudsman's Office of Western Australia

In 2020/21, the City received four investigation notifications from the Ombudsman's Office of Western Australia. These investigations related to neighbour consultation for a development approval, granting of a building permit, noise from a pool pump and an application for a road closure. All four investigations were resolved in favour of the City by the Ombudsman's Office.



Integrity Strategy

The City was a leading local government in the adoption of our Integrity Strategy, based on the Western Australian Government's Integrity Strategy. The 2020/21 financial year saw the City implement the first tranche of actions under the action plan incorporated into the Integrity Strategy.

Actions completed under the City's Integrity Strategy include:

- Review of the City's misconduct practices resulting in the adoption of an Integrity and Misconduct Management Practice
- Convening of an internal integrity panel to oversee misconduct reporting and manage allegations of serious misconduct.

The City also conducted an awareness-raising activity on International Anti-Corruption Day, 9 December 2020, under the title 'Small Temptations'. The campaign addressed the small temptations that public officers encounter at work that may be misconduct. All employees were invited to a good governance forum titled 'Mistake or Misconduct? When a blunder is more than just a teachable moment'. A campaign postcard and a 'small temptation' was distributed to 600 City employees and sent to the Public Sector Commissioner and the Crime and Corruption Commissioner.

In August 2020, the City was featured in the Public Sector Commission's *Integrity Bulletin* highlighting the City's commitment in embedding the Integrity Strategy.



Data governance

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

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

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

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

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

Risk management

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

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

Risk Management Framework

The City has developed a comprehensive Risk Management Framework and is constantly monitoring all areas within the organisation to improve risk management. The framework includes the City's Risk Policy and management practice, and provides the foundations, key principles and processes for managing risk across all areas of the City. In 2020/21, the City reviewed the Risk Management Framework to accord with the 2018 update of International Standard ISO 31000 – Risk Management.

The Corporate Risk Management Group oversees the framework and reports to the Executive team. The Audit Committee receives regular reports on strategic risks and key risk indicators.

Key risk activities completed during 2020/21

This was the second year of implementation of the City's Risk Management Plan 2019 - 2021. This saw the completion of a number of key initiatives including:

- Incorporation of key risk indicators and review of strategic risks in strategic planning processes
- Review of the City's Risk Management Framework, Risk Management Policy and Risk Management Practice.

The City also completed a review of the City of Stirling Risk Management Action Plan 2019 - 2021 noting achievements over the two years of the plan. A Risk Management Action Plan 2021 - 2023 was prepared to guide improvements over the next two years. Completion of the 2019 - 2021 plan and adoption of the 2021 - 2023 plan was approved by Council in May 2021.

Compliance

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

The City changed its approach to the conduct of compliance self-assessments in 2020/21. The Audit Committee endorsed a targeted and risk-based approach to compliance self-assessments to replace the former 'check box' approach. This included adoption of a five-year Compliance Assessment Plan covering all of the City's business units. The in-depth compliance assessment assesses the most significant compliance risks.

The first two compliance self-assessments into Development Services and Governance were completed, highlighting key compliance risks in each business unit and the effectiveness of compliance controls. Outcomes of compliance self-assessments are reported to the Audit Committee.

Internal audit

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

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

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

During 2020/21, the Audit Committee received internal audit reports on:

- Treasury
- RMS project management
- Records management and freedom of information
- Procurement
- Media and social media.

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.





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 177.

Integrated Planning and Reporting Framework

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

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

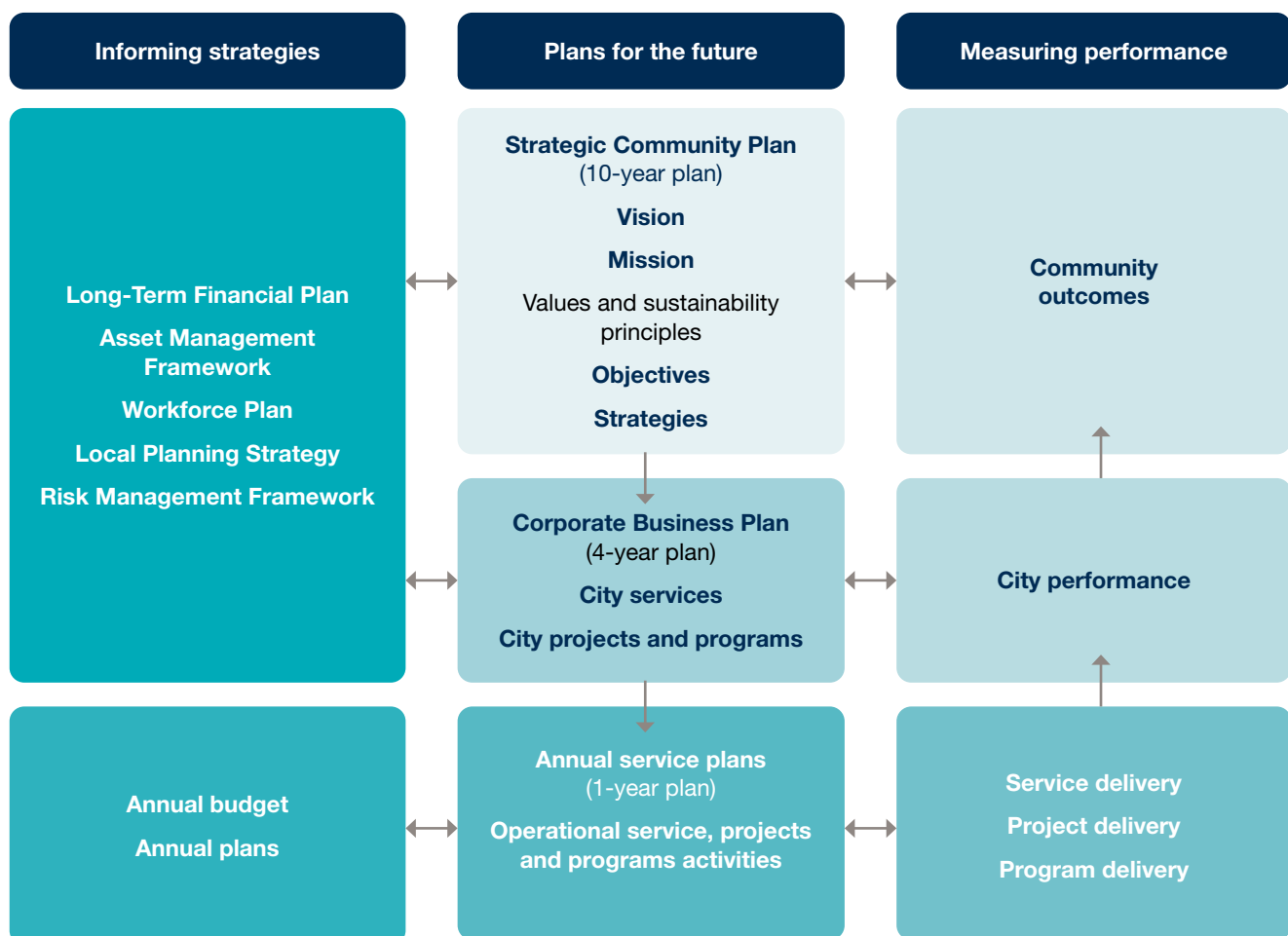
- Strategic Community Plan
- Corporate Business Plan.

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

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

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

Diagram 4: Integrated Planning and Reporting Framework



Strategic Community Plan

The City of Stirling's Strategic Community Plan sets out an ambitious and achievable vision for the City over the next 10 years and beyond. The Strategic Community Plan responds to key areas of interest to the community and outlines a vision, mission and objectives. The vision is further described by five key result areas.

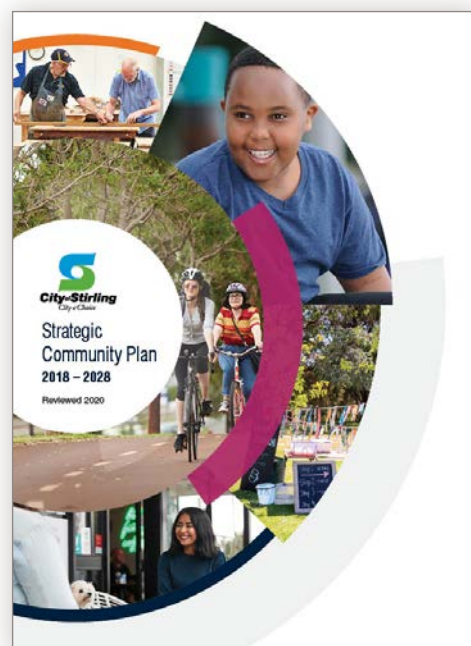
Key result area	Outcomes
Thriving communities	S1: Inclusive and harmonious City
	S2: Active and healthy City
	S3: Accessible services
	S4: Safer City
Vibrant economy	E1: Destination City
	E2: A great place to work, invest and do business
Liveable neighbourhoods	B1: Places to live, work and enjoy
	B2: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

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

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
- Elaborates further on the 10-year vision through key result areas, objectives and strategies, with measures of progress
- Describes the City's commitment to integrated planning, measurement and reporting
- Outlines broadly the City's resources to address the City's plan for the future.

The Strategic Community Plan 2018 – 2028 meets all regulatory requirements. It will drive the improvements in community engagement, service performance and sustainable outcomes that will contribute to achieving the community's vision for the City of Stirling as the 'City of Choice'. This plan is available to view on the City's website at www.stirling.wa.gov.au/strategicplans



Corporate Business Plan

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

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

The Corporate Business Plan:

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

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

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

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



Reporting performance

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

Customer service

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

Financial

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

Human resources

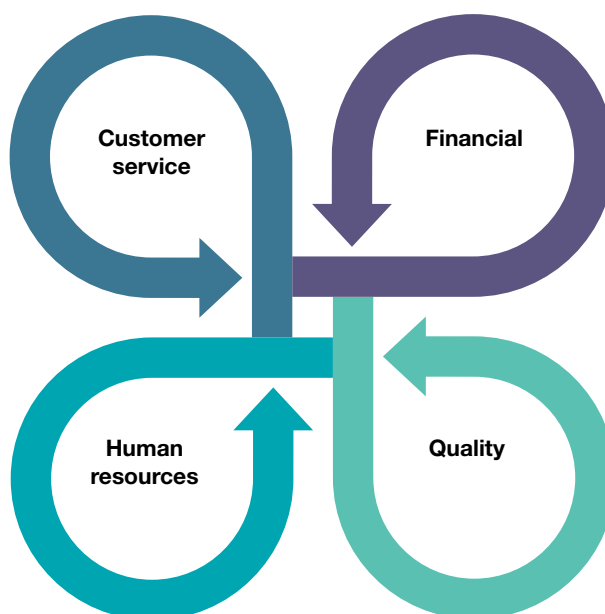
Indicators are used to measure employee turnover, occupational safety and health, annual leave planning and individual officer performance appraisals.

Quality

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

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

Diagram 5: Balanced scorecard



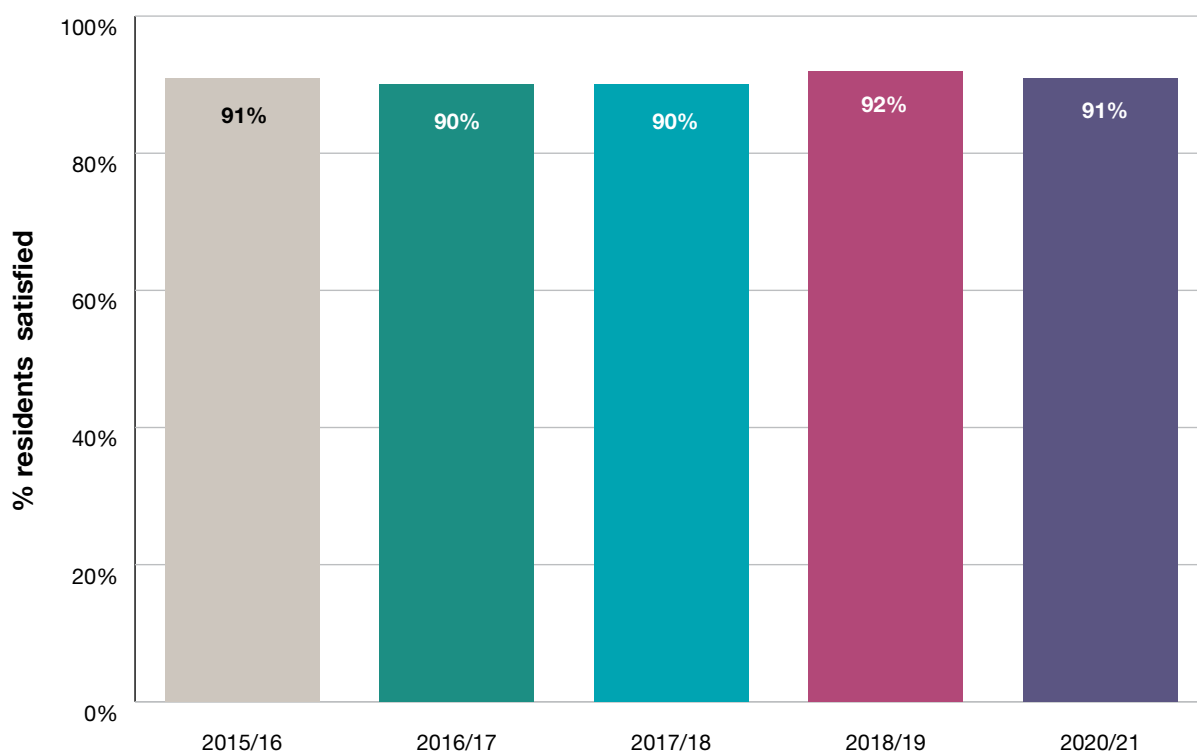
Measuring community satisfaction

To enable us to monitor the satisfaction levels of our residents, we engage an independent research agency to conduct a comprehensive survey of a cross-section of our community¹. This approach has been in place since 1999 and, with the exception of 2020, has been conducted every year since then. The survey is usually undertaken during the second half of the financial year, but due to the then-evolving situation with COVID-19, the City determined that it would not be appropriate or beneficial to conduct the survey at that time.

Community satisfaction is of course of paramount importance to the City and we are pleased that we felt able to re-introduce the survey for the 2020/21 financial year. The survey covers many of the City's key services and responsibilities and the results for those specific focus areas are provided throughout the remainder of this report, linked to the associated strategic objective and key result area. In addition to the service-specific questions, there is a single overarching question asking residents how satisfied they are overall with the services provided by the City. The City is delighted to continue its trend of more than 90 per cent of respondents stating that they are satisfied or very satisfied with the services provided by the City, with a result of 91 per cent satisfaction recorded.

¹The residents' survey is undertaken by an independent research consultancy to ensure that an appropriate cross-section of the community is represented and that rigorous statistical approaches are applied. The research sample of 700 residents provides a margin of error of +/- 3.7 for estimates at the 95 per cent confidence level. This means that if 50 per cent of the sample expressed a certain opinion, we can be 95 per cent confident that in the actual population, between 46.3 per cent and 53.7 per cent would feel the same way.

Figure 11: Overall community satisfaction



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

Corporate Business Plan 2020 – 2024 at a glance

Thriving communities

Services

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

Projects

- City Delivered Place Activation
- Community Grants for Sporting Clubs
- Cricket Club Turf Curation Grants
- Financial Counselling for Sporting Clubs
- Kaleidoscope Initiative
- Mobile Hotspot CCTV
- Replacement of IntelliManager Leisure Management System
- Scarborough CCTV Project
- Sports and Recreation Facilities Plan
- Sports Reserve Usage Analysis and Review.

Programs

- Recreational Facilities Equipment Replacement Program.

Vibrant economy

Services

- Arts and Activation
- Economic Development.

Projects

- Arts and Events Professional Development programs
- Business Connect
- Business Counselling Service
- Business Mastermind Program
- Christmas Lights in Activity Centres
- Holiday at Home
- Place Activation Grants
- Small Business Activation Grants
- Small Business Friendly Approvals Project
- Stirling Business Centre Grant
- Stirling City Centre – Scarborough Beach Road Implementation.

Liveable neighbourhoods

Services

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

Projects

- Bennett Park Refurbishment Phase 2
- Better Suburbs
- Bina Parkland Development
- Carine Sports Floodlighting Upgrade
- Coolbinia Building Refurbishment
- Doubleview Commercial Centre
- Hamersley Golf Course Redevelopment
- Herdsman Glendalough Structure Plan
- Inglewood Oval and Hamer Park Redevelopment
- Local Planning Scheme No. 4
- Main Street Urban Design Study
- Mirrabooka Regional Improvement Strategy – Milldale Way Road Upgrade
- North Beach Rugby League Facility Refurbishment
- Parking Management
- Precinct Packages
- Robinson Reserve Master Plan Implementation – Clubroom Upgrade.

The Corporate Business Plan outlines the services and projects that the City of Stirling will undertake in 2020 – 2024 and has been shaped by the aspirations and priorities in the City’s Strategic Community Plan 2018 - 2028.

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

Liveable neighbourhoods	Sustainability	Governance and leadership
<p>Projects (continued)</p> <ul style="list-style-type: none"> • Stephenson Avenue Extension • Sub-division Infrastructure Works - former North Morley Pre-Primary • Redevelopment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood • Urban Regeneration of Nollamara Activity Centre • West Coast Drive Cycling Improvements. 	<p>Services</p> <ul style="list-style-type: none"> • City Trees • Natural Areas • Open Space and Parks Development • Parks, Reserves and Streetscapes • Resource Recovery • Sustainability • Waste Collection. <p>Projects</p> <ul style="list-style-type: none"> • Coastal Hazard Risk Management and Adaptation Planning • Million Trees Initiative • Stage 3 of the Recycling Centre Development (Waste Transfer Station Redevelopment) • Urban Forest Plan Implementation • Sustainable Energy Action Plan (Corporate) 2020 – 2030. 	<p>Services</p> <ul style="list-style-type: none"> • Compliance, Risk, and Information Management • Council Governance • Customer Service • Executive Services • Financial Accounting • Financial Planning • Fleet Services • Human Resources Culture and Innovation • Human Resources Operations • Human Resources Services • Marketing and Communications • Occupational Safety and Health • Project Management Office and Business Systems • Purchasing, Procurement and Contracts • Rates and Receivables • Strategic and Business Planning • Technology Services. <p>Projects</p> <ul style="list-style-type: none"> • Corporate Information Services Technology Projects and Upgrades • Culture Development Plan • Customer Relationship Management System Implementation • Workforce Plan.





Key result area: Thriving communities

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

The City strives to strengthen local communities through a sense of place, to promote active and healthy lifestyle choices, to provide access to services for everyone and to create a safer community. To do this, we have adopted many approaches to encourage and nurture a supportive, healthy, harmonious and safe community as a whole. These approaches are outlined within this key result area.

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

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

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

Outcome S1: Inclusive and harmonious City

Outcome S2: Active and healthy City

Outcome S3: Accessible services

Outcome S4: Safer City

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

Service performance

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

Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	Human resources	Quality
Aged & Disability Care Services	\$2,662,370	✓	✱	✱	✓
Community Development	\$2,529,991	✓	✓	✓	✓
Emergency Management	\$133,110	✓	✓	✓	✓
Environmental Health	\$2,466,312	✱	✓	✓	✓
Family Services	\$679,627	✓	✓	✓	✓
Leisure Services	\$6,690,947	✓	✱	✓	✓
Libraries & Lifelong Learning	\$8,936,328	✓	✓	✓	✓
Multicultural Engagement	\$190,061	✓	✓	✓	✓
Parking Services	\$531,005	✓	✓	✓	✓
Ranger & Security Services	\$2,647,877	✱	✓	✓	✓
Recreation Facilities	\$5,729,500	✓	✱	✓	✓
Youth & Children Development	\$771,447	✓	✓	✓	✓

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

- ✱ Customer service - performance outside City targets in relation to response times to customer and/or Elected Member enquiries.
- ✱ Financial - performance outside City thresholds in relation to budget variances for operational and/or capital expenditure.
- ✱ Human resources - performance outside City targets for management of annual leave liability and/or employee turnover.

Strategic project performance

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

Kaleidoscope Initiative	2020/21 Expenditure \$30,520	On track
To create partnerships with skilled new migrants and businesses to build a skilled and diverse workforce		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Continue with planned deliverables as outlined in the 2021 – 2025 Corporate Business Plan	

City-Delivered Place Activation	2020/21 Expenditure \$105,545	Complete
A program of small-scale activations and installations in the City's local town/activity centres		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Project complete	

Community Grants for Sporting Clubs	2020/21 Expenditure \$352,547	Complete
To provide assistance to sporting clubs that have been impacted the most during the COVID-19 shutdowns		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Project complete	

Cricket Club Turf Curation Grants	2020/21 Expenditure \$161,588	Complete
To provide a financial contribution to cricket clubs towards the curation of their turf cricket wickets		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Project complete	

Financial Counselling for Sporting Clubs		2020/21 Expenditure \$0 (within service cost)	Complete
To provide financial counselling to sporting clubs that have been financially impacted the most during the COVID-19 situation and subsequent shutdowns			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Replacement of IntelliManager leisure management system		2020/21 Expenditure \$0 (within service cost)	Complete
Replacement of the existing IntelliManager leisure management system			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Sport and Recreation Facilities Plan		2020/21 Expenditure \$0 (within service cost)	Behind schedule
The project will analyse future demographic population profile and industry benchmarking to undertake a gap analysis of future requirements for sport and recreational facilities (eg, clubrooms, recreation centres and tennis clubs)			
Progress in 2020/21	Section 3 has been completed; Section 4 has been delayed This is being completed concurrently with the Public Open Space Implementation Plan, with sections 4, 5 and 6 to be completed during the 2021/22 financial year		
Plans for 2021/22	Continue with planned deliverables as outlined in the 2021 – 2025 Corporate Business Plan		
Sports Reserve Usage Analysis and Review		2020/21 Expenditure \$0 (within service cost)	Behind schedule
The project will review the usage of the City's sporting reserves to ensure the City can appropriately manage the growing demand for reserve access by the community, while ensuring the long-term sustainability of the City's reserves			
Progress in 2020/21	Planned milestones have been rescheduled Consultant has been engaged and the review of the City's sporting reserve usage has commenced		
Plans for 2021/22	Will be delivered within existing budget resources		
Mobile Hotspot CCTV		2020/21 Expenditure \$48,618	Complete
To procure two plinth-mounted CCTV units for hotspot areas			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Scarborough CCTV Project		2020/21 Expenditure \$55,865	Complete
To improve security coverage utilising fixed and mobile CCTV solutions at the Scarborough Beach foreshore and isolated areas			
Progress in 2020/21	Total of 11 new cameras have been installed in the Scarborough Beach entertainment precinct		
Plans for 2021/22	Project complete		

Key result area: Thriving communities

Outcome S1: Inclusive and harmonious City

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

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

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

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

What has happened during 2020/21?

Local area hub place management

Building on the successes of previous years, the City continues to deliver collaborative community activities through its four local community hubs (Osborne, Scarborough, [Inglewood Town Square](#) and [Mirrabooka](#)).

With the City celebrating its 50th anniversary in 2021, the community hubs began commemorative activations themed around each local area's history. Scarborough Hub kicked off the activations with the Surf's Up event in January. Approximately 400 people attended, with activities themed around the history of the local surf culture, including the painting of a community surfboard now displayed at the hub. In March, Inglewood Town Square celebrated the history of trams alongside the local night markets, with augmented reality tram activities and guest speaker presentations. Osborne and Mirrabooka Community Hubs will deliver their own '50 year' activations later in 2021.

During the year, the City also commenced its 'Your Hub, Your Say' community engagement project, which aims to gain a greater understanding of how each of the four hubs can improve overall delivery to better meet the needs of the local community. Launching in January and closing early May, the consultation period was open to community members, businesses, community groups and City employees. Once fully collated, the stakeholder feedback will be analysed and used for the development of individual hub plans. These plans will focus on improving the hubs' service to the local community through development of partnerships, improvements to the place (hub), programming of activities and promotion of services. Over 500 people provided feedback over the consultation period through surveys, face-to-face conversations, place audits and focus groups. However due to a number of COVID-19 lockdowns, some focus groups and workshops had to be cancelled. The hub plans will be finalised in the 2021/22 financial year.

City-delivered place activation to bring our communities together

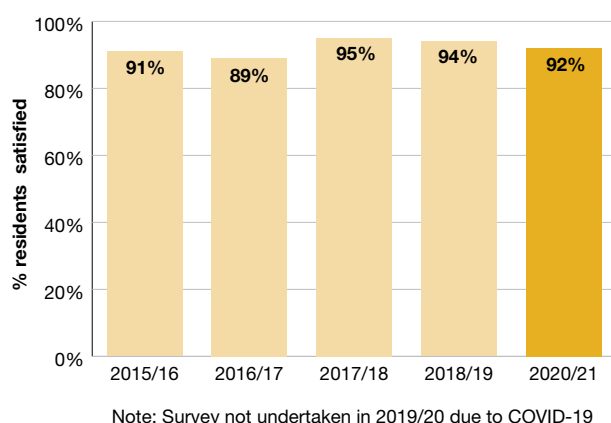
While some larger annual and commemorative events were unable to proceed due to COVID-19 restrictions and lockdowns, the City was able to host over 350 events during 2020/21, delivering social connectedness and a sense of normality to over 380,000 people. The City played an integral role in supporting event organisers through the challenges and triumphs of COVID-19 by providing timely and accurate advice, adapting to the continually changing State Government regulations and requirements, supporting the development of COVID-19 event plans, and facilitating reactive changes and postponement of events.

Recognising that our community place champions, our Town Teams had many challenges in responding to the changes throughout the year, a tandem program of activations and art installations was successfully held in a number of local centres, including Inglewood, Mount Lawley, Osborne Park, Doubleview and Scarborough Beach. This aimed to fill the gaps and share the load in making great places. Many of these activations formed part of the City's Neighbourhood Events series, further details of which are provided under our 'vibrant economy' key result area. Other activations were delivered in partnership with local community groups and businesses. These included:

- Pop-up film screenings of Front Porch Film's augmented reality *Tamala Legends* series at C-Breez Kiosk and Livid Skate Café in Scarborough
- Gildercliffe Street Market, in partnership with Round 2 Recycling Market, Pizzaca Caffè and four local Scarborough op shops
- Play at Munro, a series of loose-parts play sessions held at Doubleview House and Munro Reserve.

Pop-up activations were held in a vacant tenancy on Beaufort Street in Mount Lawley, with Floral Frenzy for Mother's Day and the box-craft Build a Beau-Fort children's workshop. These activations brought locals and visitors alike to the town centre. A street furniture trial, which included temporary planter boxes, benches and bike racks, provided an opportunity for consultation and engagement to better inform future place outcomes. There were also a number of great arts outcomes, including a mural by artist Ian Mutch installed in Livid Laneway (adjacent to Livid Skate Café) in Scarborough in October 2020, along with a Doubleview mural design concept completed by artist Jackson Harvey in June 2021 (to be installed in 2021/22). Despite the challenges brought about by COVID-19, we are proud that we are able to host such a variety of events and cultural activities that contribute to our objective to 'strengthen communities through a sense of place', and this is reflected by consistently high levels of community satisfaction, as displayed in the figure below.

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



Public art

In addition to our events and activations, public art can help express our community values, enhance our environment, transform a landscape, heighten our awareness or question our assumptions. A number of new public artworks were unveiled across the City during the year, with several existing pieces within the collection also receiving routine maintenance. Works by Arterial Design at Bina Parkland in Balga were completed in December 2020, including an exploration of the Nyoongar seasons and the story of the Waugyl etched into concrete elements. The local community, including primary school children and Elders, were integral in providing the stories for this work and multiple languages and scripts reflected this rich cultural diversity.

The first instalment of the Mount Lawley Town Centre Mural Project, which aims to breathe new life into the laneways and urban spaces, was completed by local Dianella artist Peche in Beaucott Lane. The Des Penman Clubroom in Nollamara also received a vibrant new mural titled *Kwop Wirin* (Good Spirit) to complete its recent refurbishment. Emerging Nyoongar artist Seantelle Walsh created the mural, mentored by Mount Lawley artist Sioux Tempestt. The design celebrates Mooro Country and the Waugyl Dreaming story along with the suburb's namesake, the black kangaroo paw and other local flora and fauna.

This project provided Seantelle with an on-the-job professional development opportunity that has since seen her further develop her arts practice.

Respected Nyoongar artist and Balga resident Peter Farmer (Snr) and his design team, Miranda Farmer and Jason Hirst, are putting the final details on a series of colourful seating pods. These will sit adjacent to the footpaths alongside the Stephenson Avenue Extension in Innaloo, with installation to be completed later in 2021. The pods represent *kaarl* (fire), *boodjah* (earth), and *keip* (water) and will include associated imagery.

The City recognises that murals are a great way to bring colour and life to places, telling stories and creating a place narrative. A handy 'how to' guide has also been developed to provide the step-by-step guidelines for anyone considering installing a mural at their property or in the community. The guide is available at www.stirling.wa.gov.au/murals

Visual Art Collection

The City's visual art collection currently comprises 220 works and is valued at approximately \$480,566. An increased annual acquisition budget provided the opportunity to acquire 26 new works from six Western Australian artists in diverse media. Acquisitions for 2020/21 responded to the objectives of the City's Art Collection Policy and particular consideration was given to reflecting our diverse community's shared experience of living through a pandemic during 2020/21. The works represented a range of media and styles, including skyscapes on canvas, figurative works on paper, digital printed cultural motifs, limited-edition photographic, eco-dyed Nyoongar story dolls and a typographical hand-screened series.

Kaleidoscope Initiative

The ongoing Kaleidoscope Initiative continues 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 by working in partnership with a broad cross-section of stakeholders, including businesses, professional immigration networks, community organisations and other tiers of government. In collaboration with the City of Canning, the initiative secured grant funding from Lotterywest to deliver job-readiness programs for migrant women and Indigenous communities affected by COVID-19. The initiative also received funding from the City of Stirling to assist residents impacted by COVID-19 from July to December 2020.

During 2021, 98 newcomers attended job-readiness workshops, 151 participants attended cultural competency sessions and 91 newcomers have been empowered and connected to their industries via two mentoring cycles. These programs have enhanced the confidence, skills and ability of newcomers to support them gaining employment. More than 350 established professionals have registered to become mentors over the life of the Kaleidoscope Mentoring Program and ties between businesses, industry and multicultural communities continue to expand.

Volunteers

Building an inclusive and harmonious community takes a multi-faceted approach. As well as our dedicated employees, the City of Stirling relies on valuable assistance from volunteers who help in our community. Their commitment ensures that the City's programs and services continue without interruption. During the year, our volunteer services team was proactive in providing early resumption training to volunteers after the COVID-19 shutdown. This ensured that most of our volunteers could restart in their roles quickly once restrictions had been lifted. Volunteer retention remained extremely high, with a large majority of volunteers recommencing within their roles when allowed to do so. Options to volunteer in other areas were also provided to anyone who may have felt uneasy to return.

The City is committed to having an inclusive volunteer group that reflects the diversity of the community. The City has been able to recruit an increasingly diverse group of volunteers by providing opportunities for people who may require additional support. Volunteers can register along with their carers to jointly carry out volunteer duties.

Across the year, there was a continued focus on recruiting young volunteers, with a range of new work placement opportunities created across the City for students to participate in. The volunteer team has reactivated our partnership with Balga Senior High School and formed new local school connections, supporting students to undertake volunteering roles. The number of our younger cohort (from 16 years up to 25 years) has steadily increased, with these volunteers looking to gain valuable skills, experience and knowledge to increase their opportunities for employment.

Our annual volunteer dinner took on a new format in 2021 as a result of COVID-19 restrictions. The City now hosts several smaller dinners over several months, with volunteers able to converse with our Mayor and Elected Members over a sit-down, two-course meal.

Libraries & Lifelong Learning

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

Stirling Libraries are vibrant social meeting places and community hubs offering contemporary library programs, services and resources that connect communities to information, entertainment, resources and opportunities for lifelong learning. Library and information services are provided via six public libraries strategically co-located with community and adjacent commercial facilities. As can be seen from figure 13 our libraries generate consistently high levels of community satisfaction. Community local history services are delivered via the Stirling History Collection and the Mount Flora Museum, which is a living link to the past.

The ongoing situation with COVID-19 continues to impact library and community history programs and services, particularly with restrictions on attendance numbers. Digital and alternative service delivery models have therefore continued, ensuring library customers have ongoing access to library services and resources, including:

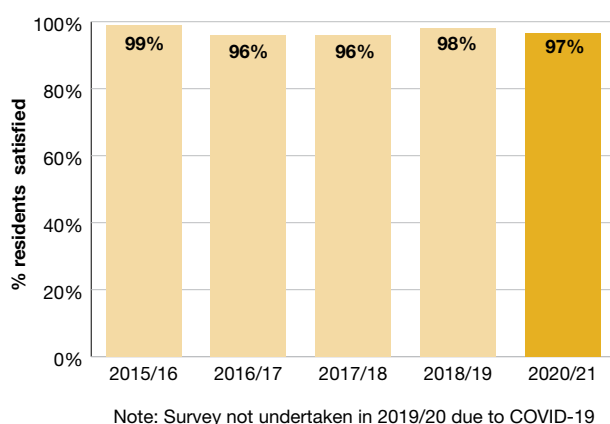
- Increased investment in eResources, in particular eBooks, eAudio, eMagazines and eMovies, to meet customer demand
- Online membership options
- Click&Collect reservations service
- Print&Collect printing service
- WiFi access external to library buildings
- Online events, including virtual and pre-recorded Baby Rhymetime and Storytime sessions.

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

Highlights are given below.

- Justice of the Peace - These services were introduced at Stirling Libraries - Inglewood (Friday mornings), with JP services at Stirling Libraries - Karrinyup (Sunday afternoons) and Stirling Libraries - Mirrabooka (Saturday mornings), continuing to be in high demand.
- 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 2021, Stirling Libraries delivered a variety of early childhood literacy sessions, including Baby Rhymetime, Preschool Storytime, Sensory Sing and Play, and Learning English Through Storytime, attracting 9,780 young children and 9,462 parents.
- National Simultaneous Storytime – In May 2021, libraries across Australia promoted the value of reading and literacy by simultaneously reading Philip Bunting's picture book *Give Me Some Space*. This year's book was read from the International Space Station by NASA Astronaut Dr Shannon Walker. Read more on this in the case study featured on page 100.
- Next Chapter Book Club – Stirling Libraries - Scarborough, in collaboration with the Joe Camilleri Day Centre, continued the Next Chapter Book Club, a shared reading program for adults with intellectual and developmental disabilities promoting the enjoyment of 'reading to learn, not learning to read'. The program has been a great success, with participants expanding their reading skills as well as attracting positive feedback from regular Stirling Libraries - Scarborough customers about this socially inclusive program.
- Artist in Residence - Stirling Libraries - Inglewood hosted two local artists as part of the City's highly successful Artist in Residence program.
- The Sustainability Project - Stirling Libraries continued to partner with Australian book supplier James Bennett to support the Sustainability Project, a green initiative assisting libraries to responsibly dispose of discarded books to communities in need, reducing the number of books going to landfill. In return, Stirling Libraries receive credits and increased discounts on future purchases of library materials, ultimately benefiting the local community.

Figure 13: Satisfaction with the City's libraries



Digital literacy programs

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

Highlights include:

- Innovations Lab, Stirling Libraries – Mirrabooka - A purpose-built training and makerspace facility, the Innovations Lab is equipped with 12 PCs for computer training and a wide variety of technologies, including virtual reality, 3D printing, sewing machines, a laser cutter, a NAO robot, robotics and coding equipment, as well as music-making and sound-recording equipment. A variety of programs are delivered, including MS Office and PC workshops, emerging technologies talks, drop-in and experiment with technologies, and craft clubs.
- Be Connected – Supported by grant funding from the Good Things Foundation and the Australian Government Office of the eSafety Commissioner, Stirling Libraries delivered a range of digital literacy training to adults across the City of Stirling. Sessions included technology help, computer basics, email, social media, cyber-safety, MyGov, and using the Internet. Library employees and digital mentor volunteers completed training sessions in order to support library customers.

Stirling History Collection

Across the year, the Mount Flora Museum welcomed 508 visitors, including community groups and school students, with tours, talks and discussions. In 2021, the City of Stirling began its 50th year celebrations by producing the City's annual printed calendar, showcasing a series of historical images from the Stirling History Collection.

As part of 50th year celebrations, the Mount Flora Museum hosted author Chris Holyday to promote his book *Between Beach and Bush: Remember Old North Beach, Trigg and Watermans Bay*. Book sale proceeds were generously donated to the Friends of Star Swamp and Coastcare. Members of the community were invited to record their memories and stories via mobile recording studio the Chin Wagon. Stories were also recorded at the Inglewood and Scarborough Community Hub events held as part of the City's 50th year celebrations.

The museum also hosted three local artists as part of the City's highly successful Artist in Residence program. Additionally, priority project work continued in the Naming History Plaques project, involving extensive research into the naming history of the City's buildings, parks and reserves, and places of significance.

Looking forward

As always, the City of Stirling will strive to be inclusive of its diverse community, including the elderly and young people, the Aboriginal community, and migrants. The City will continue to implement the award-winning Kaleidoscope Initiative in 2021/22 and initiate a variety of new projects to benefit its diverse community. The City also plans to document its rich history by recording interviews with senior citizens for future generations to enjoy. Street signs will also be installed to provide information to signify the person or events after which streets are named. In addition, under the Community Collaboration Fund project, grants will be provided to community members to build their capacity. To add to the vibrancy within the community, the City's biennial Art Awards and Exhibition will be held in 2021, enabling Australian artists to display their work, with small artworks to be installed in the public realm.

Key result area: Thriving communities

Outcome S2: Active and healthy City

Objective S2.1: Promote active and healthy lifestyle choices

The importance of leading an active and healthy lifestyle is well documented. The City plays a key role in ensuring its community has access to quality recreation and leisure facilities, but continued restrictions due to COVID-19 during the year have meant that our service provision has sometimes been inconsistent, and people have had to adapt and find new ways of doing things. The City will continue to strive to make a positive contribution to the health of its community through ongoing investment in its facilities and programs. It will also maintain the flexibility to ensure we are able to adapt to sometimes rapidly changing situations.

In addition to the provision of recreation and leisure opportunities, the City has important environmental health responsibilities in relation to food safety, disease control

and environmental protection. The City is committed to the promotion of health and wellbeing in the community and the combination of recreation, leisure and health services provided by the City contributes greatly to this.

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

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

What happened during 2020/21?

Recreation facilities

This year saw the transition of the six recreation facilities into a unified business model with the amalgamation of the aquatic facilities (Stirling Leisure Centres - Terry Tyzack Aquatic Centre – Inglewood; Stirling Leisure Centres – Leisurepark – Balga; and Stirling Leisure Centres - Scarborough Beach Pool) and leisure centres (Stirling Leisure Centres - Herb Graham Recreation Centre - Mirrabooka; Stirling Leisure Centres – Hamersley; and Stirling Leisure Centres - Scarborough) unified into distinct service streams. The four streams that have been created focus on facility operations, customer experience, programs (Learn to Swim and Health and Fitness) and facility hire, sport and leisure programs. The new structure is now embedded in our core business and will result in consistently high levels of service across all facilities. We are very proud that our community is highly satisfied with our sports and leisure facilities, as illustrated in figure 14. The change in service delivery, combined with improvements to our leisure management system, will further improve levels of service while maintaining industry-leading financial performance.

Additionally, planning for the internal refurbishment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre – Inglewood is well advanced and will include a significant uplift of the indoor pool area, including tiling, changeroom and spa area refurbishment, as well as repainting of the interior walls. The City is well advanced for construction to commence in the second half of 2021.

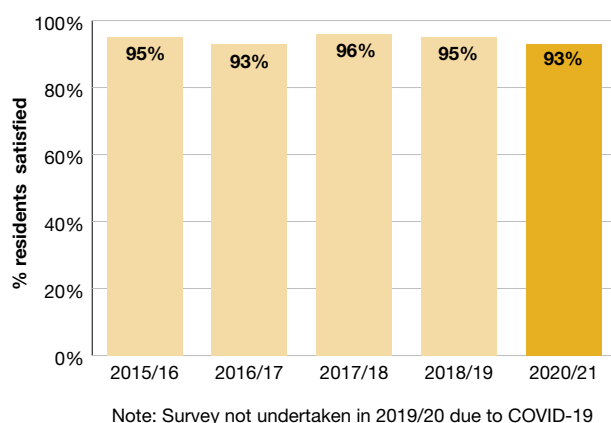
The City’s Learn to Swim program transformed from a term-based structure to an ongoing, perpetual program to improve the availability of opportunities to learn to swim to the community. Instead of four 10-week term blocks, enrolments are now managed by a membership process where the participants have access to the pool area at no cost throughout the week and for attendance at their weekly

lesson as part of a monthly membership fee. The new structure removes the need for re-enrolment and is managed by a convenient direct debit arrangement. The change allows participants to move between levels when ready rather than waiting for a block assessment period to progress.

In October 2020, the City upgraded to a new leisure management system (Envibe) that provides improved functionality, including online Learn to Swim enrolments, membership sales and course enrolments, with future functionality for facility hire bookings. The system provides a customer portal where users can update their details online and view skill progression through various course programs. It also provides point-of-sale functionality for all facilities and it is anticipated that integration with the City’s customer relationship management system in the future will provide an improved booking experience for venue and reserve hire enquiries.

During the year, significant planning was undertaken in relation to the changeover of Hamersley Public Golf Course from a contract management agreement to direct operation by the City. A comprehensive transition plan was enacted to engage a suitably qualified and experienced golf professional directly employed by the City and to ensure business-as-usual continuity while the facility transition occurred. The move will allow the City to fully realise the financial return from the course prior to redevelopment, scheduled to commence in 2022. All services, including course management, coaching and retail sales now provided at the course will be directly delivered by the City. Planning for the course redevelopment progressed throughout the year and an architect has been appointed to progress to a detailed design, based on original concepts and feedback collected from the first round of community consultation. It is anticipated that the project will commence construction in the first half of 2022, with temporary facilities established to maintain course operations in a modified capacity.

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



Leisure Services

Across the year, community grants for sporting clubs have provided in excess of \$425,000 to more than 70 applicant groups as a direct financial contribution to sporting clubs across the City. These funds have been used across a wide range of areas, including:

- Offsetting income losses as a result of COVID-19 (either kiosk sales, registration income or loss of sponsorship)
- Assisting with overheads and rates payments for clubs that generally incur rate bills
- Assisting with additional services required to ensure compliance with State Government COVID-19 requirements
- Assisting with small amenity and infrastructure improvements
- Purchasing minor equipment that clubs have been unable to purchase due to reduced revenue, including kiosk equipment and/or sporting equipment to be used by the clubs.

The funding has also identified an opportunity for the City to better assist our clubs through a review of our Financial Assistance, Donations, Grants and Recognition Policy to allow more flexibility to fund particular items. Around 10 per cent of the funding will be allocated in the 2021/22 financial year once adjustments have been made to the policy, to allow those clubs in need to benefit the most from the assistance. The investment in Stirling clubs will ensure that they are well positioned to meet their obligations and continue to deliver services to our community. In addition, clubs have been supported by a 12-month waiver on reserve and oval lighting costs. This is a significant saving to some clubs, which have been able to review their finances and improve their financial position and sustainability over the last 12 months.

Financial counselling was also offered and provided to 16 clubs, which had the benefit of working with an experienced financial consultant for one-on-one tailored guidance and mentoring around financial management and sustainability. This has provided significant improvements for these clubs. Areas of focus included the analysis of clubs' financial position and assessments on financial compliance regimes together with system and process maturity and capacity. Counselling also helped clubs work on improvements and future planning goals to improve their financial position overall.

The City delivered several important lighting projects throughout the year with some assistance from State and Federal Governments. floodlighting has been installed at Grenville Reserve, Coolbinia 1, Hamer Park, Inglewood Oval and Carine Regional Open Space (west) providing lighting for recreational use as well as competition and match play. Funding for lighting at Charles Riley Reserve (upper) and Coolbinia 2 was also received and these projects will move to construction in the next financial year.

During the year, the North Beach and Mount Lawley Bowling Clubs both received assistance from the State Government through the Community Sport and Recreation Facilities Fund (CSRFF), along with additional contributions from the City to complete conversion and renewal projects for existing grass and synthetic greens. This funding will assist the clubs in remaining sustainable into the future, with significant savings in turf maintenance costs. Additionally in 2021, both Wembley Downs and North Beach Tennis Clubs were the successful recipients of CSRFF funding to assist the Clubs with converting some grass court to hard courts, as well as court lighting for Wembley Downs Tennis Club.

Other projects across the City to receive significant funding from the State Government during the year include:

- \$1.3 million for the redevelopment of clubrooms at Hamer Park (as part of the Hamer Inglewood Development Plan)
- \$500,000 towards the capital cost of improvements at Rickman Delawney Reserve
- \$1 million to improve the facilities at Grindleford Reserve, including significant floodlight upgrades and building improvements.

These projects and others will now continue to be delivered over the coming years to ensure a high standard of amenity is maintained for our sporting clubs, which deliver valuable services to the Stirling community.

A number of clubroom upgrade projects have also commenced or been completed by the City throughout the year, including Des Penman Memorial Reserve, Mount Lawley Tennis Club, Bennett Park clubrooms, Coolbinia 2 and North Beach Rugby League Club. Bina Parkland was also completed during the year, for which the City was very proud to receive the Parks and Leisure (WA) Park of the Year Award. This project was several years in the making and was made possible with a Lotterywest grant of \$2.34 million, with the City funding the remainder of costs for this important project. Construction also commenced on the new Dianella BMX facility at Dianella Regional Open Space, due for completion in mid-2021. The facility will provide a pump track, viewing space, shelter, drinking fountains and bike racks for users. The project is part of the City's Skate and BMX Strategy, adopted in 2013 to improve opportunities for wheel-based activities.

Additionally during 2020/21, the City began a Sports Reserve Usage Analysis and Review project to understand usage of sporting reserves. The ultimate aim is to ensure the City can appropriately manage the growing demand for reserve access by the community while ensuring long-term reserve sustainability. The project did not achieve all planned milestones and will continue in 2021/22. As part of the project, a turf consultant completed some trending and modelling of sports and work is underway to understand

the usage numbers of different clubs. Charles Riley Reserve has been selected as the pilot location for the project. Additionally, the City commenced its Sport and Recreation Facilities Plan which aims to analyse future demographic population profiles and industry benchmarking to undertake a gap analysis of future requirements for sport and recreational facilities (eg, clubrooms, recreation centres, and tennis clubs). Work on this plan will continue across the 2021/22 financial year.

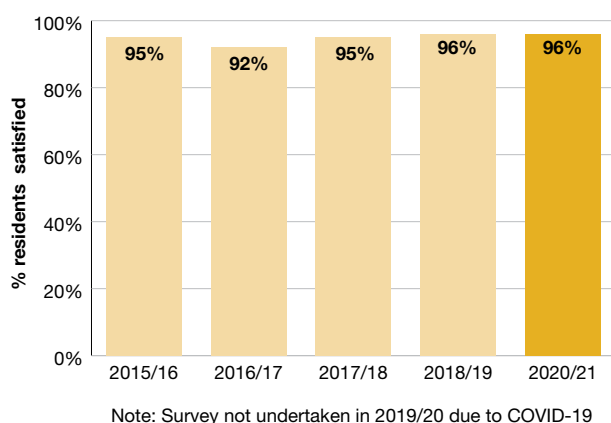
Beach services

Western Australia's beaches are considered among the best in the world. With the City's 7 kilometres of pristine coastline, we are fortunate to deliver key services in some of the most highly occupied beaches in the state.

The City's beach services team performed 21,513 preventative actions, 318 rescues, 487 first aid assistance and three resuscitations throughout the year. Compared to previous years, the preventative actions and rescues reflect a decrease. This is in line with lower overall attendance due to COVID-19 restrictions and lockdowns being in place at various times throughout the year. The beach services team worked alongside other City employees and WA Police to assist with social distancing and the enforcement of COVID-19 restrictions, when in place. The City was applauded for their assistance in working with various agencies throughout the year.

The Trigg Island Surf Life Saving Club was awarded the Lavan Legal Club of the Year at the recent Surf Life Saving WA Annual Awards event. The City continues to support both Trigg Island and Scarborough Surf Life Saving Clubs with a financial grant and works collaboratively in ensuring the 7 kilometres of coastline is safe for all visitors.

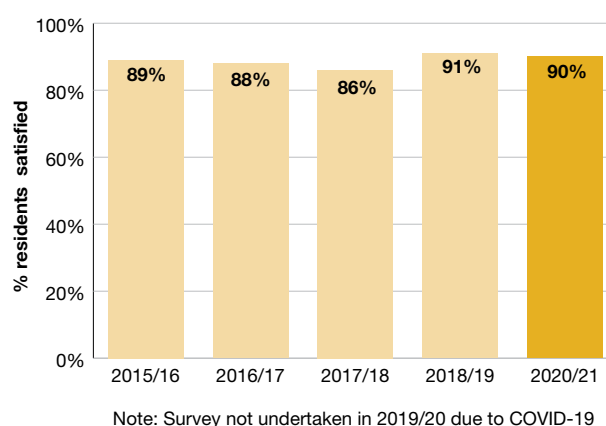
Figure 15: Satisfaction with the City's beaches



Environmental Health

The City is committed to improving the health and wellbeing of our community. This means endeavouring to enhance our community's lifestyle by providing facilities, programs and clubs in an effort to encourage healthy and active lifestyles for our residents. In addition to this, local governments are required under state legislation to provide environmental health-related services which promote, support and protect the health of our community. As part of our commitment and interest in the general health of our community, we gauge our residents' satisfaction in respect to the accessibility of health and care services within the City. The figure below illustrates a consistently high level of satisfaction within our community.

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



Throughout the year, the City's Environmental Health team ensures the protection of public health within our community through food safety checks, infectious disease control, pest control and various other high-quality responsive services that protect and uphold high standards of public health. Our team helps educate and inform our community about public health matters that are relevant and meaningful to them. In addition, the Environmental Health team undertakes premises inspections and licensing of various buildings and businesses. We are responsible for environmental protection, public safety and various other statutory health compliance matters. The City is home to 1,303 food businesses, 200 skin penetration premises, 157 hairdressers, 190 food stalls, 331 public buildings and a caravan park.

The City of Stirling is proud to play a significant role in creating an environment in which our community may prosper and enjoy better health.

Looking forward

While protecting public health through the enforcement of statutory health compliance, the City will encourage active and healthy lifestyle choices by providing excellent recreational infrastructure facilities. A new sports floodlighting control system will be procured that will ensure efficient use of floodlights at sporting reserves across the City. We are also excited to see the return of the Aussies (National Surf Life Saving Championships) to Scarborough and Trigg Beaches in April 2022.



Key result area: Thriving communities

Outcome S3: Accessible services

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

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

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

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

What happened during 2020/21?

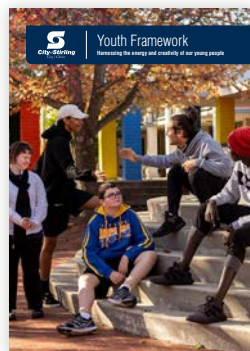
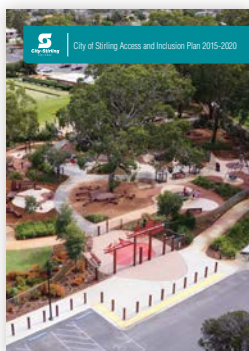
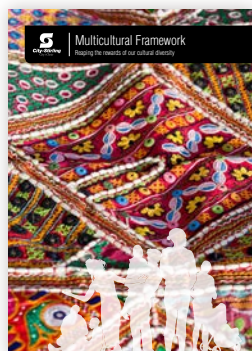
Our social plans

The City is committed to the principles of social inclusion and substantive equality and has a series of social plans in place to respond to the evolving needs of our diverse community. Current social plans include the Access and Inclusion Plan (AIP), Age-Friendly Strategy, Homelessness Strategy, Multicultural Framework, Reconciliation Action Plan (RAP) and Youth Framework.

City employees responsible for each of these plans work together as the social planning team to ensure that our services are inclusive and accessible for community members of all ages, abilities and backgrounds. Some key achievements in 2020/21 are provided below.

- Work commenced on a social framework that will guide the development of future social plans, articulate shared outcomes and outline how community impact should be measured.

- Training sessions were conducted to help City employees understand and respond to the needs of diverse community members, including:
 - » Cultural awareness (multicultural- and Aboriginal-focussed)
 - » Disability access and inclusion awareness
 - » Work with translators and interpreters
 - » Upstander training, focussed on recognising and responding to discrimination
 - » LQBTIQA+ awareness
 - » Youth Work Code of Ethics.
- Consultation was undertaken for the City's new Reconciliation Action Plan with community members and key Aboriginal groups, local Elders and City employees.



Access and Inclusion Plan

The City's Access and Inclusion Plan 2021 – 2025 was endorsed by Council in March 2021. To inform the new AIP, the City consulted people with disability, families and carers, peak bodies, service providers, businesses and the broader community. This information, under the guidance of the City's Access and Inclusion Advisory Group (AIAG), assisted in determining the priorities and future direction of the new plan. As a result of identifying the need for improved access and inclusion in the community, the City chose to include an eighth outcome area in relation to community capacity building. This contemporary strategic document focusses on real-life experiences of City residents committed to supporting the City in creating a diverse, inclusive, accessible and engaged community.

The City of Stirling and the AIAG have become a beacon of best practice in demonstrating how local government can effectively connect with its community to gain from its experience, advice and support in disability matters. The current AIAG, which includes 10 community members, was instrumental in reviewing consultation data during COVID-19 restrictions when community workshops were not possible. Across the year, the City also utilised the AIAG bi-monthly meetings to raise awareness of the group by inviting City managers to present on activities and upcoming projects, thereby identifying opportunities for the AIAG to provide recommendations or input on a range of access elements. The relationship the City has with the AIAG takes time and commitment, but the benefit has been improved access and inclusion for people of all abilities living, working or visiting in the City of Stirling.

Homelessness Strategy

Council endorsed the Homelessness Strategy in August in response to emerging social needs that were exacerbated by the COVID-19 crisis. During 2020/21 the City:

- Affiliated itself with the Joondalup and Wanneroo Ending Homelessness Group (JWEHG) for strategic alignment in responding to homelessness throughout the Perth metropolitan northern corridor
- Commenced recording cases of homelessness within Stirling to advocate for State Government funding for services within the area
- Identified several opportunities to improve the capabilities of reporting homelessness by using the City's customer relationship management system
- Adopted a compassionate human-focussed approach for interacting with homeless individuals who are identified within Stirling, including a triage process used by front-line City employees to assist people experiencing homelessness by addressing immediate concerns, while then referring them on to crisis support organisations to provide longer-term assistance
- Commenced an internal education program to inform all employees of the challenges of homelessness and the City's Homelessness Strategy
- Created management practices to guide employees on how to interact with homeless people
- Budgeted for two case worker organisations to operate within Stirling in the 2021/22 financial year to provide better case management and reporting of cases of homelessness
- Worked in partnership St Vincent de Paul Society to create emergency relief food backpacks as an immediate positive first response to those who are in crisis within Stirling.

Age-Friendly Strategy

The City moved to its third year of the implementation plan for the Age-Friendly Strategy, building on the success of the previous two years. During 2020/21:

- The City continued to provide excellent customer needs-based services through our Stirling Community Care program, which assists people over 65 years of age to remain independent in their homes. This includes day club activities, in-home meal delivery, in-home support, transport services and a mobile day club program.
- The City continued the Regional Age-Friendly partnership with the Cities of Joondalup and Wanneroo. As with the previous years, some of the planned activities were postponed because of COVID-19. However, the regional partnership did commence a digital literacy project with the aid of a Lotterywest grant.
- The City started the Memory Café at Westfield Innaloo in conjunction with Alzheimer's WA, to provide a regular support meeting group for those individuals and support networks affected by Alzheimer's.
- The City started a Seniors Café at The Square Mirrabooka to provide a weekly friendship group for older people of their families to connect with others within the community.
- The City continued the 'Chatter that Matters' Age-Friendly Strategy caravan, going into the community to enhance consultation and engagement. This year, the Chatter that Matters caravan broadened the range of consultation sites across the City of Stirling and talked to people about what matters to them as they age.
- The City continued various walking groups in and around the City, in partnership with the Heart Foundation.
- The City continued the social event programs at Osborne and Inglewood, which includes a movie and social interaction. These programs were suspended due to COVID-19 but have resumed.
- The City continued to support the 'Crafternoons' across community hubs. These programs were suspended due to COVID-19 but have now resumed.
- The City continued to support job seekers with resume assistance, interview preparation and job-seeking support through the City's Job Shop program. Job Shop was, however, affected by COVID-19 and was suspended during the lockdown periods.
- The City hosted a range of community information sessions with partner organisations, including mental health, My Aged Care navigation and NDIS.
- The City expanded the 'Women's Workshops', a pilot project to engage women in learning a range of home maintenance skills and woodwork.

Aged & Disability Care Services

The City has continued to successfully transition the delivery of government-funded services for eligible aged care customers and customers with disability to the new programs. These include Commonwealth Home Care Support (CHSP), Home Care Packages and National Disability Insurance Scheme (NDIS). The impact of the COVID-19 pandemic saw the Stirling Community Care team overcome many challenges and continue to support the most vulnerable members of our community with a range of flexible, modified services. A summary of these services follows.

Community food services increased their home-delivered meals service by up to 11 per cent, following on from the 40 per cent increase experienced during the peak of the restrictions. The food services team continues to provide much-needed meals to the community during the snap lockdowns and when many are apprehensive to attend shopping centres.

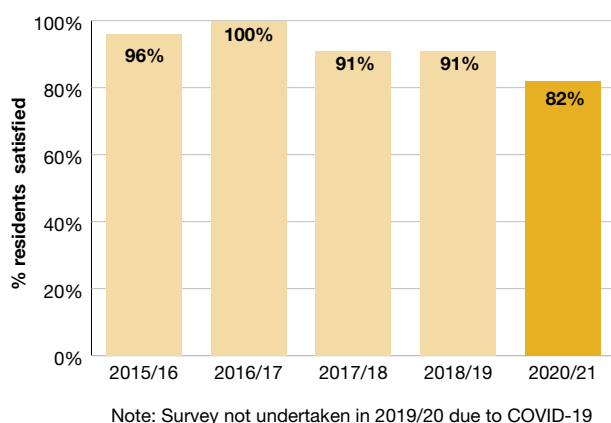
Transport services to and from medical appointments and shopping by list services continued.

In-home services such as domestic assistance and personal care were provided with additional safety measures put in place as required in the event of snap lockdowns, with lockdown protocols being adhered to.

Services saw an increase in welfare checks, ensuring that customers were not isolated. Customers who usually attended day clubs or Men's Shed were contacted regularly and invited to stay socially connected by other means. Customers from these services were also offered one-off support such as shop-by-list or transport to assist during the lockdown period.

Through our annual residents' survey, we asked our community to rate its satisfaction with our services for the elderly and the disabled. Following years of consistently high rates of satisfaction it is noted that the result for 2020/21 has reduced to 82 per cent, as can be seen in the figure below. While this is still a high level of satisfaction, we are working to understand the reduction, some of which is thought to be as a result of restrictions brought about by COVID-19.

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



Multicultural Framework

During the year, the City continued to implement its Multicultural Framework by offering tailored services in response to the needs of newcomers, supporting welcoming initiatives, and improving the City's ability to respond to the needs of diverse communities.

The City has undertaken numerous activities to support community members who have language barriers to access our services. A communications campaign, which launched last year to increase community awareness on use of interpreting services, combined with the development of a range of resources to assist employees, has resulted in an increase in the use of interpreters by City employees. It has also resulted in increased translation of the City's brochures and flyers into the languages of community members with low English proficiency.

Additionally, we are pleased to have continued the women-only swimming program facilitated at Stirling Leisure Centres – Leisurepark - Balga, in partnership with Royal Life Saving Society WA. Stirling Leisure Centres – Leisurepark - Balga closes at 7.00pm on Saturdays but remains accessible for a further two hours to accommodate the women-only swimming program. The swimming classes are run by female instructors and the lifeguards and other City employees are also female. The City recognises that it is important to provide all community members access to recreation facilities and therefore facilitated this program to enable access for women unable to use the facility with males present, in an environment that was safe and supportive.

Other highlights have been the continued delivery of interfaith tours, which provide participants with insight into diverse local religious sites and information about the diverse faiths and spiritual beliefs practised by local communities within the City of Stirling.



Men's Shed

The Stirling Community Men's Shed continues to support older males in an effort to reduce social isolation, develop skills and support and connect the local community through community projects. The Men's Shed undertook a range of activities and programs in 2020/21 that supported the local community, including:

- Facilitation of multiple women's workshops
- Delivery of a range of 'Food Sensations' cooking demonstrations
- Support for many community projects, including:
 - » Brighton Road Community Garden – signage
 - » Naala Djookan Healing Centre – framed artwork
 - » City of Stirling Road Safety – chocolate prize wheel
 - » Inglewood Primary School - children cut-out figures
 - » Herdsman Artist Centre – fence panels
 - » Gwelup Primary School – toy building supplies
 - » Balga TAFE – support for their work transition program
 - » Wungening Men's Centre – ongoing support and mentoring
 - » Charity Toys for Xmas – ongoing.

The Shed has also been working with the City and our Mount Flora Museum to find a final location at the shed for the historically significant Bond Cottage. The cottage will be refurbished by the members in its original style, with required upgraded facilities, and will be used as our replacement shed shop. Additionally, the Shed has also assisted local groups by redistributing donated unwanted hand and power tools. Some of the beneficiaries include the Repair Café, Tool Library, RSL, Tool Historical Society, Jones Road Men's Shed and Recycling Centre Balcatta.

SETS Welcome Hub

The Settlement Engagement and Transition Support (SETS) program has continued to grow. The SETS Welcome Hub at Stirling Leisure Centres – Herb Graham Recreation Centre – Mirrabooka has become a space where humanitarian entrants and people from refugee backgrounds can come to seek settlement support from a variety of caseworkers, access a range of capacity-building programs and find information about other support services. SETS is designed to equip and empower humanitarian entrants and other eligible clients to improve social participation, economic well-being, independence, personal wellbeing and community connectedness in their first five years in Australia. The partner agencies in this initiative include Youth Futures, Association for Services to Torture and Trauma Survivors, Ishar Multicultural Women's Centre and the Multicultural Migrant Resource Centre. The SETS Welcome Hub is an integrated service model with satellite services offered in partnership with other local governments like Cities of Wanneroo, Swan, Canning, Gosnells and Belmont for the SETS community capacity-building leadership program.

Youth Framework

The City completed the implementation of its first two-year Youth Implementation Plan that aligns with the Youth Framework. Programs and activities completed throughout the year include:

Chills with Stirling Youth Advocates (SYA):

- SYA ran an online campaign to bring attention to topics important to youth. The campaign ran for three months with each month addressing a different topic: recovery, multiculturalism and disability.
- SYA were also involved in the Mirrabooka multicultural markets, taking on roles such as MC and games facilitator.
- SYA member Akash Parekh was the winner of the Young Community Citizen of the Year award.
- SYA supported St Andrew's Grammar School in Dianella to celebrate their first NAIDOC celebration by running cultural activities.

Youth development programs

- Whirling in Stirling: A series of skate, BMX and scooter coaching workshops were held from September to March 2021. Seventeen workshops were held in partnership with Skateboarding WA and Freestyle Now at the Carine and Scarborough skate parks. Whirling in Stirling culminated in the Carine Skate Fest Skate Competition, held in March 2021, a partnership event between the City of Stirling and the City of Joondalup.
- Youth Week was celebrated with a series of workshops and events held around the City of Stirling, with support from the Department of Communities Youth Grant. The series included a soccer clinic at Gnalla Nollamara, participation in the community neighbourhood event at Bina Parkland, a recycled art workshop at Osborne, a nutrition workshop and a drumming workshop. Youth Week workshops reached 391 young people.
- A 10-week DJ/hip-hop course was held in August for young people to learn how to be a DJ and hip-hop artist. A showcase event was held at the end of the course highlighting the skills and abilities of the participants.
- Tuned up for What (TUFW) was a series of four workshops for young people to learn basic car maintenance skills and road safety. This collaborative project between Youth Development and the City's Road Safety Officer reached 41 young people and was nominated for the Injury Matters, Injury Prevention and Safety Promotion awards this year.
- Barista Brews – This is a popular new initiative of workshops for young people to develop skills, knowledge and training to in the hospitality industry as a barista. Over 150 young people registered their interest, with the first session held June 2021.

Youth development engagement

- The youth development team worked in collaboration with Community Safety, WAPOL, local schools and other external stakeholders to engage young people involved in antisocial behaviour. Where there were reports of antisocial behaviour in community spaces, the team used a range of engagement strategies to address the antisocial behaviour and work with young people to support them.
- The youth team also supports other teams in the City of Stirling and external stakeholders in the community by participating in events/meetings/initiatives such as:
 - » NAIDOC
 - » Reconciliation
 - » Harmony
 - » Naming of Bina Parkland
 - » Launch of Bina Parkland
 - » Interfaith tours
 - » Women's swimming.

Inglewood outside of school hours care

Inglewood outside school hours care (OSHC) employees have worked hard to improve practices and processes, and to support the needs and aspirations of children and young people. Their efforts paid off when they achieved an improved rating when assessed against the national quality standard. The dedication and effort of employees has resulted in improved attendance of the Inglewood OSHC, with numbers averaging 35 children a day. The 'On the Bus' school holiday program offered a range of exciting activities for young people that often tied in with other programs run by the City of Stirling.

Cultural Connections

The Cultural Connections project aims to address mental health and alcohol and drug issues in the Aboriginal community by building capacity and connection to culture in the school-age generation. The project, which is funded by the Australian Drug Foundation, will engage and recruit 15 Aboriginal students from local schools to increase knowledge of and connection to Nyoongar culture through engagement with prominent Aboriginal community members. Aboriginal community members will pass on culture, facilitation skills and traditional practices to support students in becoming peer leaders. Utilising this knowledge, students will not only connect with culture but also gain meaningful employment through the delivery of cultural workshops within the community. Showcases were delivered to three schools and a total of 26 students attended. Two schools (Dianella Secondary College and Westminster Primary School) wished to engage with this ongoing program.

Community Groups Assistance Fund

The Community Groups Assistance Fund is part of the City of Stirling Economic Stimulus and Community Recovery Package in response to the COVID-19 pandemic. Through the fund, a total of 81 grants with a combined worth of over \$270,000 were distributed to local community groups to deliver programs that supported the wellbeing of community members and promoted connectedness. All programs supported by the grant contributed to the achievement of the City's social planning objectives. For many of the grant recipients, the funding was used to continue the delivery of programs after other funding ceased due to the pandemic.

Some of the programs/groups supported:

Seniors

- 'Think well, move well, age well' classes run at Scarborough, helping seniors stay active
- Funding to allow Wadjak Elders to get required materials to make masks for Elders and other vulnerable community members
- Autumn clubs (various) received support for new matting, defibrillators, and other equipment they required.

Youth

- Whitelion outreach support for at-risk young people in Balga (at Bina Parkland)
- Play and connect playgroup for parents in Nollamara
- Inglewood Primary School supported with funds to run a community day to celebrate 100 years of the school.

Women

- Perth Ethiopian Women's Community supported to run an International Women's Day celebration in Tuart Hill.

Business

- Bite Size Learning lunch-time learning sessions for local businesses, focussing on topical issues such as domestic violence and diversity.

Naala Djookan Healing Centre

The Department of Communities funds the establishment and ongoing implementation of the Naala Djookan Healing Centre, located on Chesterfield Road in Mirrabooka. The centre opened in December 2020 and delivers an integrated, specialist service that supports women, children and families at risk of or experiencing family and domestic violence. The centre provides access to support and assistance to promote safe, healthy relationships and overall wellbeing. The centre seeks to simplify access to specialist support services through a range of integrated and specialist evidence-based services in one safe, inclusive, culturally responsive and welcoming location.

The Naala Djookan Healing Centre provides a 'soft' entry point for women and children who are experiencing family and domestic violence, especially those who might otherwise be reluctant to engage with a support service due to the perception of shame and stigma associated with such issues. While Naala Djookan Healing Centre will be accessible for all women, a priority focus for the centre will be engaging with and providing support for Aboriginal and Torres Strait Islanders and/or culturally and linguistically diverse women, children and families. Counselling, art therapy, legal advice, yoga and calming therapies, and mothering and parenting programs are among the extensive list of services offered at the centre.

The Naala Djookan Healing Centre consortium member group comprises the Australian Childhood Foundation, Ebenezer Aboriginal Corporation, Ishar Multicultural Women's Health Services, Karla Kuliny Aboriginal Corporation, Legal Aid Commission of WA, MercyCare, Metropolitan Migrant Resource Centre, Northern Suburbs Community Legal Centre, Sudbury Community House Association and Wadjak Northside Aboriginal Community Corporation, as well as the City of Stirling. Initial forecasting predicted that the centre would reach client capacity after 12 months of operation. However, after only four months of being open, capacity was reached. As at 30 June 2021, the centre has provided services to 289 individuals and conducted 18 different programs totalling 69 sessions.



Reconciliation Action Plan

The City is committed to providing opportunities for recognition and celebration of Aboriginal and Torres Strait Islander people's contribution to our community. The City's 2018 – 2020 Reconciliation Action Plan (RAP) came to an end in September 2020. A comprehensive consultation period was undertaken with community, employees and Council to support the development of the City's third 'Innovate' RAP, which was endorsed by Council in May 2021.

With the support of the RAP Working Group, the City is proud to have achieved the following:

- Developed a Partnership Agreement with Wadjak Northside Aboriginal Community Corporation
- Translated an Acknowledgement of Country in Nyoongar language, which is included in the e-signature of all employees.
- Delivered a Cultural Connections program aimed at young people to increase their connection to culture and sense of cultural identity
- Adopted the Nyoongar name Bina Parkland for a new community park in Balga, with the name meaning 'light of the morning' as chosen by Warriapendi Primary School students.

The new RAP identifies many opportunities to improve employment outcomes with the goal of increasing our Aboriginal and Torres Strait Islander workforce. We have made a commitment to removing barriers to employment and ensuring that we support culturally safe workplaces. The City will also actively work towards increasing its engagement with Aboriginal and Torres Strait Islander suppliers, beginning with the development of a procurement strategy. These business opportunities will support improved economic and social outcomes in the long term.

Looking forward

To ensure that residents of all abilities, backgrounds and age groups have access to essential services, the City will undertake two new projects in 2021/22: the Women's Shed and Homelessness Support. By offering a refurbished space in the Scarborough Hub for the Women's Shed project, the City will provide educational and recreational opportunities for women. To prevent homelessness, the City will work to connect homeless people to various support services.

Key result area: Thriving communities

Outcome S4: Safer City

Objective S2.1: Work with the community to create a safer City

The City of Stirling plays a key role in creating a safer environment for our community through its provision of a dedicated, visible and responsive ranger and security service. Additionally, our Community Safety team works in collaboration with the WA Police and the community to promote safety and enforce local laws and legislation. Through our annual survey of residents, we ask our community members whether they feel that Stirling is a safe place to live. For 2020/21, 77 per cent of respondents agreed that Stirling is a safe place to live. We recognise that safety in our community is a shared responsibility across numerous agencies and feel that we make a considerable contribution to our community's wellbeing.

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

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

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

What has happened during 2020/21?

Community engagement and education

The City works with the community to create a safer environment by engaging with residents, businesses and visitors through a variety of educational programs and events.

During the year, the City continued its partnership with the Constable Care Child Safety Foundation in promoting school road safety. The foundation events conducted in our community were very positively received, with 109 performances delivered to 6,833 participants from 63 schools and community organisations. These included 13 attendances at the Safety School road safety learning centre, which engaged 573 children; numerous Constable Care mascot appearances at community events; and 91 safety-related theatrical performances. The theatrical themes included protective behaviours, road safety, bullying and cyberbullying, cyber safety, crime prevention, mental health, and first aid and emergencies.

In addition to the above, our Community Safety team organised and facilitated a number of notable community and professional events through the year.

October 2020: Paw-some Day Out event at the Carine Regional Open Space

Paw-some Day Out is a dog-friendly event focussed on promoting responsible dog ownership and increasing pet education in the community. The 2020 event was sponsored by Vet West, Furbaby Groom & Pamper and Passing Paws, and was supported by Aussie Pooch Dog Wash WA and the Canine Kitchen. Dog behaviourist and specialist Kathy Kopellis-McLeod was the master of ceremonies for the event. The City offered free microchipping and Aussie Pooch Mobile WA ran a hydro-bath dog wash, with all proceeds going to Paws for Diabetes. Prizes were sponsored by the Kong Company, Viva Photography, the Canine Kitchen, Bunnings, Collar and Ruff, Vet West, and Store 52.

The City's team distributed 500 free showbags and giveaways and approximately 4,000 people attended the event, with over 50 stallholders promoting their products and services.

Adopt-A-Park supporters' program

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

During March and April, the Adopt-A-Park recruitment trail visited four locations, which resulted in 23 new supporters signing up to the program and six new parks adopted.

Engaging our community on responsible pet ownership

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

Across the 2020/21 financial year, 362 dogs were impounded at the City's Animal Care Facility (ACF), with 95 per cent of those able to be rehomed or returned to owners.

During this period, 6,996 dogs and 2,228 cats were registered in the City. As part of the City's COVID-19 Economic Stimulus and Community Recovery Package, one-year registration fees were waived, which contributed towards 3,248 dogs and 792 cats being registered for the first time.

Our teams in action

Ranger and Security Services

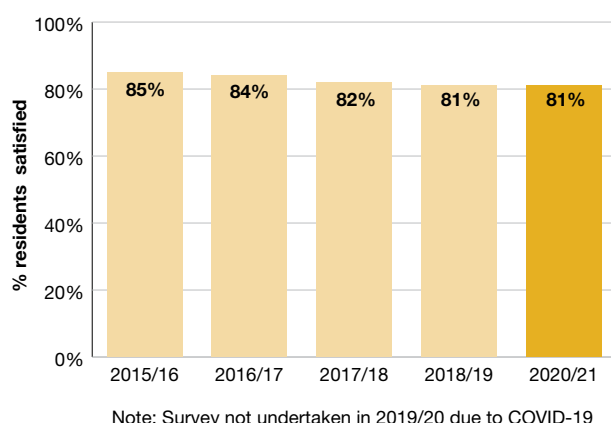
The City is committed to providing a strong sense of safety in our community by operating security patrols 24 hours a day, seven days a week, 365 days a year. Our security patrol officers monitor and report suspicious activity and anti-social behaviour, attend community disturbances such as noisy parties,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

During 2020/21, Security Services:

- Completed over 9,409 service requests
- Proactively logged over 4,486 instances of graffiti (almost 70 per cent of the total graffiti incidents reported across the City)
- Checked on 184 homes under the 'holiday watch' program
- Patrolled over 354,000 kilometres within the City.

The Security Services team also provided first response to rough sleepers and those affected by homelessness, supporting the City's Homelessness Strategy. Figure 18 illustrates consistent levels of community satisfaction with our security service and our team will strive to continue its high performance going forward.

Figure 18: Satisfaction with the City's security patrols

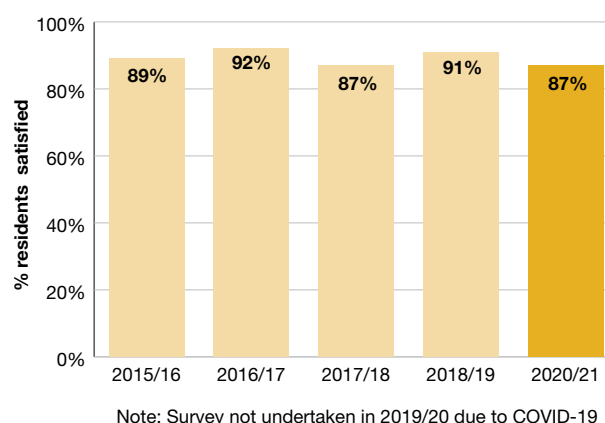


In addition to on-the-ground security patrols, the City's extensive CCTV network comprises 629 fixed cameras, 72 vehicle-mounted cameras, and 14 cameras mounted to two mobile CCTV trailers and two mobile plinths. The CCTV network aims to deter anti-social and criminal behaviour. During the year, the network provided footage for 211 incidents to assist the Western Australia Police with investigations – a 45 per cent increase on the previous year. The CCTV network was expanded by 98 cameras during the financial year, with 11 cameras added to the Scarborough Beach entertainment precinct. This expansion aimed to improve coverage of key locations and hotspot areas and includes automatic number plate recognition technology.

A joint CCTV monitoring initiative between the WA Police Force and the City was successfully piloted during the year, supporting rapid response to criminal, anti-social and aggressive behaviour on Friday, Saturday and Sunday nights. Additionally, the WA Police CCTV Access Pilot commenced, which aims to provide WA Police with direct access to CCTV at key locations within the City.

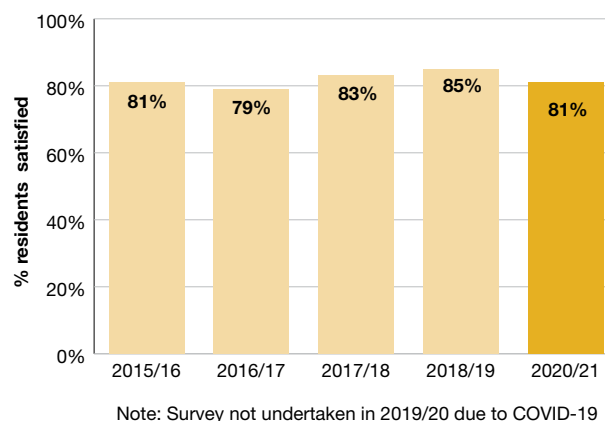
Another key focus area for the City is graffiti management. While the majority of graffiti reporting in the City is proactively done by members of the Community Safety team, we also rely on our community to report graffiti through our various communication channels. Figure 19 shows a slight decrease in community satisfaction with the City's graffiti management when compared to the previous period; however, we are pleased that overall satisfaction remains very high at 87 per cent. The City will continue to proactively deal with graffiti to ensure our community remains satisfied with our focus on this issue.

Figure 19: Satisfaction with the City's graffiti management



The City's Ranger Services also had a busy year, with the team dealing with thousands of requests from the community. These included 1,324 reports of abandoned vehicles, which resulted in 70 vehicles being impounded. Our rangers continued their strong focus on school parking, to educate drivers and enforce safe and legal parking at schools within the City. Additionally, over 3,000 properties were inspected for firebreak compliance, with 415 caution notices issued and 184 properties being cleared by the City's contractor on behalf of the property owner. As with our Security Services, community satisfaction with our rangers has slightly reduced since the last reporting period. However, it remains at a high level at 81 per cent, as displayed in the figure below. The City is proud of its Security Services and Ranger Services and the benefits each provides to our community. We will aim to ensure our community remains satisfied with our community-safety-focussed services, in line with our desired strategic outcome for a 'safer City'.

Figure 20: Satisfaction with the City's ranger services



Emergency Management

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

The City's Community Safety team provided resources to assist with the City's COVID-19 response and recovery team. It also offered resources to state response agencies, the community and the local government sector during declared emergency incidents relating to the Wooroloo bushfires and Tropical Cyclone Seroja.

The City was also awarded a \$10,000 grant from WALGA and the Department of Primary Industries and Regional Development to promote preparedness, response and recovery capacity building for animal welfare in emergencies. This grant has been used to equip an animal emergency trailer, which will increase our capacity to provide a more comprehensive and effective response in the event of an emergency.

Parking Services

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

The City's continued use of a pay-by-phone service allowed users to manage their paid parking sessions through the convenience of their phone, removing the need to attend a parking meter when using any of the City's paid parking areas. Using the service allows users to receive notifications when their parking session is about to expire and only pay for the parking time they actually use.

To support local business with their parking management needs, City officers continued to offer private parking agreements to businesses. Private parking agreements greatly assist local businesses to manage their parking needs by allowing the City to apply parking local laws within their car parks. The City currently has over 70 private parking agreements in place.

Through the City's annual residents' survey, community members are able to state their level of satisfaction with both the City's provision and management of public parking. The satisfaction result for management of public parking has reduced by nine percentage points since the last survey, as can be seen in figure 21. This reduction will be reviewed to determine key influencing factors and incorporated into parking-related initiatives scheduled for 2021/22.

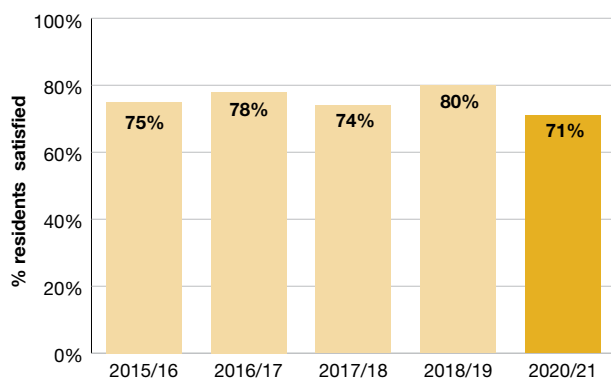
Looking forward

We will continue to work with the community and key stakeholders to promote safer neighbourhoods.

Community safety will remain an important focus of the City of Stirling in 2021/22. Specific projects will be implemented to enhance public safety and security. This coming year, we will deliver an initiative to provide WA Police with direct access to CCTV at key locations within the City to assist with incident investigations and response.

Additionally, the use of body cameras will be introduced for all Community Safety field officers to assist when conducting high-risk activities. Footage captured will also be made available to the WA Police to assist with investigations.

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



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



Case study



National Simultaneous Storytime from space

National Simultaneous Storytime (NSS) is an Australian Library and Information Association (ALIA) annual event. Each year, a picture book written by an Australian author is read simultaneously in libraries, schools, pre-schools, childcare centres, family homes and book stores across Australia and New Zealand. The inaugural NSS was held in 2001 and it has grown in popularity and involvement every year. NSS is about having fun while promoting the value of reading and literacy and celebrating Australian authors. It also provides an opportunity for library employees, educators, parents, grandparents, media and the community to come together to participate in and enjoy the occasion.

In 2019, Stirling Librarian Strategic Projects Rachel Jackson made a suggestion to read NSS from space, after learning that astronauts on the International Space Station read children's books and perform related science demonstrations. NASA's Story Time from Space program offers a combination of science, literacy, and entertainment and Rachel saw an opportunity to bring this NASA initiative together with the Australian national event.

The idea to present NSS from space was pitched to members of the ALIA Australian Public Libraries Alliance (APLA), the peak body for public libraries in Australia, and they loved it. After negotiating funding from Australian Space Agency and Office of the Chief Scientist (it costs approximately \$50,000 to get a book into space), ALIA then commissioned author and illustrator Philip Bunting to write a space-themed book. It was challenging, as children's picture books are usually fiction, but *Give Me Some Space!* turned out well.

The process from here was far from simple. The book had to be accepted into the NASA Storytime from Space program, which included testing and approval for the physical book. The book was then launched into space in October 2020 and detailed scheduling was required to ensure the astronaut reading the book, Dr Shannon Walker, was able to record her reading from the International Space Station ready for it to be available on the Wednesday 19 May, the date NSS was executed across the country.

Each of the six Stirling Libraries held viewings of NSS from space and conducted a variety of complementary activities, including science experiments, colouring in and green-screen activities. Mayor Mark Irwin read the book at Stirling Libraries - Dianella to students from Our Lady of Assumption Primary School. The students were also treated to watching the video of the story being read by Dr Walker. In total, the City hosted 19 events involving 172 adults and 514 children. Worldwide, almost 2 million people read *Give Me Some Space!* at the same time, at over 33,000 registered libraries or alternative sites. The book was read in over 27 countries, generously supported by Australian Library and Information Association, Australian Space Agency, and Office of the Chief Scientist – thanks to an idea from Rachel, Stirling Libraries.



Key result area: Vibrant economy

With approximately 80,000 jobs across more than 22,000 business in the local economy, the City is the second-largest employment district in WA after the Perth central business district. Overall, the City of Stirling represents 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) and numerous public and private schools.

Tourism is also a very important sector and the City proudly hosts numerous major (often annual) events that draw local, national and international visitors. With 7 kilometres of pristine coastline, including the iconic Scarborough Beach, it is little wonder that tourism contributes over \$686 million to the local economy each year and supports over 2,700 jobs.

The impacts of COVID-19 have presented us with some of the most significant economic challenges faced in recent times. The continuing uncertainty has meant that the City has had to respond quickly and decisively to ensure its community receives assistance, guidance and support in these testing times.

As outlined within its Strategic Community Plan 2018 – 2028, and to allow the City to focus specifically on its community's areas of interest, the overarching key result area of 'vibrant economy' has been segmented into two outcome areas, as follows:

Outcome E1: Destination City

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

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

Service performance

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

Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	Human resources	Quality
Arts & Activation	\$3,381,291	✓	✓	✓	✓
Economic Development	\$668,188	✓	✓	✓	✓

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

Strategic project performance

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

Arts and Events Professional Development Program	2020/21 Expenditure \$15,938	Complete
A professional development workshop program targeted to artists/creatives and event organisers aimed at building capacity, and skills development		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Project complete	

Business Connect	2020/21 Expenditure \$18,658	Complete
To provide a 50% membership fee subsidy to keep as many Stirling Business Association member businesses connected to the association as possible during the current health and economic pandemic		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Project complete	

Business Counselling Service	2020/21 Expenditure \$6,300	Complete
To provide advice such as availability of government grant assistance, cash flow analysis and specific information to ensure businesses are best equipped to survive and succeed during the post-pandemic recovery		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Project complete	

Business Mastermind Program	2020/21 Expenditure \$8,000	Discontinued
The program will assist specific businesses through coaching and mentoring		
Progress in 2020/21	The project did not attract the level of response expected from the business community and was discontinued	
Plans for 2021/22	Project discontinued	

Christmas Lights in Activity Centres	2020/21 Expenditure \$200,514	Complete
A program of Christmas activations including decorations and lights to enhance key precincts, create Christmas destinations and encourage increased visitation and spend		
Delivered over four financial years, the program will demonstrate the City's unique identity, heritage and community values and sets a new standard in Christmas experiences for Perth		
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2021/22	Project complete	

Holiday at Home		2020/21 Expenditure \$103,078	Complete
To attract visitation through a 'Holiday at Home' marketing campaign to support the tourism and hospitality sectors and have a positive economic impact on the local economy			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Place Activation Grants		2020/21 Expenditure \$42,501	On track
This project aims to support local businesses in the City's town/activity centres by providing grant funding for projects and activities that complement the City's own services and identified priorities in these areas			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Small Business Activation Grants		2020/21 Expenditure \$346,943	Complete
To assist individual small businesses to respond to changed circumstances created by COVID-19, with funds also used to reactivate selected local centres across the City or for capital works to improve the appeal or operation of a local centre			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Small Business Friendly Approvals Project		2020/21 Expenditure \$61,632	On track
To improve customer service and streamline assessment of small business applications within the City			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Stirling Business Centre Grant		2020/21 Expenditure \$50,000	Complete
To assist Stirling Business Centre operations during the COVID-19 pandemic by providing grant funding for 12 months			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Stirling City Centre – Scarborough Beach Road Implementation		2020/21 Expenditure \$0	Delayed to 21/22
To transform the Stirling City Centre into an accessible, sustainable, vibrant urban centre, providing increased jobs opportunities, housing choices and connecting transport			
Work for this financial year will be to produce preliminary designs and costings for projects along the Scarborough Beach Road corridor			
Progress in 2020/21	This project was delayed pending the result of the Trackless Tram Business Case study		
Plans for 2021/22	Await outcome of Trackless Tram Business Case study		

Key result area: Vibrant economy

Outcome E1: Destination City

Objective E1.1: Attract visitors to our City

The City of Stirling has a lot to showcase, with world-class facilities and an exquisite natural environment. These features allow 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. It is important that the City continues to develop its tourism potential, particularly given the challenges and uncertainty brought about by COVID-19.

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

The Scarborough area, together with the award-winning beach pool, remains a major drawcard. The City looks to build on its success to further drive its tourism economy, in line with community expectations as noted through the research undertaken during its Strategic Community Plan review.

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

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

What has happened during 2020/21?

Neighbourhood Event Series

The City's Neighbourhood Event Series delivered 12 community-focussed events over the financial year, including markets, musical performances, wellness activities, gourmet food festivals, family fun days and movie screenings. Intended to bolster local businesses and support event suppliers during the COVID-19 recovery phase, the series was designed to boost the local economy, activate local non-active reserves, and create a stronger and more connected community with a sense of place. These events were community-focussed with an emphasis on improving mental health and wellbeing of residents by offering a vibrant, easily accessible and welcoming environment.

The series was well attended, attracting 10,000 people over the 12 events outlined below.

- Superheroes Assemble!, Millet Park, Innaloo
- Cirque de Main Street, Main Street, Osborne Park
- Christmas in the Square, Inglewood Town Square
- Vintage Carnival, Knight Avenue Reserve, Yokine
- Adventurers Assemble!, Rannoch Reserve, Hamersley
- Gourmet on the Green, Des Hoffman Reserve, Dianella
- Homegrown Talent in the Square, Inglewood Town Square
- Movies at Munro, Munro Reserve, Doubleview
- Scarborough Rummage, Scarborough Amphitheatre
- Move it, Shake it!, Conway Reserve, Balcatta
- [Bina Parkland Community Fun Day](#), Bina Parkland, Balga
- Waves and Wellness, Disbrey Park, Scarborough.

Event attendees were surveyed and the City was delighted that 89 per cent of respondents agreed that the event/s made them feel connected to the people in their community, and 90 per cent felt that the event/s made them proud of their local area.

Activating our 'places'

The City delivered a program of events, activations and installations in a number of local centres, including Inglewood, Mount Lawley, Osborne Park, Doubleview and Scarborough Beach. The program was delivered in partnership with local businesses and successfully brought the community together. Many of these activations formed part of the City's Neighbourhood Events Series, including the Live in the Square concert series at the [Inglewood Town Square](#), Cirque de Main Street in Osborne Park, Scarborough Rummage at Scarborough Beach, and Movies at Munro - Doubleview Christmas Movie in Doubleview.

The City's town teams continued to play an integral role in activating our places, stimulating the local economy and supporting local businesses through a challenging 12 months. Particular highlights from 2021/22 include the Scarborough Sunset Markets; the Groundswell Surf and Skate Festival and Brazilian Beach Carnavale in Scarborough; the Carpark Jazz and Music at Munro events in Doubleview; the PARK(ing) Day, bike breakfast, Spring Fair, Kids Party and Taste of Italy events on Main Street; the Inglewood Monday Night Markets in Inglewood; and Christmas Pet Portraits in Mount Lawley.

Place Activation Grants

This year, the City ran a pilot round of the Place Grants for Shopfront Improvements. The pilot facilitated small-scale improvements to the destination and visitor experience in the City's strategic activity/town centres of Scarborough, Doubleview, Main Street (Osborne Park), Inglewood and Mount Lawley. Twelve business and property owners were successful in the matched grant scheme funding projects, including planter boxes, strip lighting, façade painting and restorations, and awning construction and repairs.

Tourism/visitor attraction

Due to the impact of COVID-19 on the tourism sector, particularly international tourism, the Perth Holiday Planner was not produced for the 2020/21 financial year. A virtual reality trail in the Sunset Coast region was planned as a replacement.

The City did participate in the 'Relive Perth' intrastate campaign hosted by the regional tourism organisation, Destination Perth. The two businesses that participated in this campaign were Dunn & Walton organic online shop and store, located in Doubleview; and Hoodburger takeaway restaurant in Inglewood. Digital Facebook reach on this campaign was over 6,000 views.

Holiday at Home Campaign

The City was able to provide a substantial level of support for the tourism sector through its Holiday at Home program, which was part of our Economic and Community Stimulus Package response to COVID-19. Through this activity, the City undertook two promotions on the *Destination WA* television program, reaching audiences of more than 500,000; two winter staycation radio competitions reaching over 2.1 million listeners; and an Urban List campaign promoting local hospitality, reaching over 44,000 Facebook users. The City also sponsored various arts and sporting events, bringing visitors to the City and promoting local accommodation offers. It is estimated that the City attracted 664,000 visitors to the end of March 2021. This reduction of seven per cent was impacted by the ban on international travel and uncertainty around domestic travel and possible border closures.

Home for Christmas

With so many families being unable to travel due to COVID-19 restrictions the City's 'Home for Christmas' project focussed on promoting the offerings of the Stirling local area. Across six town centres, over 31 days, the campaign aimed to present the City's town centres as must-visit locations, to boost awareness of the unique retail offerings and to support local food and beverage businesses. The program included eye-catching activities such as a decorated shop window trail, interactive projections and augmented reality experiences. These aimed to encourage residents to visit places at any time and to further support the hyper-local sentiments by reconnecting with nearby local businesses. By drawing people to our town centres (Scarborough, Inglewood, Mount Lawley, Osborne Park, Doubleview, and Mirrabooka), Home for Christmas succeeded in increasing support for local businesses, with event attendees visiting and purchasing from surrounding shops and eateries. To further encourage visitation to local businesses, the City commissioned local artists to decorate shop front windows with festive designs, gifted fairy lights for shop interiors, implemented an 'Eat, Shop and Play Local' campaign and ran competitions with purchased gift vouchers from local businesses. With support provided to communities and businesses through activations, the City's entertainment and visitor precincts came alive during the festive season and contributed to attracting visitors to our City and boosting the local economy.

Arts and events industry professional development

Event planning, event management and the approvals process can be complex for even the most experienced event organiser. Many organisers within the City are community groups who utilise volunteer bases to plan and deliver events. The impact of COVID-19 and the subsequent reduction in events presented an opportunity for the City to provide capacity building and upskilling opportunities for event organisers in Stirling. To ensure event organisers were abreast of relevant requirements and have the best opportunity to plan successful events, the City delivered Event Essentials workshops. These workshops were tailored to each audience, covering both general knowledge and emerging or complex aspects of event planning. They also promoted the City's new online event application system and provided information relating to grants and funding avenues. Attendees left with a renewed sense of clarity and confidence and valued the networking opportunities and connections made with the City.

Community Arts and Events Fund and Community Creativity Fund

The City's Community Arts and Events Fund and Community Creativity Fund supported some incredible events and projects across the year. Through these grants, funding was provided to 57 recipients, reviving our community and creative industry during the COVID-19 recovery period. The City also provided sponsorship funding to various projects that brought locals together, as well as vital event management assistance to event organisers. Our grants and funding will continue to support eligible community groups and businesses into the future.

The Community Creativity Fund provided an opportunity to support local artists and cultural practitioners as well as many new and exciting projects. These included the production of audio walks, interactive theatre at our community hubs, murals at Abbett Park and Settlers Cottage and a number of innovative art exhibitions. In addition, for the first time we have been able to support a number of local film makers in the production of important local stories and a new exhibition space at Stirling Business Centre.



Artists in Residence

The Artists in Residence program provided studio facilities, financial support and professional development opportunities to artists of diverse disciplines and cultural backgrounds.

The objective of the residency program was not only to provide studio facilities to visiting artists and engage our community, but also to lift the profile of the City of Stirling as a centre of artistic endeavour and to diversify its role as an incubator for cultural engagement.

Artists undertook a cumulative total of 250 hours of paid studio time, providing them with the freedom to develop their practice, experiment and engage with new audiences. The community in turn were able to connect with artforms and artists in safe, accessible and familiar environments within their own communities. Mount Flora Artists in Residence Carrissa Wu, Sophie G Nixon and Mikaela Miller flourished, utilising their surroundings at Star Swamp Reserve to explore a cross-pollination of ideas and practices. Their residency was a success, with new work developed and over 100 participants attending their open studios and arts workshops in embroidery, painting and paper craft. Inglewood Artists in Residence Elizabeth Marruffo and Campbell Whyte were right at home at Stirling Libraries - Inglewood as they worked on the development of a children's book, *Pup Pup is the Boss of the Stars*. Locals also worked under the guidance of the artists over five weeks to transform their own personal stories into a collective narrative with felted vignettes and comic strips. The culmination was the Tale Town Inglewood exhibition and community newspaper. The exhibition activated Stirling Libraries - Inglewood for two weeks, before being remounted at ECU's Spectrum Project Space for the Perth Comic Arts Festival.

Arts Business Intensive

In May 2021, the City of Stirling Arts Business Intensive was held and attended by 80 artists. The conference-style program was developed to support independent visual artists improve the commercial viability of their businesses, including topics such as group exhibitions, finance, marketing and how to expand. The event featured a keynote presentation by City of Stirling local Sandra Murray – curator, mentor and arts consultant. This was accompanied by expert presentations from Rohin Kickett of the National Association of Visual Arts; Associate Professor Lyndall Adams, Director of CREATEC at ECU; Elliott Brannen of Tempo Tax Accounting; and Ming Johanson from Marketing Jumpstart. These speakers were joined by artists Haylee Fieldes, Alex Desebrock, Elizabeth Marruffo and Luisa Hansal, who offered invaluable insight into their current real-life arts businesses, with panel moderation by Sue-Lyn Aldrian-Moyle of Creative Collab. Venue partner Edith Cowan University provided generous support as well as highly enjoyable tours through the exhibitions at both Gallery 25 and Spectrum Project Space, where delegates were treated to a networking event to wrap up the day. Feedback was exceptional, with participants recording 100 per cent satisfaction.

Looking forward

To promote tourism, the City will sponsor various events and create vibrant entertainment precincts. In 2021/22, the City will sponsor the Australian Masters Games, BMX Nationals and the Australian Beach Volleyball. In addition, the City will plan and implement a parklet style upgrade on Beaufort Street in Mount Lawley. To replace existing entry statements and incorporate designs that reflect Aboriginal heritage, the City will engage with various stakeholder groups, including the Aboriginal community, and select a design by the end of the 2021/22 financial year.





Key result area: Vibrant economy

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

Objective E2.1: Facilitate economic growth

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

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

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

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

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

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

What has happened during 2020/21?

Implementation of the Economic and Tourism Development Strategy continued in the 2020/21 financial year, with the City supporting various initiatives.

The City promoted various land development opportunities and entered into sales agreements to promote investment in significant mixed-use development in several locations across the City. The award-winning Small Business Friendly Approvals Project was completed in partnership with the Small Business Development Corporation, making it easier to do business with the City by streamlining the development approvals service. Implementation of the project included development of a new electronic tool to assist people in the development industry to access the information they need to simplify the development process. Procurement workshops outlining how to do business with the City attracted over 80 businesses to find out how to gain work from local government.

The City ramped up its business support activity during COVID-19 by increasing the number of business newsletters distributed and implementing the City's Economic and Community Stimulus Package. This package provided a small business helpline, 51 Business Activation Grants, free business counselling for 64 businesses, access to the Business Connect program for 86 businesses, a Business Mastermind training program for 11 businesses, and refunds on verge permits and reduced fees for hundreds of businesses.

In addition, the City partnered with Edith Cowan University to provide a cyber security workshop and one-to-one advice. The City also supported local film production by encouraging a production company to base itself at Stirling Business Centre and by approving filming at Scarborough Beach and other locations. The City also supported the centre through the stimulus package by providing grant funding to assist tenants with reduced lease fees. This enabled the centre and the Stirling Business Association to continue to provide training and support to the local business community.

Economic Stimulus and Community Recovery Package

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

A major focus in 2020/21 was to support small businesses to stimulate the economy and assist local businesses to recover from the impacts of COVID-19.

Small Business Activation Grants

As a part of the City's Economic and Community Recovery Stimulus Package, the City allocated a budget of \$250,000 comprising grants of up to \$5,000 each, available to support local small businesses in responding to changed circumstances related to COVID-19. Eligible grant activities include capital works to improve the appeal or operation of a local centre, funds to support the transition to online service and e-commerce, and training and professional development.

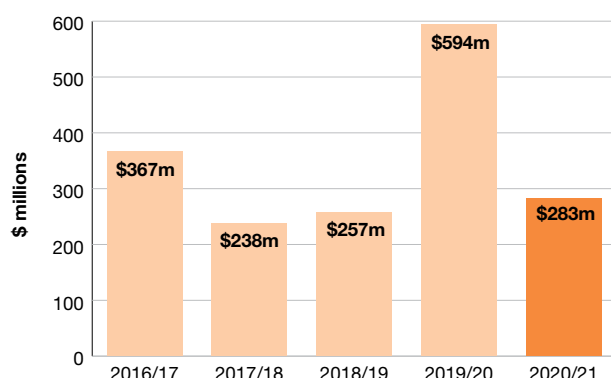
The grants were advertised via the *Stirling Business News* e-newsletter, which is emailed to approximately 13,000 businesses. Within days, the City was inundated with interest from our business community. The City received a total of 148 applications, with 51 businesses receiving a share of the available \$250,000 allocated. The program generated \$2.38 in local business expenditure for every dollar granted by the City.

Small Business Friendly Expo

In November 2021, the City hosted the inaugural Stirling Small Business Friendly Expo. The event focussed on highlighting the achievements to date of the Small Business Friendly Approvals Project and provided an opportunity for the City to engage with local businesses and external stakeholders. The expo also gave local businesses the opportunity to find out about the services provided by the Stirling Business Association, Master Builders WA and the Small Business Development Corporation. The event attracted approximately 100 business operators from across the City. It also drew some developers from outside the City interested in the City's new Address and Application Assistant (AAA) tool and red tape reduction efforts.

The City tracks the dollar value of commercial building permits issued each financial year as a means of gauging the value of commercial investment in Stirling. We recognise the strategic importance of commercial investment in the City and understand that this measure is affected by numerous variables, such as the economic climate, investor confidence and other market forces. The figure below provides the annual results since the 2016/17 financial year.

Figure 22: \$ Value of commercial building permits issued



Stirling Business Alliance/Stirling Business Centre

The City provided support to centre management through board representation and supported the Stirling Business Centre by providing a \$50,000 grant through the Economic and Community Stimulus Package. This enabled rent relief to be given to tenants and ensured that the Stirling Business Alliance could navigate through COVID-19. This provided support directly to hundreds of local businesses who access the services and facilities of the centre.

Small Business Friendly Local Government

The City's focus was on implementation of the Small Business Friendly Approvals Project to reduce red tape for business. This involved employees from across the organisation as well as external resources to develop new electronic tools. The City was recognised for this project, winning the Improving Processes and Practices Award and the Minister for Planning Award at the 2020 Planning Institute of Australia Awards. The Economic Development team supported the implementation of the project by producing a new business support guide and organising the Small Business Friendly Business Expo, which involved the Minister for Small Business and the Small Business Commissioner.

The project also won the Stirling Star Award for Team of the Year in 2020. The project will be completed in the 2021/22 financial year, with the project team currently working on further improvements to streamline the City's approvals processes for the benefit of our customers.

COVID-19 response

The City's Economic Development team established the City's economic stimulus package, which was aimed at supporting businesses through the pandemic. As part of this support, a dedicated webpage was developed for local businesses to communicate their revised trading situation and opening hours to the public. This facility was used by 308 businesses from 27 suburbs.

The City also established a COVID-19 hotline for businesses and provided access to State and Federal Government information and support through the *Stirling Business News* e-newsletter. It also arranged business counselling for 64 local businesses to gain advice and support.

The Business Connect program assisted 86 local businesses to remain or become members of the Stirling Business Association to access support and networking opportunities during the pandemic. Eleven businesses took advantage of the Business Mastermind training program supported by the City.

A vacancy study was undertaken covering the Stirling City Centre/Osborne Park area to examine vacancy rates and the impact of the pandemic on this major business activity centre. This concluded that, due to the diverse mix of property types in the area, it was not as heavily impacted as the Perth CBD.

A Local Centres Upgrade program was funded under the Economic and Community Stimulus Package, investing \$120,000 in six local centres across the City and attracting an additional \$60,000 in State Government funding for the Michael Street, Yokine; and Bayley Street, Dianella local centres.

Additionally, the City partnered with 'Go Local First', a federally funded national radio and social media campaign managed by the Council of Small Business Organisations of Australia (COSBOA) to promote the benefits of buying locally. The City also ran a wider social media and advertising campaign using local business videos. Bus shelter advertising was also undertaken, reaching over 85,000 residents.

Other activities focussing on economic development

- Momentum mentoring service - The City continued to support the Momentum business mentoring program in partnership with the Stirling Business Centre, with six participants currently being supported by the City with mentoring services as they establish a business in the centre.
- Digital workshops - Planned Digital Workshops were replaced by online training due to COVID-19. Increased assistance from the Federal Government online and later face-to-face was promoted throughout the year in the *Stirling Business News* e-newsletter.
- Procurement workshops - Three procurement workshops were held with a total of 81 attendees and a customer satisfaction response of 89 per cent.
- Cyber security workshop - The City hosted a cyber security workshop offering free cyber security checks, which attracted 30 participants and a customer satisfaction response of 83 per cent.
- E-newsletters - Twelve business newsletters were produced with 88,881 unique opens.
- Stirling Grant Finder - On average, 100 community members (businesses and community organisations) consult Stirling Grant Finder each month seeking information on grants available. The portal distributes around 600 email alerts to users each month about funding that is currently available. This service provides access to important grant information and makes businesses aware of new funding opportunities.
- Start-up tech hub proposal - The Economic Development team responded to an Elected Member's proposal to facilitate establishment of a start-up tech hub by identifying initiatives that the City could take to attract such a facility. The project has already attracted developer interest in the Scarborough area.
- Just Start IT - Years 11 and 12 at Dianella Secondary College worked on their entrepreneurial skills in the Just Start IT program sponsored by the City. Three teams pitched at the West Tech Gala on 2 December 2020.

Stirling City Centre

The City has continued to prioritise growth in local activity centres with the Stirling City Centre project in the 2020/21 financial year.

The final stage for the planning framework for Stirling City Activity Centre Plan is the endorsement and publication of the Activity Centre Plan by Western Australian Planning Commission. The City will lodge the Stirling City Activity Centre Plan with the WAPC in mid-2021 and anticipates the notification of approval will be forthcoming.

Looking forward

The City of Stirling will facilitate economic growth in the City by advocating and supporting small business. The Small Business Friendly Approvals Project will be completed, which will streamline the City's business approval application process to enhance customer service. In addition, three new initiatives have been funded in 2021/22, including:

- A business innovation competition to foster innovation in local small businesses.
- A cyber security program that will hold workshops to educate and raise awareness of cybercrime among local businesses.
- A new place activation grant that will be awarded to successful applicants for shopfront improvements in the City's town centres of Mount Lawley, Inglewood, Osborne Park, Doubleview and Scarborough.



SPRINKLES

MILK OPTIONS

FULL CREAM / HILO
MACADAMIA
ALMOND
SOY OAT

#LITTLE NOLLA CAFE

COFFEE

TEA

ENGLISH BREAKFAST
Special Chai
GREEN TEA

ICED LATTE
Good Coffee

ADD VANILLA, LIME JUICE, CREAMER

Cold Juice

TRADITIONAL
ORANGE JUICE

STRAWBERRY
LEMONADE

LIVING GREEN
LIME, APPLE, LIME,
STRAWBERRY

GINGER TONIC
GINGER, APPLE, LIME,
CAYENNE PEPPER



Funding strengthens our creative and innovative community

Following the initial COVID-19 outbreak in Western Australia in March 2020, the City launched several new grant programs and increased other funding programs to support the community, with areas of focus including arts, events and place activation. The grant programs formed part of the City's \$43.7 million Economic Stimulus and Community Recovery Package, a key component of the 2020/21 budget adopted by Council in June.

Along with small business and sport and recreation club grants programs, the grants packages offered a tangible way the City could support the local arts sector and businesses. The suite of grants and other funding of over \$850,000 was made available through the below avenues.

Arts and events funding

The City offered grants through the new [Community Creativity Fund \(CCF\)](#), which supported projects that enabled local art and cultural industries to share their creativity with the local community. Grants of up to \$5,000 were offered for individuals and arts collectives with no ABN, and up to \$10,000 for sole traders, incorporated organisations and small businesses. Projects that received CCF grant funding included the creation of new works, professional development opportunities and development of new online content that directly benefited the community. A total of 35 applications were approved, accessing a total of over \$270,000 between them. This included the installation of two new art murals – *Dogs of Abbot Park* in Scarborough and the Settlers Cottage floral mural in Churchlands.

The established Community Arts and Events Fund (CAEF) also supported 22 not-for-profit community groups with funding of over \$421,000 for events and creative arts projects, cultural initiatives and activities that contribute to a vibrant, active and connected City. A big focus for the CAEF is providing opportunities for communities to celebrate our unique lifestyle and local places.

In addition to the above, the city also supported 10 events and projects across nine different organisations, with sponsorship totalling \$117,000.

These grants and sponsorships meant that many of the community's favourite events were able to return and the local creative industry could continue to thrive. Markets in particular are a huge drawcard in the City. The support of Summer X Salt Markets, Inglewood Night Markets, [Scarborough Sunset Markets](#) and Mirrabooka Community Markets assisted organisers in adapting to the changing restrictions and snap lockdowns imposed throughout the season.

Community Groups Assistance Fund

This fund was offered via the Community Services team. It provided individuals, groups and small businesses the support they needed to deliver projects and initiatives that enrich the wellbeing of people across the community, and to activate local community hubs and community centres.

Three levels of funding are available for applicants who either lived in the City; were delivering their project within the City; or had a majority of their target audience living, working or studying in the City.

Business activation grants

Designed to support local small businesses, grants of up to \$5,000 per individual business were offered by the Economic Development team. These grants were offered to fund new equipment or software, website design and development, digital marketing promotion or employee training courses. To be eligible, businesses needed to employ fewer than 20 people, have an ABN and be based in the City.

The City's activation team also administered place grants totalling over \$41,500, which assisted 12 local businesses to improve their shop fronts.



Key result area: Liveable neighbourhoods

The creation of liveable neighbourhoods and accessible places to meet the needs of our residents takes careful planning and a focus on long-term sustainability. The City is proud of its built environment and commits to dedicating significant effort to maintain its assets and facilities.

The City works hard to meet the needs of its residents through the provision of high-quality streetscapes, open spaces, housing choice, transport solutions and parking availability among other amenities, and considers the feedback from its community carefully. In turn, development of our growing City is managed through our plans and policies, which are guided by State Government legislation.

Local access to services and high-quality built infrastructure, along with transport solutions, were considered priorities by the community during research undertaken for the Strategic Community Plan. For example, the vast majority (85 per cent) of City of Stirling residents considered the availability of good public transport and pathways for walking and cycling to be very important. They particularly emphasised traffic management and

the creation of solutions to address congestion as being fundamental to their vision.

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

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

Outcome B1: Places to live, work and enjoy

Outcome B2: Accessible and connected City

Outcome B3: Built infrastructure that meets community needs

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

Service performance

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

Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	Human resources	Quality
Asset Management	\$1,226,762	✓	✓	✓	○
Building Services	\$1,193,602	✓	✓	✱	✓
Construction Services	\$156,039	✓	✓	✱	✓
Design Services	\$523,773	✓	✓	✱	✓
Facility Management	\$11,651,840	✓	✱	✱	✓
Maintenance Services	\$39,900,553	✓	✓	✓	✓
Planning Projects	\$1,008,168	✓	✱	✓	✱
Planning, Schemes & Policies	\$1,288,356	✓	✱	✓	✓
Planning Service	\$3,514,417	✱	✓	✓	✱
Project Management	\$694,094	✓	✓	✱	✱
Property Services	(\$331,278)	✱	✓	✱	✓
Swimming Pool Inspections	\$52,992	✓	✓	✓	✓
Transport Services	\$5,229,005	✱	✓	✱	✓
Verge & Crossover Services	\$982,558	✓	✓	✓	✓

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

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

Strategic project performance

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

Bennett Park Refurbishment		2020/21 Expenditure \$1,602,617	Complete
Upgrade existing club facility to meet current and future needs			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		

Better Suburbs		2020/21 Expenditure \$0 (within service cost)	Behind schedule
To implement a planning framework to improve the quality of development in identified suburbs within the City			
Progress in 2020/21	Strategy and amendment endorsed by Council in September 2020 Awaiting final endorsement from the Western Australian Planning Commission		
Plans for 2021/22	This project will be delivered in conjunction with the Local Planning Scheme No. 4 project		

Bina Parkland Development		2020/21 Expenditure \$2,413,858	Complete
To create a new community hub at Bina Parkland in Balga			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		

Carine Sports Floodlighting Upgrade		2020/21 Expenditure \$222,981	Behind schedule
Upgrade of sports floodlighting to Carine ROS soccer fields			
Progress in 2020/21	Majority of deliverables met Installation of the lighting was delayed eight weeks due to COVID-19 supply and delivery issues		
Plans for 2021/22	Installation of floodlighting due for completion in August 2021		
Coolbinia Building Refurbishment		2020/21 Expenditure \$721,666	Complete
Twenty-five-year building refurbishment in line with building provision standards and additional club needs, to improve the overall functionality of the facility			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Hamersley Public Golf Course Redevelopment concept design		2020/21 Expenditure \$269,040	Behind schedule
Stage 1 redevelopment of the Hamersley Public Golf Course into a vibrant modern facility providing a wide range of golf activities			
Progress in 2020/21	Majority of milestones met with some delays Detailed design for full redevelopment of the golf pavilion and driving range was engaged and is in progress		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Herdsmen Glendalough Structure Plan		2020/21 Expenditure \$0	Behind schedule
Finalise and implement the Herdsmen Glendalough Structure Plan			
Progress in 2020/21	Structure plan endorsement by Council was delayed due to engagement with affected stakeholders		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Inglewood Oval/Hamer Park Redevelopment		2020/21 Expenditure \$1,852,989	On track
Refurbishment and redevelopment of Moyle Pavilion and new construction of Hamer Park clubrooms			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Local Planning Scheme No. 4		2020/21 Expenditure \$0	Behind schedule
The preparation of a new Local Planning Scheme No. 4 as a result of the 2016 – 2018 scheme review project			
Progress in 2020/21	Some milestones have been delayed to enable Councillor feedback		
Plans for 2021/22	Continue with planned deliverables as outlined in the 2021 – 2025 Corporate Business Plan		
Main Street Urban Design Study		2020/21 Expenditure \$0 (within service cost)	Behind schedule
To establish a vision for the Main Street precinct and provide a long-term planning framework for redevelopment			
Progress in 2020/21	Main Street Urban Design Strategy and associated Transport Plan endorsed by Council in February 2021 Awaiting final endorsement from the Western Australian Planning Commission		
Plans for 2021/22	Endorsement anticipated late-2021		

Mirrabooka Regional Improvement Strategy – Milldale Way road upgrade		2020/21 Expenditure \$0	Delayed to 21/22
Construction of Milldale Way between Mirrabooka Avenue and Chesterfield Drive			
Progress in 2020/21	Project did not proceed as it was not approved in the 2020/21 annual budget		
Plans for 2021/22	Project has also not been approved in the 2021/22 annual budget and will therefore need to be delayed until at least 2022/23		
North Beach Rugby League Facility Refurbishment		2020/21 Expenditure \$1,004,473	Complete
Refurbishment of Charles Riley clubroom 3 to improve the overall functionality of the facility			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		
Parking Management		2020/21 Expenditure \$0	Delayed to 21/22
To develop a strategy to improve the management of parking in the City, including within high-demand parking areas			
Progress in 2020/21	Consultant engaged and commenced review of the Public Parking Strategy		
Plans for 2021/22	Will be delivered within existing budget resources		
Precinct Packages		2020/21 Expenditure \$39,161	Behind schedule
To improve the aesthetic and amenity of key precincts within the City of Stirling			
Progress in 2020/21	Some planned milestones not met		
Plans for 2021/22	Will be delivered within existing budget resources		
Robinson Reserve Master Plan Implementation – Clubroom Upgrade		2020/21 Expenditure \$42,028	Behind schedule
Upgrade of clubroom and changeroom buildings in line with building provision standards and to meet the needs of the clubs now and into the future			
Progress in 2020/21	Building feasibility and concept design studies completed Detailed design has commenced		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Stephenson Avenue Extension		2020/21 Expenditure – grant funded	Behind schedule
Design and construction of the extension of Stephenson Avenue			
Progress in 2020/21	Major earthworks were completed in January 2021 Construction of drainage works commenced in February and is continuing		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Subdivision Infrastructure Works: Former North Morley Pre-Primary		2020/21 Expenditure \$435,231	Complete
To progress the final stage of the former North Morley Pre-Primary site subdivision which forms part of the City's Town Planning Scheme 18 (TPS18)			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		



Redevelopment of Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood		2020/21 Expenditure \$144,106	On track
Redevelopment of an aging facility to meet the current and future needs of the community			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Urban Regeneration of Nollamara Activity Centre		2020/21 Expenditure \$0	Behind schedule
To design and cost the new town square and associated works to be able to identify funding and delivery timeframes			
Progress in 2020/21	The progression of this project was delayed due to receipt of the grant funding The City implemented the temporary Gnalla Nollamara Pop-Up Plaza from March to June; the outcomes of this temporary plaza are to be reported in the 2021/22 financial year		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
West Coast Drive Cycling Improvements		2020/21 Expenditure \$1,173,419	Complete
To provide modifications to the configuration of West Coast Drive to provide a safer road environment for cyclists			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Project complete		

Key result area: Liveable neighbourhoods

Outcome B1: Places to live, work and enjoy

Objective B1.1: Plan to create unique and liveable neighbourhoods and places

In line with our strategic intent to ensure 'liveable neighbourhoods', the City of Stirling's overall focus is to improve the quality of our suburbs and centres and the overall liveability of the City. To do this, the City will plan carefully so that it creates a local environment where people can easily meet their education, employment, recreation, service and consumer needs within a reasonable distance of their home. 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. Our approach includes consolidating predicted growth in centres and corridors to reduce the impact of our activities on the natural environment.

With the above in mind, the City of Stirling remains dedicated to delivering high-quality urban places and spaces for people who choose to live in, work in and enjoy our unique area. The City invests significant time and resources to plan for this outcome and is focussed on increasing investment, local jobs and growth in corridors and centres around transportation links.

The City is also guided by major State Government strategies such as:

- Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon
- State Sustainability Strategy 2050
- Perth and Peel @ 3.5 million.

These strategies underline the need to explore and plan for new urban growth opportunities through identified urban infill targets. They also provide direction for the development of vibrant new communities within connected cities.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'plan to create unique and liveable neighbourhoods and places':

- Prioritise growth in local activity centres and corridors
- Plan for places that reflect their own unique character and heritage close to services and amenities
- Facilitate housing choice for our diverse community
- Provide and maintain safe, accessible open spaces for community liveability.

What has happened during 2020/21?

Local Planning Scheme No. 4

To support the City's objective of creating a liveable and accessible City, and to enable development in accordance with the vision of the Better Suburbs Strategy, the City commenced its work on Local Planning Scheme No. 4 including associated scheme maps in the 2020/21 financial year. This project will also update the City's Local Planning Policy Manual and create new manuals for local development plans, activity centre plans and structure plans.

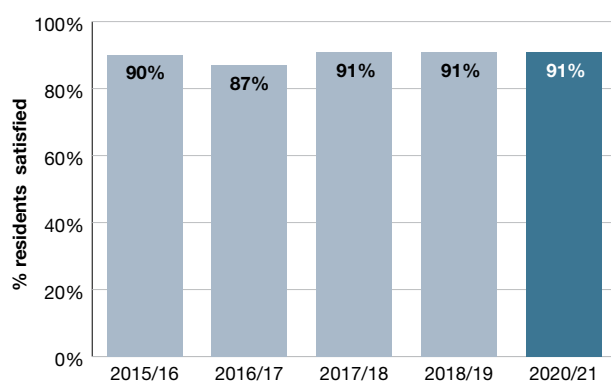
The new scheme will align with the model provisions as outlined by the Department of Planning, Lands and Heritage as much as possible, with variations to deal with City-specific issues.

Better Suburbs Project

The Better Suburbs Strategy was approved by Council in August 2020 and establishes the City's vision for the management of future growth within the suburbs of Balga, Westminster, Mirrabooka, Nollamara and Dianella. The Neighbourhood Centres Scheme Amendment and Neighbourhood Centres Local Development Plan were also approved by Council in August 2020 and will take effect following final approval from the Minister for Planning, which is anticipated to occur in late-2021.

Preparation of a local development plan to manage development within local centres and along urban corridors is ongoing, with the intent that it will be advertised concurrently with Local Planning Scheme No.4 in 2022.

Figure 23: Satisfaction with services and facilities in local neighbourhoods



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

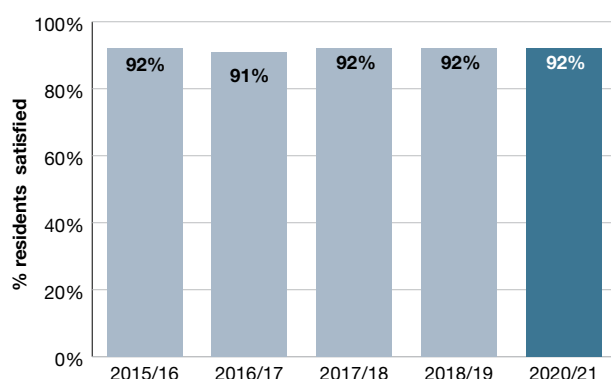
Herdsman Glendalough Structure Plan

The Herdsman Glendalough Local Development Plan and modifications to the Stirling City Centre and Herdsman Glendalough Parking Policy were adopted by Council on 23 June 2020. Between 20 August and 1 October 2020, the Herdsman Glendalough Structure Plan was readvertised for public comment along with Local Planning Scheme No.3 Amendment 114. Both the Structure Plan and Amendment 114 were presented to Council on 25 May 2021; however, the item was held over pending further information from the City's officer relating to parking requirements. The Herdsman Glendalough Structure Plan and Amendment 114 are currently scheduled to be presented again to Council on 17 August 2021.

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. The 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 and ensures that both transport planning and land use planning are complementary and coordinated along the length of the precinct. Following the adoption of the Main Street Urban Design Strategy and Transport Plan in 2019/20, work on this project in the 2020/21 financial year has resulted in the draft Scheme Amendment No. 112 and an associated Local Development Plan being advertised and subsequently supported by Council. The documents are now pending the approval of the Minister for Planning.

Figure 24: Satisfaction with the local neighbourhood overall



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

Urban regeneration: Nollamara Activity Centre

The City began design and costings for the new town square and associated works to be able to identify funding and delivery timeframes for the upgrade to the Nollamara Shopping Centre town square in the 2020/21 financial year. This will help prioritise growth in the local centre and provide a safe, accessible space for community liveability.

Strategic land use planning schemes and policies

The City continuously reviews, amends and maintains the City's Local Planning Scheme and subsidiary statutory planning documents to ensure that the Local Planning Scheme is contemporary and fit for purpose.

In the 2020/21 financial year, five scheme amendments have been either commenced or finalised to ensure it is fit for purpose or in response to landowner requests. Three reviews of local planning policies have also been undertaken to ensure the policies deliver for the community – the Mixed Use Policy, Child Care Policy and the Inglewood Guidelines.

Planning reform

The State Government continued with its reform to the Western Australian planning system, commencing an amendment to the Planning and Development (Local Planning Schemes) Regulations 2015, in February 2021. The Department of Planning and Local Heritage consulted on an amendment to R-codes, the draft Medium Density Code which seeks to improve the design quality of medium-density housing for Western Australians.

City officers continued to be involved in the various reform working groups.

WALGA parking working group

The City's officers have been involved in the working group established to investigate car parking requirements across the metropolitan area. While working to determine a standard approach to car parking in the metropolitan area, the City's officers have also advocated for bespoke parking requirements based on an understanding of local needs. The City has also simplified the development application process by removing car parking as a reason for needing development approval.

Trees and development

Following growing community concern about tree canopy loss throughout the City, the City has engaged with the development industry to understand if there are ways of protecting trees of which the City is not aware. These responses will be combined with other measures to determine what other measures the City could implement to encourage the retention of trees on private property.

Scarborough Redevelopment Area

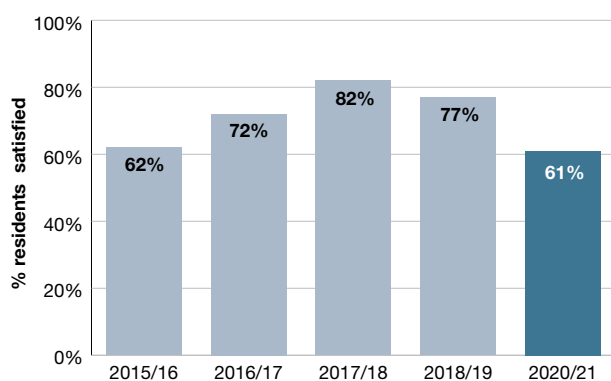
The City has been undertaking the preparatory work to enable the normalisation of the Scarborough Redevelopment Area, which is the process of handing the planning control of the area back to the City.

In doing so, the City will gather feedback from the community on what has and hasn't worked since the commencement of the Scarborough Redevelopment Area. Once this is complete, the City will engage with the community to inform the planning framework that will be handed back to the City.

Heritage Conservation Program

The City continued the promotion and protection of its built heritage by continuing the Heritage Incentives Program in the 2020/21 financial year. Applications from properties on the City's Heritage List and those in category 1 and category 2A of the City's Municipal Inventory were invited to apply with nine (matched) grants awarded for restoration works to front façades, chimneys and front walls. The figure below provides the community's satisfaction with the City's heritage management. It is noted that satisfaction has reduced across the last two measurement periods and the City will therefore work to better understand the reasons for this through future community engagement processes.

Figure 25: Satisfaction with the City's heritage management



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

Inglewood heritage review

In response to community feedback, the City undertook engagement with the Inglewood community to determine its views on existing planning controls in the area. A community engagement exercise was undertaken in October 2020, which was well received by the community. As a result, and following a further community workshop in June 2021, the planning controls have been reviewed to deliver to the community a planning framework that provides flexibility while protecting what the community values in the area.

Planning and building within the City

In line with statutory requirements, the City operates a planning and building assessment team to assess and determine development applications and to issue building permits. This is required to control the construction, occupation and demolition of buildings and incidental structures through the granting of building, demolition or occupancy permits and building approval certificates.

The City is also obliged to investigate compliance-related matters in accordance with provisions of the *Planning and Development Act 2005*, Local Planning Scheme No.3, *Building Act 2011* and the *Building Regulations 2012*. This ensures that a high level of amenity is maintained in the built environment by achieving adherence to approval requirements and standards in construction.

A number of activities have been undertaken this past year in order to ensure the City is providing the best customer service. This has involved an end-to-end assessment of applications to identify opportunities for improvements.

The Australian Government introduced a HomeBuilder grant incentive for new dwellings where the contract was entered into between 4 June and 31 December 2021. The program was later extended from 1 January 2021 to 31 March 2021 and was supplemented by a State Government building bonus. It is estimated that the grants have supported the construction of 42,000 new homes across Australia in what was a difficult environment due to COVID-19 for some areas of the economy. The City's Development Services team have been working tirelessly to accommodate the additional workload to facilitate construction in the City.

There has been a 30 per cent increase in the lodgement of development applications and a 31 per cent increase in the lodgement of building applications with the City this financial year. This significant increase in workload has resulted in some increased timeframes for applications to be determined. However, the City continues to receive significant positive feedback from applicants on the customer service provided. The City continues to receive a range of development applications for residential, commercial, mixed use, change of use and industrial applications.

The City received a total of 2,246 development applications and 3,356 building permits lodged during the 2020/21 financial year. The combined volume of building applications received increased 51 per cent in the second half of the financial year. Additionally, 111 applications for occupancy permits were processed. The estimated value of building works for permits issued within the City was \$788,967,411. The large volume of work is believed to have been stimulated by State and Federal Government building grants and incentives.

Planning Services and Building Services

Major applications approved during the 2020/21 year included:

- Numerous medium-density developments across various suburbs in the City of Stirling
- A total of 21 Development Assessment Panel applications ranging in estimated construction cost from \$2 million to \$43 million with key applications as follows:
 - » Various amendments to the approved major expansion of Karrinyup Shopping Centre
 - » Additions and alterations to Stirling Central Shopping Centre and Northlands Shopping Centre
 - » Additions and alterations to the Australian Islamic College on Cleveland Street in Dianella, including a new two-storey teaching block, car parking and landscaping upgrades
 - » A three-storey mixed-use development on Cedric Street in Stirling for 10 multiple dwellings and two offices
 - » A three-storey mixed-use development on Milldale Way in Mirrabooka for a child care premises, five shops and a restaurant
 - » An industrial development on Edward Street in Osborne Park for 17 warehouse units and four offices
 - » A three-storey child care premises on Scarborough Beach Road in Scarborough for up to 112 children
 - » A two-storey child care premises on Waterloo Street in Tuart Hill for up to 94 children
 - » A motor vehicle sales and repair on Scarborough Beach Road in Osborne Park
 - » A service station on Hutton Street in Osborne Park
 - » A three-storey residential development on Trevithick Close in Stirling for 12 multiple dwellings
 - » A residential development on Herdsman Parade in Glendalough for 24 two-storey grouped dwellings
 - » A four-storey residential development on Field Street in Mount Lawley for 24 multiple dwellings and six grouped dwellings.

Land subdivision

Over the last year, the City processed a total of 708 applications, consisting of 408 Western Australian Planning Commission referrals and 300 clearance requests from customers. Over the past year, the City processed 247 more subdivision applications than during the 2019/20 period. The large number of subdivision applications dealt with by officers were responded to and issued within a timely and efficient manner, with a high level of customer service provided throughout these processes.

Major developments under construction

The major redevelopment of Karrinyup Shopping Centre continues, with more than 60 new stores expected to be open at the centre's new 'Fresh Market' on 29 July 2021. Both the Building Services and Planning teams have been working cohesively to ensure the multiple building and occupancy permits are issued within the statutory timeframes.

The development of a three-storey nursing home and office building on Walter Road West in Inglewood, which includes a 128-bed residential aged care facility and the Brightwater Care corporate office, is currently under construction, with the first sod turned in January 2021.

Major developments completed

- Aldi Inglewood was completed
- Woolworths Inglewood was completed
- Development continues at the Little Sisters of the Poor site in Glendalough, with 12 sole-occupancy units completed March 2021
- The Beach Shack beach-front luxury residential apartment buildings were completed on West Coast Highway in April 2021
- A double-storey childcare premises on Porter Street in Gwelup for up to 112 children was completed in April 2021.

Preliminary planning and design advice

The City processed over 430 pre-lodgement applications during the 2020/21 financial year, a number of which were referred to the City's Design Review Panel (DRP) advice service. During this period, the City provided pre-lodgement advice to customers on the following development types:

- Land subdivision
- Residential additions
- Single-house proposals
- Grouped-dwelling developments
- Mixed-use developments
- Multiple-dwelling developments
- Commercial applications
- Industrial developments
- Change of use applications
- Local development plans
- Local structure plans
- Department of Communities proposals.

Address and Application Assistant

The City launched a new self-help tool on the City's website. The Address and Application Assistant (AAA) enables the City's residents and customers to find out the development potential of their city address and also find out what applications are needed from the City relating to their development proposal, in minutes. The AAA has received positive feedback from customers, with over 30,000 page visits since its release in September 2020.

Private swimming pools

With over 5,200 pool barrier inspections conducted during the 2020/21 financial year, the City continues to contribute towards a reduction in accidental drowning around swimming pools. On multiple occasions, the City's pool inspection team was able to quickly adapt to a completely mobile field inspection service in response to the COVID-19 pandemic, to ensure the continued operation of the service. The COVID-19 pandemic resulted in some inspections being unable to be undertaken due to the isolation requirements of some pool owners. However, the City continued to engage via other methods to ensure compliant barriers were being maintained.

Verges and crossovers

Engagement with the various customers who are provided this service continued throughout the year. In a move to continue to assist economic recovery, the reduction in verge bonds, as part of the City's COVID-19 stimulus package, was extended for the entire financial year. The City also introduced an electronic refund process, which greatly reduced refund processing time. These two initiatives provided additional support to residents and the building industry. Quick approval turnaround times continue to be maintained and have assisted residents and builders to progress with their projects. The continued engagement with key representatives from the Master Builders Association WA allows the City to remain connected to the industry and identify further opportunities for service improvement and building relationships across the industry.

Table 8: Summary of key results

	2017/18	2018/19	2019/20	2020/21
Percentage of development applications processed within regulatory time frames	88%	81%	77%	77%
Percentage of building permit applications processed within regulatory time frames	Certified 98.91% Uncertified 98.81%	Certified 99.39% Uncertified 99.74%	Certified 99.56% Uncertified 99.70%	Certified 99.35% Uncertified 99.3%
Customer satisfaction with overall experience	Not measured	73%	Data incomplete due to COVID-19	76%
Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements	100%	100%	99.42%	*98.40%
Percentage of crossovers, verge permit and verge treatment applications determined within 10 working days	Not measured	100%	100%	100%

*Percentage of swimming pools and spas inspected for barrier compliance under legislated requirements, which is normally 100 per cent, is 98.40 per cent for 2020/21. This is because 48 inspections were delayed due to the COVID-19 restrictions and customers wishing to not receive inspections.

Looking forward

With the objective of creating liveable neighbourhoods, the City of Stirling will finalise the Herdsman Glendalough Structure Plan and the new Local Planning Scheme No. 4 in 2021/22, while continuing to develop the Osborne Park Precinct Plan by holding stakeholder workshops.

To prepare for the handover of the planning control of the Scarborough Redevelopment Area by the State Government to the City, a development contribution plan and future planning framework will be developed in 2021/22.

In addition, to celebrate and incentivise management of heritage buildings by the community, the City's Heritage Awards Program will be held in the first half of 2022.



Key result area: Liveable neighbourhoods

Outcome B2: Accessible and connected City

Objective B2.1: Connect the community through integrated transport and networks

The City of Stirling is committed to providing and maintaining the infrastructure to enable a high-quality and safe urban life with sustainable transport solutions, safer roads and parking availability.

The ongoing maintenance of over 1,000 kilometres of roads and over 900 kilometres of footpaths is achieved through comprehensive planned maintenance works programs in accordance with state legislation and national standards.

Ensuring the safety of all road users is paramount to the City's management of the road network. To promote safe and consistent traffic management, the City applies local area traffic management, which is a combination of physical measures aimed at slowing vehicle traffic on local roads, thereby reducing the risk of crashes; changing driver behaviour; and improving conditions for vulnerable road

users such as pedestrians and cyclists. The City's Traffic Management Policy warrants that funding is allocated to the highest-priority locations that lead to identifiable safety improvements.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective 'connect the community through integrated transport and networks':

- Provide and maintain safe, accessible roads, parking, cycle ways and pathways
- Advocate for improved public transport options to enhance activity.

What has happened during 2020/21?

Capital works

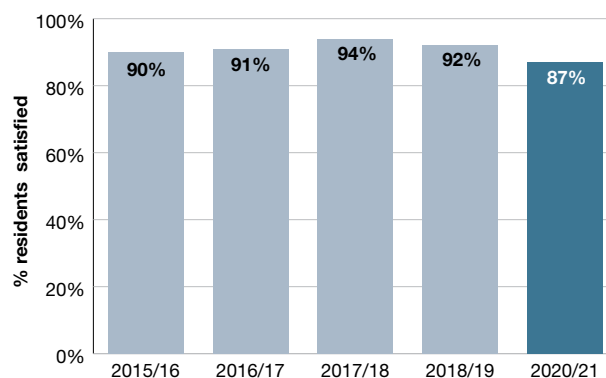
The City resurfaced 21 road sections in 2020/21 as part of the ongoing road maintenance program. Benefits include maintaining the service life of these roads, improved stormwater run-off, increased stopping/braking capability and reduced road noise. Figure 26 shows that our residents are very satisfied with the provision and maintenance of the City's roads, though it is noted that the 2020/21 result has reduced slightly when compare to previous years.

Across the year, the implementation of the Rights of Way (ROW) Management Strategy has continued. This included \$3.8 million-worth of upgrades to seal roads, install drainage and energy-efficient LED street lighting in the City's Rights of Way.

Additionally, the City continued its implementation of the Strategic Footpath Program, with approximately five kilometres of new footpaths constructed throughout the City during the 2020/21 financial year. These footpaths play an essential role in providing accessibility to all users within local neighbourhoods and in encouraging greener modes of transport (walking, cycling, public transport). As can be seen from Figure 27 our residents rate the City's pedestrian ways highly, though as with roads, a slight reduction in satisfaction levels is noted during 2020/21. The City will continue its focussed approach to strategic asset management, ensuring fit-for-purpose infrastructure for all.

The City received \$1.9 million in Federal and State Government grants through the Department of Infrastructure and Regional Development's Roads 2 Recovery Program, Main Roads WA's Metropolitan Regional Road Group program and the State and Federal Black Spot programs. These grants were obtained to undertake road resurfacing across a number of arterial road sections, and to address road safety issues at locations that demonstrated a high crash frequency.

Figure 26: Satisfaction with the City's provision and maintenance of roads



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



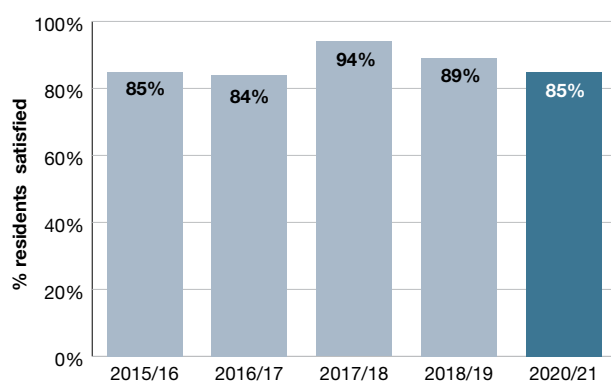
Maintenance

As part of ongoing maintenance works and programs, the City has utilised its road sweepers across its 1,081 kilometres of roads several times a year. It has also undertaken inspection and maintenance on the City's:

- 1,101 kilometres of footpaths and cycle ways
- 178 drainage sumps and 94 underground tanks (at least twice a year)
- 290 off-street car parks (twice a year)
- 323 public access ways (PAWs) and 289 rights of way (twice a year).

Additionally, 5,970 maintenance requests were actioned, including 1,550 path requests and 918 drainage requests.

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



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

Transport

The City is pleased to note that there has been a reduction in the number of reported crashes on all roads in the City of Stirling for the 10th consecutive year, reducing by 12 per cent to 2,479 crashes in 2020. There were no crashes involving fatalities reported in the 2020 calendar year.

Table 9: Road traffic accidents

Number of reported road traffic accidents in the City					
Year	2016	2017	2018	2019	2020
	3,590	3,227	3,092	2,823	2,479

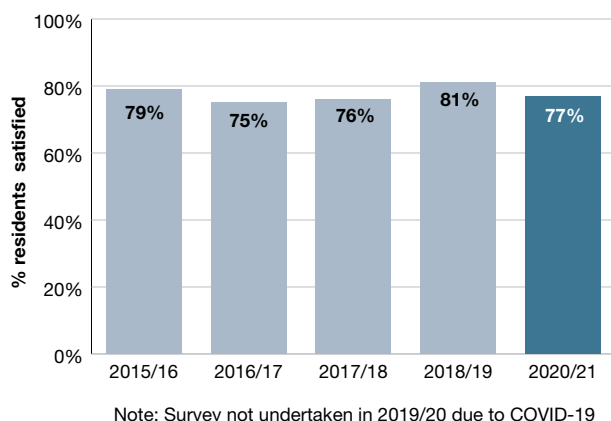
Additionally, there has been a slight reduction in the (85th percentile) travel speed recorded on local access roads in the City of Stirling for the fifth consecutive year, reducing in 2020 to 48.3 kilometres per hour.

Table 10: Travel speed on local access roads

85th percentile speeds on 50 km/h local access roads in the City					
Year	2016	2017	2018	2019	2020
	49.1	48.9	48.8	48.7	48.3

Several 'Ride Right' motorcycle masterclasses were held across the year with a total of 47 participants, ensuring that motorcycle users are equipped with the essential rider safety skills. The City also hosted the Road Safety Commission Motorcycle User Group Community Forum, which was attended by more than 100 participants.

Figure 28: Satisfaction with the City's provision of traffic calming and road safety



In partnership with the City of Swan and the Department of Transport, a temporary trailer and caravan safety checking station was established, with a total of 11 checks undertaken prior to participants heading off for the September school holidays.

Two innovative community workshops were developed and rolled out. 'Tuned up for What' was a youth road safety workshop covering driver development, safe vehicle purchasing and practical vehicle maintenance. The second, 'Bicycle Ready', was a workshop aimed at providing novice bike riders with theory and practical skills to ride on the road environment and maintain their bikes. Two Bicycle Ready workshops and four Tuned up for What (including a female-only workshop) were conducted, with 107 participants attending.

The City is dedicated to the delivery of a strategic cycling network that caters for the needs of all cyclist groups. In consultation with the community, the City is ensuring our roads are safer and more user friendly for all by making travelling by bicycle easier and more attractive to the community and cyclists. As shown in Figure 29 our community is generally satisfied with the provision and maintenance of cycle ways, with a satisfaction rating of 77 per cent for 2020/21.

In partnership with the Department of Transport, a community event, Bike Jam, was held during National Road Safety Week at Bradley Reserve. Bike Jam was a free community event to celebrate safe social cycling for all ages and featured bike safety education stalls, a pump track, a sausage sizzle, entertainment, children's bike educational sessions and guided social rides along the Moorland Street Bicycle Boulevard. Over 400 residents attended Bike Jam throughout the day.

While public transport, cycling and walking are the preferred means of transport, private vehicle ownership and use is significant within in the City and therefore public parking needs to be appropriate and available. In our annual survey of residents, we gauge our community's satisfaction with the City's provision of public parking. For 2020/21, 72 per cent of those surveyed state that they are satisfied with the City's provision of public parking. While this is a reduction of six percentage points when compared to the previous period, the City is aware of its responsibility to plan for and provide suitable parking places.

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

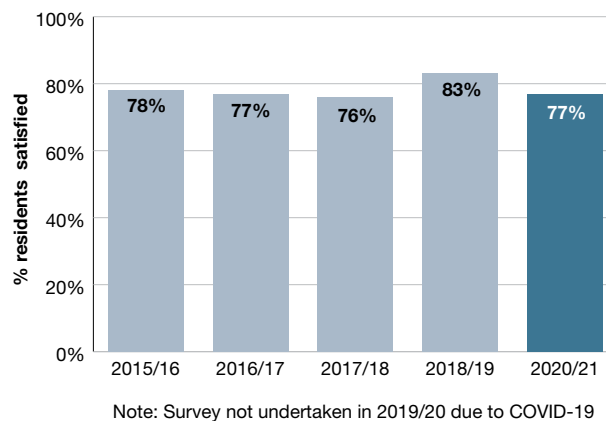
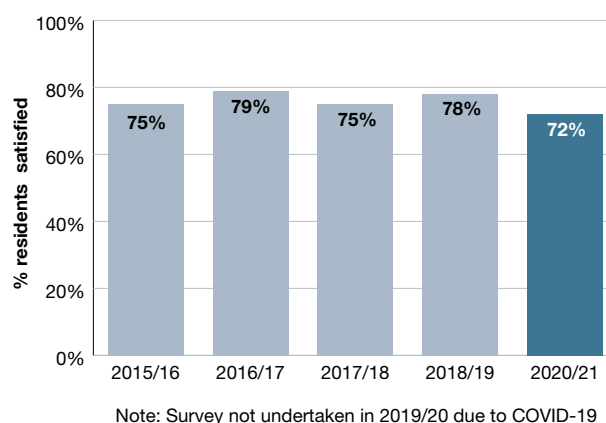


Figure 30: Satisfaction with the City's provision of public parking



The City has been involved with the WALGA parking working group, established to investigate car parking requirements across the metropolitan area. While working to determine a standard approach to car parking in the area, the City's officers have also advocated for bespoke parking requirements based on an understanding of local needs. The City has also simplified the development application process by removing car parking as a reason for needing development approval.

Together with the Department of Transport, the City collaborated on the delivery of the 'Your Move Stirling' program, which was aimed at providing information and support to motivate people to choose more active ways to get around.

The program resulted in more than 16,000 residents across a number of targeted areas being contacted and coached to help them achieve goals associated with increased walking, cycling and public transport usage. A total of 21 schools in the City of Stirling also registered to participate in the program, with Active Travel Festivals being held at seven schools. Over 3,000 family activity booklets were provided to students. Through participation in the program, schools were able to earn points that could be used for funding grants, which were used primarily for bicycle parking and infrastructure improvements.



Stephenson Avenue Extension

The Stephenson Avenue Extension project forms part of the City's broader plan to transform the Stirling City Centre into a strategic metropolitan centre. The project continued to make progress throughout 2020/21, though some technical delays were incurred late in the financial year meaning the planned phase one completion target was not achieved. This is now scheduled to occur later in 2021.

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 streetscaping.

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.

Construction

The City undertook a number of critical coastal projects aimed at minimising the effects of coastal erosion at locations that present a risk to community assets. These included transporting nearly 2,000 cubic metres of sand from Sorrento Beach to Mettams Pool (in co-operation with the City of Joondalup) and vital repairs to the existing geotextile sand container (GSC) wall at Watermans Bay.

The City completed the third and final stage of the Stirling East-West Bicycle Boulevard, which is a four-kilometre route connecting two of the City's major centres: Stirling Train Station and the Scarborough Beach precinct.

The project created a low-speed 'shared road' riding environment for all levels of ability. Aside from the improved visual appeal of the street, more local people will be encouraged to use the street, increasing the natural surveillance in the area and improving community connections.

The City and Western Power recently completed the State Underground Power Program (SUPP) project for Trigg. The project included removing 279 wooden poles and conductors and installing more than 26 kilometres of cable and 10 ground-mounted transformer and switchgear units. There were 621 property connections as well as 182 LED streetlight installations. The project aims to provide efficient and reliable power for residents while making suburban areas safer and more attractive for residents and visitors alike.

Looking forward

To promote accessibility and connectivity in the City, two prominent strategic projects, both fully grant funded, will be undertaken in the 2021/22 financial year: the Stephenson Avenue Extension and a Trackless Tram Business Case. Drainage works for the continuing Stephenson Avenue Extension project will be completed in 2021. To improve public transport between the Glendalough Railway Station and Scarborough Beach, the City will develop a business case to identify planning and funding options to implement a trackless tram.

The City will shortly commence its Glyphosate Reduction Program, which aims to reduce glyphosate usage by at least 80 per cent by 2025. The control of weeds within the road reserve (along roads and footpaths) has been largely addressed by the use of glyphosate, with steam spraying used in a number of sensitive areas such as schools, aged care facilities and major shopping precincts. The program will look to increase the use of steam spraying across larger areas of the road reserve to achieve targets set by Council.

Key result area: Liveable neighbourhoods

Outcome B3: Built infrastructure that meets community needs

Objective B3.1: Ensure our assets meet future community needs

The provision and maintenance of high-quality assets and associated services is at the heart of the City of Stirling's long-term commitment to its community. The City is proud to be a local government with a reputation for delivering exemplary facilities for its community. To achieve this, effective maintenance and development of our asset base is a core objective.

The City has a suite of asset management plans that outline how the City will deliver on this commitment. The fundamental purpose of these plans is to improve the City's long-term strategic management of its assets in context

with community need and the available financial and human resources. As such, standards and service levels have been set within these plans in accordance with community needs, regulations, industry practice and legislation.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective 'ensure our assets meet future community needs':

- Provide quality, well-maintained facilities, roads and open spaces for the benefit of the community.

What has happened during 2020/21?

The City's asset management plans undergo periodic review to ensure the City understands the long-term needs of providing appropriate infrastructure to the community in a sustainable manner. The City's asset management plans cover transport, drainage, buildings, and parks and open space assets. Additionally, the City's Pathways Asset Management Plan is currently in development.

To understand how the City's assets perform over time and to provide cost-effective and quality community assets, the City conducts condition audits. In 2020/21, the City has undertaken major condition audits and defect inspections for 224 buildings and 229 minor buildings and structures. The City has also conducted defect inspections for over 1,000 kilometres of road reserve.

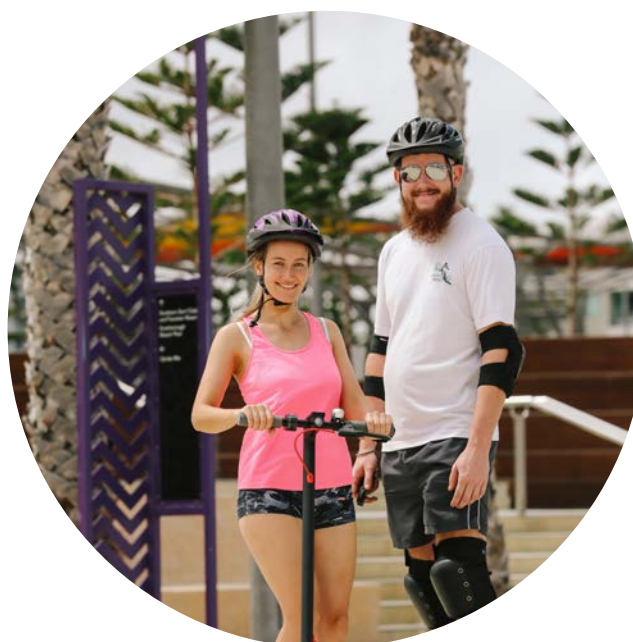
The technology available to support asset management practices is advancing. The City is enthusiastic about these new technology developments and their potential to enhance asset management practices. One such technology successfully employed by the City to improve the efficiency and accuracy of monitoring its assets is drones. For example, where possible, the City can now pilot the City's own drone to capture images aerially to undertake building roof inspections. Using a drone for building roof inspections captures more details about the roof's condition than a visual roof inspection undertaken from the ground.

The asset management challenge the City faces is to sustainably maintain and renew its existing asset portfolio while delivering its new capital investment projects.

Assets are a long-term financial commitment and the City must be able to ensure these assets can be provided to the community safely, at required levels of service and at the lowest whole-of-life cost. It is essential for the City to consider the required expenditure on its existing asset portfolio and the life cycle costs of new assets before making investment decisions.

The City adopted a \$43.7 million Economic Stimulus and Community Recovery Package to support the community through the effects of COVID-19. This package was partly funded by a decrease in planned asset renewal and maintenance spends for the financial year 2020/21.

Due to good asset management planning, the City's assets are in a healthy position to rebound back from this temporary reduction in the renewal and maintenance budget. However, if there is a prolonged reduction in required asset renewal and maintenance expenditure and continual investment in new capital, a consequence of this strategy will be a decline in the condition and levels of service of the City's assets. This will also cause an increase in the life cycle costs to bring the City's assets back to acceptable levels.



A series of asset management financial ratios are outlined below, illustrating the City's position over the past five years. The reporting of these ratios is a statutory requirement.

Asset renewal funding ratio

10-year Long-Term Financial Plan capital renewal expenditure

10-year required capital renewal expenditure

Purpose

This ratio is a measure of a local government's ability to fund its projected asset renewal/replacements in the future.

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

Standard is met if the ratio is between 75 per cent and 95 per cent (or 0.75 and 0.95). Standard is improving if the ratio is between 95 per cent and 105 per cent (or 0.95 and 1.05), and the asset sustainability ratio falls within the range of 90 per cent to 110 per cent, and the asset consumption ratio falls within the range of 50 per cent to 75 per cent.

Results

2016/17	2017/18	2018/19	2019/20	2020/21
2.8755	0.8621	0.8831	0.9083	0.8521

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

2016/17	2017/18	2018/19	2019/20	2020/21
0.9953	0.8702	0.8611	0.7581	0.7426

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

2016/17	2017/18	2018/19	2019/20	2020/21
3.4996	1.0025	0.6808	0.6179	0.6254

The City did not meet the standard for local governments due to a significant increase in assets under construction, treatment of Rights of Way projects and some renewal expenditure being classified as an upgrade.

Bina Parkland

The City's completed Bina Parkland was awarded the prestigious title of Park of the Year at the annual Parks and Leisure Australia (WA) Regions Awards of Excellence. First initiated in 2014, Bina Parkland was developed with a strong, community-driven approach and holistic consideration of how to deliver important health and wellbeing outcomes for the community.

The park sits next to Stirling Leisure Centres – Leisurepark - Balga at Princess Wallington Reserve and offers the community a skate plaza, junior and advanced BMX tracks, multi-courts, a parkour area, a regional playground, unique public art, formalised carparking, barbecue areas, grassed picnic areas and public toilets.

Bina Parkland was a multifaceted project which included cross-functional collaboration between almost all teams at the City. It benefited from significant community input at pivotal stages of the project – a real team effort.

The City engaged with stakeholders such as the Wadjak Northside Elders Group to ensure the parkland delivered on local community needs. This collaboration is an example of the practical steps to which the City has committed itself under our new Reconciliation Action Plan in order to better engage and empower First Nations residents of the City of Stirling.

The City also consulted with the community to rename the parkland with a Nyoongar name, with the winning name 'Bina Parkland' – meaning 'light of the morning' – submitted by Warriapendi Primary School and chosen by the Balga community.

The park aims to be the centrepiece of a new community hub, with free and accessible recreation options that will attract a wide range of users and encourage local community events.

The total cost of the park was \$6.2 million, with Lotterywest kindly contributing \$2.34 million to the overall project via community sponsorship. Aimed at enhancing the quality of life and wellbeing for all Western Australians through funding and support, Lotterywest is Australia's only State Government-owned lottery where all profits are returned to the community. A case study on Bina Parkland features on page 132.

Carine Sports Floodlighting Upgrade

During 2020/21, the City commenced work on the upgrade to floodlighting to Carine ROS soccer fields. There were some delays to the project due to the City awaiting grant funding from the Department of Local Government, Sport and Cultural Industries. It was initially anticipated that works would be completed at the end of June 2021, but this has now been rescheduled to August 2021.

Inglewood Oval/Hamer Park Redevelopment

This significant project involves the refurbishment and redevelopment of Moyle Pavilion and new construction of Hamer Park Clubrooms, including provision of new parking and provision of new clubroom spaces for junior and senior AFL, baseball and cricket clubs. It also includes consideration of future extension potential. The project achieved most planned milestones for 2020/21, including lighting installation and commencement of construction. However, due to delays with the delivery of steel, the project fell slightly behind schedule and did not achieve all milestones planned by the end of the financial year. The steelwork component of the project is now scheduled for August 2021, with anticipated full project completion scheduled for April 2022.

Robinson Reserve Master Plan Implementation

This project achieved some key milestones in 2020/21 with the completion of feasibility and concept design studies and the commencement of detailed design. The project involves the removal of existing clubroom and changeroom buildings and their replacement with a new building in line with building provision standards. The new facility will be designed to meet the needs of the clubs now and into the future. While the initial works have been completed, the project is behind schedule due to the need for a revised procurement strategy and construction methodology to ensure optimum value is achieved during the life of the project.

Subdivision Infrastructure Works: Former North Morley Pre Primary Site

This project progressed the final stage of the Former North Morley Pre-Primary site subdivision which forms part of the City's Town Planning Scheme 18 (TPS18). Following an assessment of the site and Council approval in 2016, the site was deemed surplus to requirements of the Town Planning Scheme and a decision was made to subdivide the current five lot configuration into 10 developable residential lots. The City received conditional sub-division approval through the Western Australian Planning Commission and therefore the project progressed to the final stage of the subdivision. This required the City to undertake all the physical on-site construction and utility service works to clear the conditions in place. The project achieved all key milestones and achieved practical completion in November 2020.

Building renewal projects

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

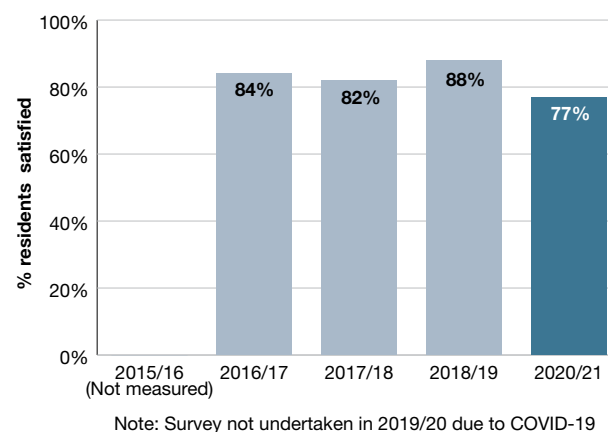
- Bennett Park Clubrooms Refurbishment
- Coolbinia Clubrooms 2 Refurbishment
- North Beach Rugby League Club Refurbishment
- Balga Community Centre Pergola
- Osborne Park Community Centre air conditioning.

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

- Tuart Hill Community Centre solar photovoltaic (PV) system
- Charles Riley Community Centre solar photovoltaic (PV) system
- Balga Community Centre solar photovoltaic (PV) system.

Through its annual residents' satisfaction survey, the City is able to gauge general community satisfaction with its buildings, halls and toilets. The figure below illustrates that almost eight out of 10 respondents stated that they are satisfied. However, it has been noted that there has been a reduction since the last measurement period. The City will strive to provide high-quality facilities in line with community expectations, supported by sound asset management approaches.

Figure 31: Satisfaction with the City's community buildings, halls and toilets



Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood Refurbishments

The City has committed to refurbishing Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood with stage one of the works to revitalise the outdoor pool and plant. Works will include a new state-of-the-art L-shaped 50 metre pool with four additional lanes (14 total); a plant room upgrade; a submersible swim wall; an accessible ramp; landscaping with new LED lights and a barbecue area; and water polo features.

During 2020/21, the City achieved its planned milestones, including business case approval and commencement of the detailed design for outdoor plant and pools.



The first stage of works is fully funded, and construction will reinvigorate the outdoor pool and plant, with an estimated completion date during 2023. Further works under consideration include geothermal heating of all pool areas as well as an outdoor splash pad for younger users. We also have a broader vision for the precinct and we are currently lobbying for State and Federal Government support for potential investment to complement the refurbishments.

Hamersley Public Golf Course Redevelopment

The City has engaged Hodge Collard Preston Architects to prepare the detailed design for the redevelopment of the golf pavilion and the driving range at Hamersley Public Golf Course.

The project aims to enhance the golfing experience, including:

- Redevelopment of the golf pavilion with a modern, open and flexible design
- Construction of a new restaurant, multi-purpose function room, café/kiosk, alfresco area, toilets, pro shop, golf simulator room and administration as part of the new golf pavilion
- Upgrades to the existing carpark, including additional bays and improved access/egress from Marmion Avenue
- Improvements to paths and wayfinding for better movement between the golf pavilion, car park, golf course and driving range

- Minor course improvements, including additional bunkers at certain holes and upgrading the practice greens where required.

Council endorsed the business case for the redevelopment of the golf course in August 2020 and construction is expected to commence in April 2022.

Looking forward

Stirling Leisure Centres – Terry Tyzack Aquatic Centre - Inglewood Refurbishments

Continuing the refurbishment of this key facility, the retiling and minor refurbishment works will take place to the indoor pool area during 2021. With an architect appointed, design will be completed in mid-2021 followed by procurement in late-2021, with construction due to start in 2022. Further works under consideration include geothermal heating of all pool areas as well as an outdoor splash pad for younger users. We also have a broader vision for the precinct, and we are currently lobbying for State and Federal Government support for potential investment to complement the refurbishments.

The facility offers a huge range of services to the community. However, it is in need of improvements to deliver on community needs and expectations, so we are very much looking forward to delivering this upgrade.



Concept, construction and celebration of the Bina Parkland development

Since discussions began in 2014, the redevelopment of Princess Wallington Reserve in Balga was earmarked to celebrate the existing natural parkland environment, reinforce cultural heritage and provide spaces for social inclusion and recreation.

Bina Parkland was developed with a strong, community-driven approach and holistic consideration to ensure the delivery of important health and wellbeing outcomes for the community. This redevelopment project demonstrates strong cross-functional collaboration between City teams, consultation with Aboriginal Elders from the Wadjak Northside Elders Group, and visionary planning workshops with local school children and the community. The project was heavily influenced by its initial community consultation, which was acknowledged in 2016 when the City was awarded a high commendation at the Parks and Leisure Australia Awards for exceptional engagement with the community and innovative planning approaches.

The park sits next to Stirling Leisure Centres - Leisurepark - Balga and features a variety of activity areas with linked pathways incorporating native trees and vegetation. New plants were introduced, specially selected to reflect the Balga region and highlighting the area's Mooro Country heritage.

Stage one of the multi-million-dollar redevelopment opened in July 2020, offering visitors a regional playground with a flying fox, swings, a learning circle and a climbing frame. With stages two and three completed in December 2020, additional offerings of a junior and advanced BMX track, a skate plaza facility, multi-courts, a parkour area, formalised carparking, barbecue areas, public toilets and drink fountains were featured.

The City invested \$4 million and successfully applied for a Lotterywest grant of \$2.34 million to assist in the delivery of the project. Lotterywest is Australia's only

State Government-owned lottery, and grants of this nature are aimed at enhancing the quality of life and wellbeing for all Western Australians through funding and support.

The City commissioned local company Arterial Design to create a series of integrated public artworks to acknowledge the traditional owners of the land and the growing multicultural fabric of local communities. Artworks representing the six Nyoongar seasons along with a series of interactive works complement the natural beauty of the parkland.

Bina Parkland was awarded the prestigious title of Park of the Year at the annual Parks and Leisure Australia (WA) Regions Awards of Excellence in May 2021. It will now represent WA in the Park of the Year category at the National Parks and Leisure Australia Awards later this year. The parkland also received the Award of Excellence in the Parks and Open Space category at the Australian Institute of Landscape Architects WA Awards, and will go on to represent WA at the national awards.

Final consultation was conducted after the City received a suggestion to rename the community parkland with a Nyoongar name. Local schools were approached to suggest potential names and three were put forward to a public vote. A total of 1,304 votes were received via postal submissions and an online voting portal, with 66 per cent of voters preferring the name Bina Parkland. The winning name, which translates to 'light of the morning', was submitted by Warriapendi Primary School.

The park has already become the centrepiece of the community, highlighted at the [Bina Parkland Community Fun Day](#) celebration held on 10 April 2021, where over 3,500 people gathered to enjoy the many activities of the day.



Key result area: Sustainability

The City of Stirling is committed to building a sustainable future for the community, protecting and improving the environment by using natural resources wisely, and reducing the impact of our activities on the environment. Sustainability is an overarching theme for the City and is a priority in all of our key result areas.

During the minor review of the Strategic Community Plan in 2020, this key result area underwent renewed focus to ensure that the City is increasingly active in its aim to build a sustainable future for its community. This involves us protecting and improving our environment by using natural resources wisely, reducing the impact of our activities, and protecting wildlife and natural habitats. To achieve these goals, the City is working to reduce its water and energy use, reuse and recycle waste, manage the effects of climate change, and protect and preserve its natural habitats and biodiversity.

Community feedback received through surveys and workshops has outlined that sustainability should be considered a priority now and into the future. To meet these community expectations, the City has an ongoing commitment to sustain the City's natural resources and to ensure a greener City by creating and maintaining beautiful green spaces and streetscapes.

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

Outcome N1: Sustainable natural resources

Outcome N2: Greener City

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

Service performance

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

Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	Human resources	Quality
City Trees	\$7,043,444	✱	✓	✓	✓
Natural Areas	\$1,356,005	✱	✓	✓	✓
Open Space & Parks Development	\$867,002	✓	✓	✓	✓
Parks, Reserves & Streetscapes	\$30,222,804	✓	✓	✓	✓
Resource Recovery	\$7,079,881	✓	✓	✓	✱
Sustainability	\$686,448	✓	✓	✓	✓
Waste Collection	(\$10,824,353)	✓	✓	✓	✓

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

✱ Customer service - performance outside City targets in relation to response times to customer and/or Elected Member enquiries

✱ Financial - performance outside City thresholds in relation to budget variances for operational and/or capital expenditure

✱ Human Resources - performance outside City targets for management of annual leave liability and/or employee turnover

✱ Quality - performance outside targets for key performance indicators specific to service provision

Strategic project performance

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

Coastal Hazard Risk Management and Adaptation Planning (CHRMAP)		2020/21 Expenditure \$19,737	Behind schedule
To undertake a CHRMAP process for the whole of the City of Stirling coastline that will allow for the management of the natural environment and built assets			
Progress in 2020/21	Planned milestones were rescheduled due to need for establishment of steering committee		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		

Million Trees Initiative		2020/21 Expenditure \$892,449	On track
The Million Trees Initiative sets out to increase plantings within the City's parks, reserves, natural areas and streetscapes			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		

Stage 3 of the Recycling Centre Development (Waste Transfer Station Development)		2020/21 Expenditure \$355,227	Deferred to 2022/2023
Redevelopment of the City of Stirling's waste facility to ensure compliance with all environmental regulations and best-practice principles in relation to waste reduction and separation			
Progress in 2020/21	This project was deferred to the 2022/23 financial year		
Plans for 2021/22	This project has been deferred to financial year 2022/23		

Urban Forest Plan Implementation		2020/21 Expenditure \$94,272	On track
Implementation of the Urban Forest Plan to increase tree retention, tree planting and canopy maximisation			
Engage with the community to raise awareness, increase knowledge and facilitate participation in urban forest initiatives			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		



Sustainable Energy Action Plan (Corporate) 2020 – 2030		2020/21 Expenditure \$55,481	On track
This program aims to establish the City as a recognised innovator and leader in the local government sector, powered by renewable energy and taking action to reduce carbon emissions and energy consumption			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		

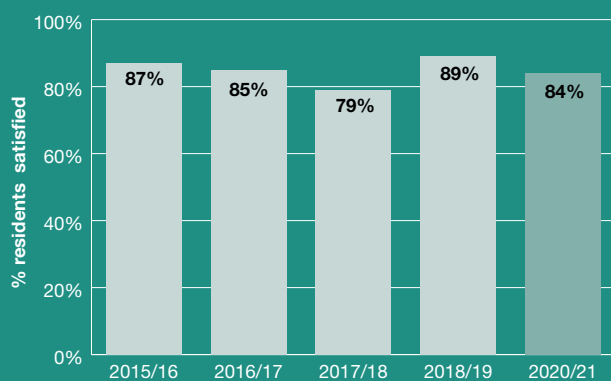
Key result area: Sustainability

Outcome N1: Sustainable natural resources

Objective N1.1: Lead by example to sustain our community's natural resources

The City is striving to be a sustainability leader in the local government sector by applying increasing scrutiny on the services we provide and the way in which we operate. Our reporting on matters relating to the natural environment and resource management is transparent and thorough, and is becoming more detailed every year.

Figure 32: Satisfaction with the City's environmental management



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

The natural environment and sustainable resource management were key themes during the community consultation phase for the City's Strategic Community Plan 2018 – 2028 and we have worked hard to understand our impacts and set objectives for change where we can. Our community's satisfaction with our approaches to environmental management is assessed through the annual residents' survey and it can be seen from figure 32 that more than 80 per cent of our residents were satisfied during 2020/21. The City recognises that there is always more to be done and will continue to focus on this critical matter.

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 2020/21?

Supporting the community – sustainable natural resources

Waterwise Verge Rebate

The City once again offered rebates to residents for transforming their verges into waterwise gardens through the Waterwise Verge Rebate program. Eligibility was expanded this year, and after attending an information workshop with waterwise gardening experts, 41 residents transformed over 3,593 square metres of verge space, including the removal of 1,896 square metres of grass and 17 irrigation systems. After the transformation, all participants now use less water on their verges, with over 80 per cent of participants estimating they now use 75 to 100 per cent less water.



Community energy program

The City provides support for residents to reduce their personal greenhouse gas emissions and is actively targeting low-socioeconomic and culturally diverse sectors within the community. The program aims to help households live more sustainably, save money on bills and keep comfortable throughout the year.

Online energy videos

A series of online on-demand education videos were developed in 2020/21 to create more opportunities for residents to engage with energy education. The online videos have generated more than 700 views to date and covered the following topics:

- Energy basics – simple tips to save you money
- Keeping it cool – tips and tricks to keep the heat out in summer
- Winter warmers – simple tips to stay warm and save money and energy
- Hot water 101 – tips to save you money and energy.

Energy workshops and events

Two face-to-face 'Cool It' events were held in spring 2020 for residents to learn about summer-proofing their homes to keep comfortable and cool, without using expensive energy. These events covered passive design, gardening design and solar energy/battery storage, with 60 residents attending. The City hosted two movie nights encouraging energy saving behaviour in 2020/21. Each event showcased the Energy Basics educational video prior to the feature movie. *The Lorax* was a pedal-powered movie night held for Earth Hour and *Rio* was screened at the Gnalla Pop-up Plaza in Nollamara. These events were attended by 140 residents.

Energy toolkits and tips

The City's home energy toolkits have recently been refurbished and will be updated for distribution by Stirling Libraries in 2021/22. To complement the toolkits, a home energy checklist has been developed and will provide residents with a list of actions that they can do to save energy in their homes. A chatterbox folding activity was also developed for kids, including fun energy-saving tips.

Free home sustainability audits

The City conducted 153 home sustainability audits for residents in 2020/21, with 86 per cent being delivered face-to-face and 12 per cent remotely. The audits identify opportunities for residents to reduce their energy and water use and save money on bills. Participants learn simple actions, from mindfully switching off devices to using a throw rug rather than a space heater to stay warm. The most common advice provided to households included improving window treatments, such as curtains/block out blinds or tinting glass; replacing lights with more efficient LED globes; and applying soil wetter/mulch to improve water efficiency in the garden. Feedback indicates that the audits were delivered professionally, with high levels of customer satisfaction.

Living Green Schools

The Living Green Schools program provides funding, planning support and teacher relief for schools to assist them to reduce their energy and water use, to reduce waste going to landfill, and to integrate sustainability in schools' corporate documents.

Thirteen schools were part of this program in the first half of the year. East Hamersley Primary School celebrated their achievements in sustainability by holding their first whole-school Sustainability Day, hosting incursions on waste, water conservation and water in Aboriginal culture. Students at St Kieran Primary School made a worm farm, learned how to care for the worms and started recycling their food scraps. North Morley Primary School attained their Waterwise and Wastewise accreditations. The West Coast Steiner School enjoyed a worm farm incursion and reduced their water use by installing dual flush mechanisms in their toilets.

Last year, the '1,000 Actions for the Planet' tool kit was developed by Millennium Kids with funding from the Living Green Schools program. This led to several projects in 2020/21, including waste audits, an ongoing waste reduction plan for Summer X Salt Markets and a professional development session for educators on using the tool kit.

Eight schools continued to use the Climate Clever application via subscriptions co-funded by the Living Green Schools Program. As a result, they have implemented a cumulative total of 28 actions to reduce their water use, electricity use, travel-related carbon dioxide (CO₂) emissions and waste. This has resulted in net savings of 57,797 tonnes of CO₂ equivalent (tCO₂-e) and \$66,149 over the last 12 months.

The Living Green Schools program is continuing to evolve and has taken the form of a grant in the 2021 school year. Eight schools have been successful in their applications for up to \$4,000 each to complete sustainability projects. Five of these will be focussing on the areas of waste, water and energy.



Waste management and recycling

The City provides a comprehensive waste management and recycling service to its community and is committed to an incremental improvement of results in line with the State Government's Waste Avoidance and Resource Recovery Strategy 2030. To do this, we are continuing to work with our community to deliver environmentally responsible and sustainable waste management solutions. However, we understand that a major challenge is to change the behaviour of residents so that they are more mindful of their own responsibilities when it comes to waste generation and waste management.

Waste recovery trends

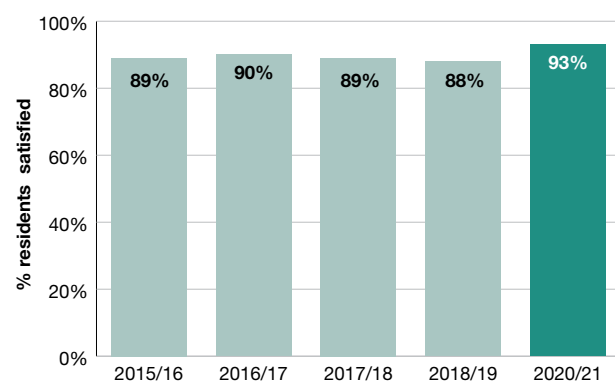
Waste stream	Waste recovery % compared to last year	Waste recovery % trend over 5 years
Municipal waste	↓ -2%	↑ +5%
Construction and demolition waste	No change	No change
Commercial and industrial waste	↓ -1%	↑ +26%

Note: Infographic compares the difference in percentage of waste recovered.

During the 2020/21 period, the City experienced three lockdowns due to COVID-19 and this affected waste services. While bin collection and waste processing were determined as essential services, other services were suspended, including on-demand collections, Recycling Centre Balcatta community operations and green waste verge collections.

While the resident survey was not undertaken in 2019/20, the City has implemented numerous initiatives aimed at improving the community's understanding of effective waste management. As shown in figure 33 below, the City has achieved a 93 per cent satisfaction score for its waste management and recycling services for 2020/21.

Figure 33: Satisfaction with the City's waste management and recycling services



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

Waste generation

In 2020/21, the Stirling community put 82,526 tonnes of waste and recyclables into the three-bin system. This is an increase of 1.7 per cent compared to last year, with recycling (in the yellow bin) and garden organics decreasing from the previous year. A little over half of waste (54 per cent) was placed into the general waste bin, with 23.6 per cent placed into the recycling bin, and 22 per cent into the garden organics bin. The volume of commercial and industrial waste collected has fluctuated over the past few years but in 2020/21, it increased by eight per cent.

Three-bin system

The City was able to divert from landfill 21 per cent of waste that was put into the red-lid general waste bin, 78 per cent of waste put into the yellow recycling bin, and 99.997 per cent of material put into the green garden organics bin. The combined result was that 50.3 per cent of all material put into the three-bin system was diverted from landfill. This is a 0.8 per cent recovery reduction compared to the previous year, and generally relates to the introduction of the State Government's Container Deposit Scheme, which has removed a large volume of recycling from the three-bin system.



Tonnes collected	% diverted from landfill
44,585	21%



Tonnes collected	% diverted from landfill
19,504	78%



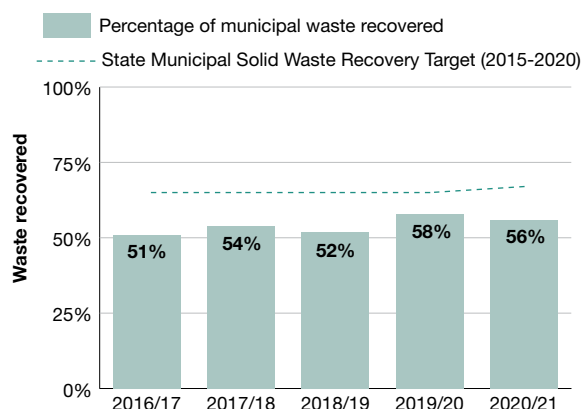
Tonnes collected	% diverted from landfill
18,436	100%

Municipal solid waste recovery

The State Government has set a target for local governments to divert 67 per cent of municipal waste from landfill by 2025. The municipal waste stream includes waste from the three-bin system, skip bin waste, green waste, white goods, e-waste and mattresses. In 2020/21, the City continued to implement a range of municipal waste collection and recycling services which resulted in 56 per cent of municipal waste being diverted from landfill. On three occasions during this period, residents were unable to visit the City's recycling centre due to COVID-19 lockdowns, and this decreased opportunities for the disposal of unwanted items.

Other factors are also impacting improved resource recovery, including increased quality requirements in international commodity markets, which continues to present challenges for the recycling of soft plastics and other items. This is currently limiting the City's ability to further increase recovery rates. Additionally, the introduction of the Container Deposit Scheme in October 2020 has reduced the tonnages of recyclable materials being placed in the yellow recycling bin, thereby reducing the tonnage of municipal waste recovery.

Figure 34: Municipal solid waste recovery target

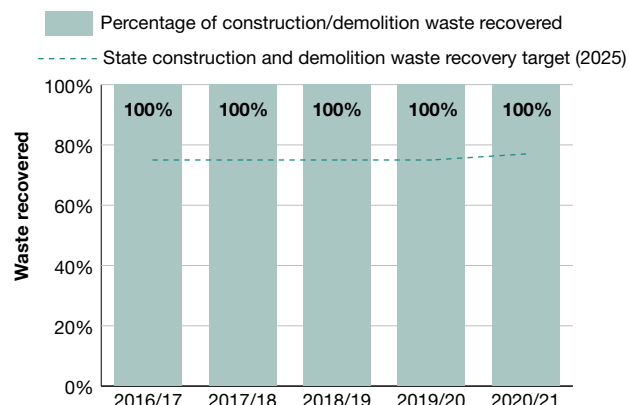


Source: City of Stirling Mandalay weighbridge system and contractor data 2021

Construction and demolition waste

Construction and demolition waste includes all waste associated with building and renovating that has been received at the Recycling Centre Balcatta by trailer, truck or skip bin. The measurement now includes waste collected by contractors from City-run projects. The State Government's recovery target is for 77 per cent of construction and demolition waste to be diverted from landfill by 2025. Figure 35 illustrates that the City has exceeded state targets and has achieved 100 per cent recovery of construction and demolition waste every year for the past five years.

Figure 35: Construction and demolition waste recovery target

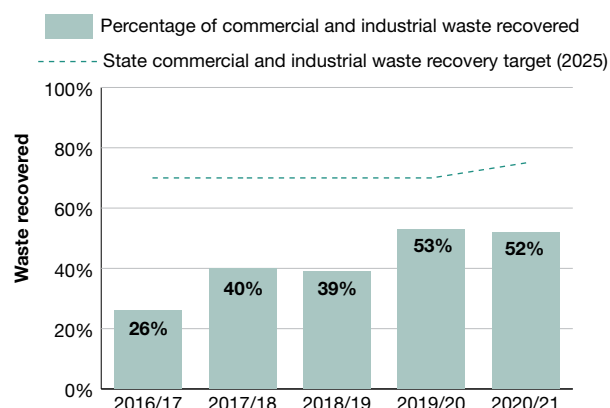


Source: City of Stirling Mandalay weighbridge system and contractor data 2021

Commercial and industrial waste

Commercial and industrial waste includes the solid waste generated from commercial, industrial, government and public premises across the greater metropolitan area that is collected or accepted by the City. The commercial and industrial material recovery facility used by the City continued to divert these waste materials from landfill during the past 12 months, showing a marginal decrease in recovery rate of one per cent. The State Government has set a recovery target of 75 per cent of commercial and industrial waste to be diverted from landfill by 2025. The City achieved an increase in tonnages across the green waste components, aiding in overall material recovered at 52 per cent for the commercial and industrial waste stream.

Figure 36: Commercial and industrial waste recovery target



Source: City of Stirling Mandalay weighbridge system and contractor data 2021

Hazardous waste

In 2020/21, the City received, processed and recovered 340 tonnes of household hazardous waste through the Recycling Centre Balcatta. The greatest percentage of hazardous waste was from gas cylinders (33 per cent), followed by household batteries (24 per cent), flammable liquids (13 per cent), water/oil-based paint (11 per cent), pesticides (six per cent) and globes (six per cent).

Source: City of Stirling Mandalay weighbridge system and contractor data 2021

Container Deposit Scheme

In October 2020, the City of Stirling launched its new Container Deposit Scheme service as part of the State Government's Containers for Change scheme, which offers a 10-cent refund for each eligible container.

The scheme aims to reduce litter and landfill, create jobs, provide fundraising opportunities for community groups and increase recycling efforts across WA.

Two refund points were provided in the suburb of Balcatta, with a new facility opening at 257 Balcatta Road that offers a drive-through location to handover containers and receive on-the-spot cash refunds.

The existing Recycling Centre Balcatta (RCB) also offers an express bag drop-off facility for electronic refunds. This bulk service has proven a good fit for businesses, schools, charities and community groups wanting to cash in their eligible containers.

Items accepted for 10-cent refunds included most aluminium, glass, plastic, steel and liquid paperboard drink containers between 150 millilitres and 3 litres. The total number of containers received during 2020/21 was 12,363,112.

Water Sensitive City

In a drying climate, with increasing urban density and abstraction regimes, a majority of the City's area is categorised as having 'extremely high' water stress (>80 per cent – ratio of total water withdrawals to available renewable surface and groundwater supplies). Long-term declines in rainfall (and therefore groundwater levels) in our region threaten our water supplies and groundwater-dependent ecosystems. Additionally, the contribution of surface water (dams) to Perth's total water supplies has diminished by 85 per cent since 1960. This has led to an increasing reliance on groundwater abstraction.

Water trends

	Compared to last year	Trend over 5 years
City scheme water consumption	↑ +6%	↑ +14%
City groundwater consumption	↓ -12%	↓ -5%
Community scheme water consumption	↑ +1%	↑ +7%
Community groundwater consumption	↓ -5%	↑ +1%

Water sensitive governance

The City once again achieved re-endorsement as a Gold Waterwise Council for 2021. All three aquatic centres also retained their Waterwise Aquatic Centre accreditation, with Stirling Leisure Centres - Scarborough Beach Pool meeting the benchmark to achieve gold status. The City will be submitting a new Waterwise Council Action Plan in October 2021, to outline sustainable water management initiatives for 2021 – 2026. New waterwise targets for scheme and ground water consumption will also be set. The new action plan will incorporate a holistic set of actions developed by cross-departmental collaboration, to ensure the City can manage water flows, quality and consumption in a sustainable way in response to a changing climate and a growing population.

In August 2020, the City was benchmarked by the Cooperative Research Centre for Water Sensitive Cities (CRCWSC). This benchmarking was undertaken in a series of workshops with external stakeholders from State Government bodies, industry and the community. The City's performance was scored on 34 goals which define a Water Sensitive City (WSC). The City met the WSC benchmark for many goals due to our innovative Water Smart Parks Strategy, Urban Forest Plan and initial water sensitive engineering projects. The City fell short of the WSC benchmark for the following indicators: water recovery (reuse), groundwater replenishment and quality, surface water quality and flows, water literacy, shared ownership/management of water assets, and low greenhouse gas emissions for irrigation systems. The CRCWSC provided a detailed 10-point action plan to the City and recommendations from this report will be used to guide our new Waterwise Council Action Plan 2021 – 2026.

As part of the City's agenda to increase accountability for sustainable water use across the organisation, the City has begun developing a set of water-related key performance indicators which will be introduced for employees responsible for the highest water-consuming sites. Improvements were made to the way the City captures and manages water data which will speed up leak detection and improve water consumption analysis. The City also collaborated with the Department of Water and Environment (DWER) to improve the City's groundwater reporting and groundwater monitoring program. The City is continuing to expand water requirements in procurement of tenders to ensure sustainable management of water quality and consumption.

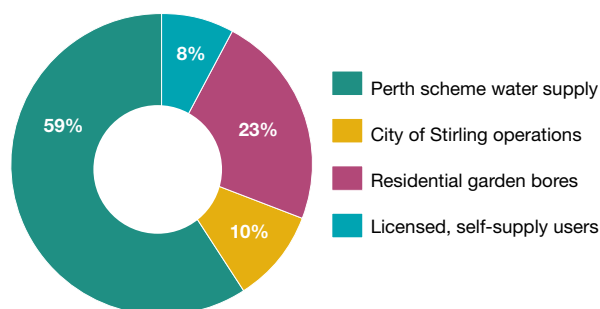


Water consumption

Groundwater consumption

Approximately 42,000 megalitres of groundwater was abstracted from aquifers within the City of Stirling in 2020/21 by various users. Approximately 10 per cent of this was used by the City for irrigation of parks, reserves, sports ovals and temporary construction projects.

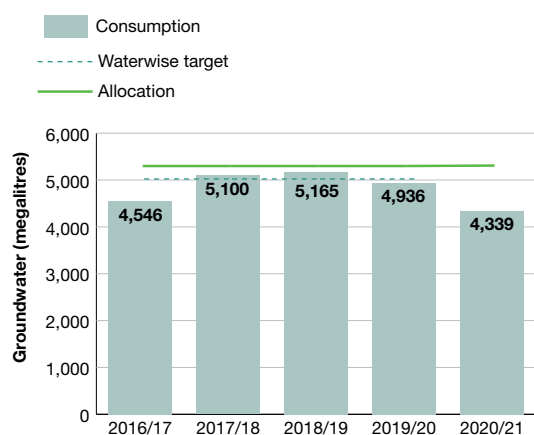
Figure 37: Usage of groundwater abstracted from aquifers across the City of Stirling 2020/21



Source: Department of Water and Environmental Regulation 2021 and the City's central irrigation management system

The City's groundwater consumption totalled 4,339 megalitres from the superficial Gngangara Mound aquifer, which made up 96 per cent of the City's total water consumption. This is a 12 per cent reduction in consumption compared to last year. Groundwater consumption was 82 per cent of our total allowable groundwater allocation for irrigation (5,298.9 megalitres) issued by DWER. The City's challenge is to maintain community satisfaction with green spaces while working within tight groundwater allocation limits. A new waterwise target for groundwater consumption is currently being determined for 2021 - 2026 for the City as part of our new Waterwise Council Action Plan.

Figure 38: City groundwater consumption



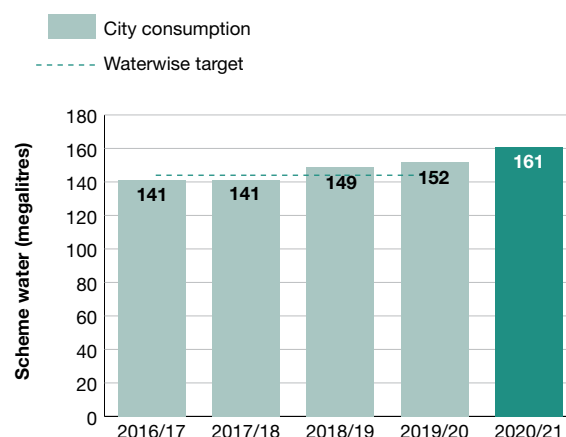
Source: City's central irrigation management system 2021

City scheme water consumption

Perth's scheme water, provided by the Water Corporation, is sourced from desalination (43 per cent), groundwater abstraction (39 per cent), surface water from dams (15 per cent) and groundwater replenishment (three per cent). In 2020/21, the City used 161 megalitres of scheme water. This was a six per cent increase on last year. The increase in City scheme water consumption came from an increased use of community facilities and several leaks in reserves, as well as fire suppression and asbestos control at the Recycling Centre Balcatta. Over five years, the City's scheme water consumption has increased 14 per cent. A new waterwise target for scheme water consumption is currently being determined for 2021 - 2026 for the City as part of our new Waterwise Council Action Plan. The City did not reuse or recycle any scheme water in 2020/21, but water reuse will be addressed in the new plan.

Due to the timing of the Annual Report, 22 per cent of the City's water consumption data has been estimated.

Figure 39: City scheme water consumption



Source: Azility 2021 and City water consumption 2021

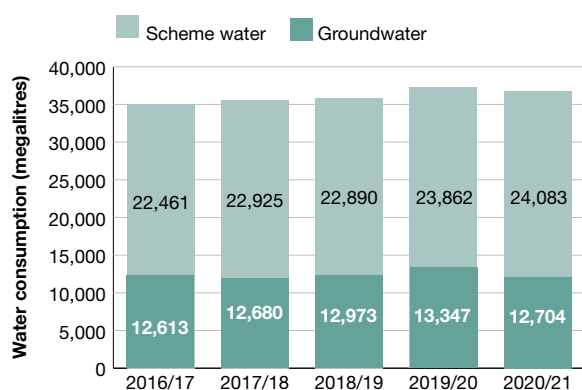


Community water consumption

In 2020/21, the City of Stirling's community consumed 36,787 megalitres of water. Approximately 65 per cent of this consumption was scheme water (24,083 megalitres). This was a one per cent increase on last year and there has been a seven per cent increase over five years, attributed to the City's growing population. The City's community consumption represents approximately 10 per cent of the scheme water supplied to the Perth metropolitan region (yearly since 2017). Of scheme water used by our community, 85 per cent was from residential use.

Approximately 35 per cent of total community water consumption was abstracted directly from groundwater bores from the superficial Gnangara Mound aquifer (12,704 megalitres). Community groundwater use occurred via residential garden bores (9,526 megalitres) and self-supply licenses (3,177 megalitres). Community groundwater consumption was slightly lower than last year due to several construction licenses coming to an end. Community groundwater consumption represented approximately 30 per cent of the total groundwater abstracted across the City's aquifers (by all users) in 2020/21.

Figure 40: Community water consumption



Source: Water Corporation 2021 and Department of Water and Environmental Regulation 2021

Waterwise design

Under tight water allocation limits, the City continued to use innovative techniques to maintain highly efficient irrigation of public open space this year. Several new irrigation systems were installed to increase water efficiency and the usual May and June irrigation flush cycles were avoided, which contributed to water savings. A turf renovation grant enabled the City to apply wetting agent to over 35 passive reserves to ensure rainfall is optimally utilised in those reserves where irrigation is unavailable. A new injection system was also installed in one reserve, enabling the application of a soluble wetting agent via the normal irrigation cycle. This has resulted in an improvement in turf coverage after just one summer.

Each year, the City undertakes a vast array of landscape upgrades in public open spaces to minimise water use. This year, 15 minor upgrades were completed on non-irrigated local reserves. Native trees were installed in each reserve, which will not require watering (after the first two years of establishment). Wetting agent and fertiliser were applied to non-irrigated areas of lawn, and areas of non-performing lawn were replaced with recycled mulch. Projects of this nature confirm the City's commitment to continuous upgrades to its parks and reserves, even where water availability is greatly limited.

Water quality

The City continued undertaking annual water quality monitoring of key conservation wetlands and sump-lands. The City tests for key health indicators including physical properties, nutrients, and elements. Pest fish species were again removed from City wetlands to prevent disruption to the silt bed, which disturbs water quality and contributes to algal blooms. Over 240 koi and carp were removed from Princeton Estate wetland. The City is also in the process of redesigning our groundwater sampling program, in collaboration with the Department of Water and Environmental Regulation, to enable detection of changes to groundwater quality within the City over time.



Energy and emissions

The energy powering the City's operations and services comes from both renewable sources (such as solar-powered electricity, geothermal heat and solar thermal heat) and non-renewable supplies (such as fossil-fuel-based electricity, gas and fuel). Non-renewable energy sources produce greenhouse gas emissions and the City voluntarily reports both its energy consumption and greenhouse gas emissions.

The City uses the National Greenhouse Account Factors: 2020, provided by the Department of Industry, Science, Energy and Resources, for all energy and emissions calculations.

Sustainable Energy Action Plan (Corporate) targets

	Performance 2020/21	KPI 2025	Target 2030
Renewable electricity provision	9%	50%	100%
Emissions	13,546 t	10,899 t	5,030 t

Energy and emissions trends

	Compared to last year	Trend over 5 years
Total energy demand	⬆️ +1%	⬆️ +12%
Renewable electricity provision	⬆️ +1%	⬆️ +7%
Renewable energy generation (geothermal heating + solar PV)	⬆️ -4%	⬆️ +9%
Total emissions	⬆️ +1%	⬆️ -5%

Note: Renewable electricity provision and renewable energy generation are comparing percentage composition between years.

Sustainable Energy Action Plan (Corporate) 2020 – 2030

In 2021, Council endorsed the Sustainable Energy Action Plan (Corporate) 2020 – 2030 to set targets and a clear direction to reduce carbon emissions and increase renewable energy use. In this plan, the City has a corporate target to source 100 per cent of total electricity demand from renewable energy by 2030 and to reduce corporate carbon emissions by 70 per cent by 2030. The plan also aims to responsibly contribute to global efforts to limit the impacts of climate change in line with the Paris Agreement and is consistent with our goal to reach net-zero emissions by 2050.

Fleet Emissions Reduction Action Plan

The City completed its Fleet Emissions Reduction Action Plan 2015 – 2020, which had a goal to reduce the City's operational greenhouse gas emissions from its fleet by 25 per cent by 2020 (based on a 2013/14 baseline). The City did not meet its 25 per cent fleet emissions reduction goal but has reduced fleet emissions by 15 per cent compared to 2013/14. This was primarily the result of procurement efforts to purchase the most efficient vehicles, including hybrids. The City continues to procure hybrid cars and now expects to have 89 per cent of passenger vehicles as hybrids.

For the City to further reduce emissions, it will need to invest in electric vehicles powered by renewable energy. The City has included fleet energy demand, fleet emissions and proposed fleet actions in its Sustainable Energy Action Plan, which will guide the transition to hybrid and electric vehicles and present a more holistic view of energy and emissions sources across the organisation.

Cities Power Partnership program

In June, the City joined the Climate Council's Cities Power Partnership program. Under this program, the City pledged to increase the level of renewable energy generation for Council operations, participate in a power purchase agreement for renewable energy, adopt best practice energy efficiency measures, support the uptake of hybrid and electric vehicles, and support the community to tackle climate change.



Renewable electricity power purchase agreement

The City has been working with the Western Australian Local Government Association to undertake a joint renewable power purchase agreement with other local governments and has signed on to participate in the procurement process.

Environmentally Sustainable Design (ESD) guidelines

The City revised its Environmentally Sustainable Design (ESD) guidelines to ensure City-owned buildings achieve the best environmental performance. The ESD guidelines contain the minimum requirements for new builds and refurbishments, which can impact on energy, water, waste, materials, and biodiversity. In line with our ESD guidelines, all new buildings and major refurbishments will install solar panels and use 15 per cent less energy compared to a reference building (BCA minimum requirement).

Energy demand

The composition of total energy demand is as follows: fuel (36 per cent), electricity (33 per cent), gas (22 per cent) and renewable energy (nine per cent). When energy demand in 2020/21 is compared to the previous year, total energy has increased by one per cent, electricity has increased by three per cent, gas has increased by 23 per cent and fuel has remained relatively stable, with only a small (less than one per cent) increase. Gas demand has increased due to aquatic centre geothermal system maintenance, which has required gas backup. Electricity demand also increased slightly because the City's operations and service levels were returned to pre-COVID-19 levels.

Despite the City's energy reduction efforts via energy efficiency improvements, renewable energy installations and hybrid fleet transition, when energy demand is viewed over five years, total energy has increased by 12 per cent, electricity has increased by five per cent, gas has increased by one per cent and operational fuel has remained stable. The overall increase in energy demand over five years is due to an increase in services provided by the City, including the new Stirling Leisure Centres – Scarborough Beach Pool.

Due to the timing of this report, energy demand data and relative greenhouse gas emissions have been partially estimated as follows: 33 per cent of gas, 43 per cent of electricity and 100 per cent of streetlight consumption (as streetlights are unmetered).

Figure 42: Energy demand in 2020/21

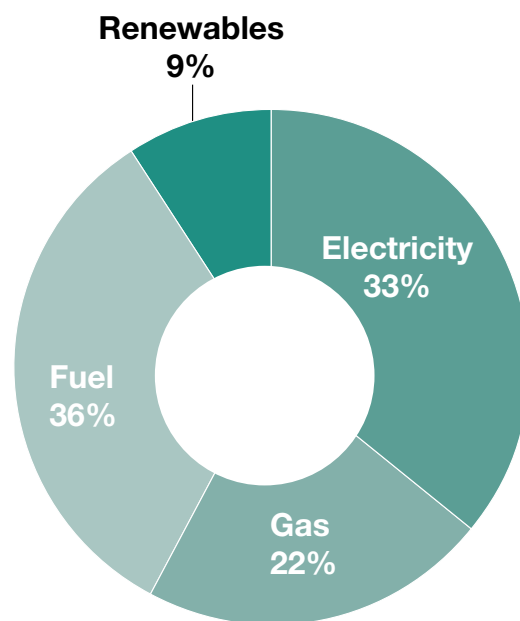
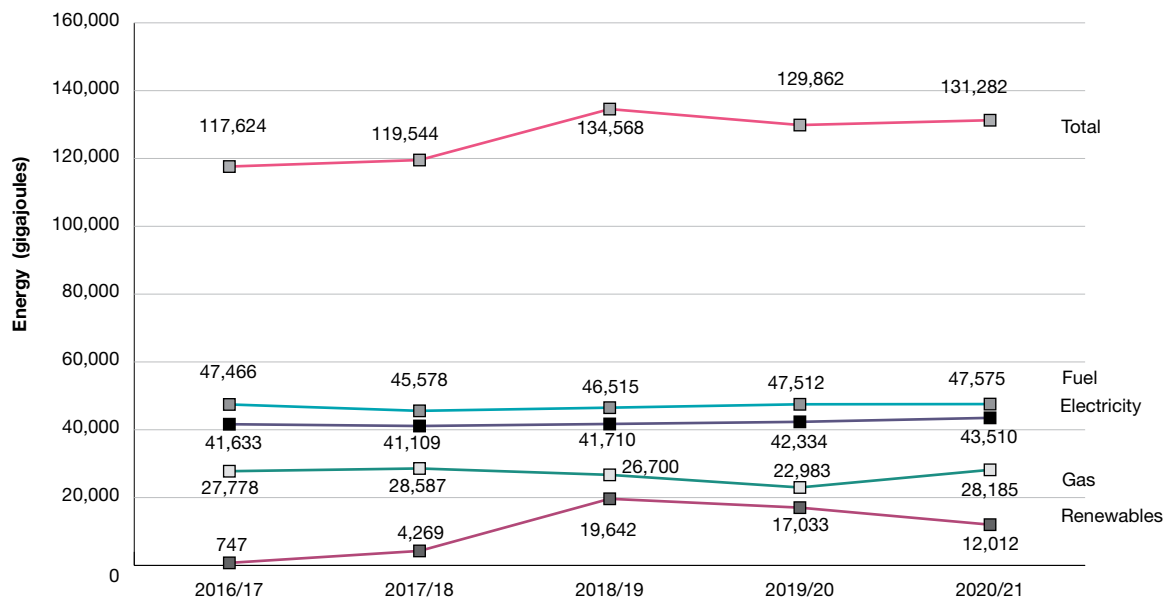


Figure 41: Energy demand trends

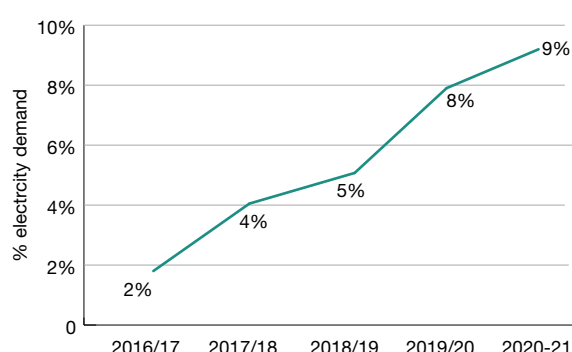


Source: Azility 2021

Solar energy

The City installed 60 kilowatts of solar photovoltaic systems at four Stirling Community Centres: Stirling Community Centres – Tuart Hill; Stirling Community Centres – Balga; Stirling Community Centres – Jim Satchell – Dianella; and Stirling Community Centres – Charles Riley – North Beach. These installations have increased the City's solar energy capacity to 800 kilowatts peak (KWp), which increased by nine per cent compared to the previous year. In total, the City now has 16 systems connected. As noted in the chart below, as of the 2020/21 financial year, the City's solar PV systems provided nine per cent of the City's total electricity demand (three per cent of total energy demand). Solar PV systems also saved the City approximately \$416,361 in energy costs and reduced its greenhouse gas emissions by 809.1 tCO₂-e.

Figure 43: Solar energy



Source: City's solar PV monitoring systems 2021

Geothermal heating

The City has installed and run the geothermal heating system at Stirling Leisure Centres – Scarborough Beach Pool since 2018. The geothermal heating system is pumping water from the aquifer using the aquifer's natural heat to maintain the pool's temperature. In 2020/21, the City reduced annual energy costs from geothermal by \$97,048 and reduced annual greenhouse gas emissions by 460 tCO₂-e. Due to issues with the geothermal system and maintenance, the energy-saving and greenhouse gas emissions reduction have decreased by 41 per cent compared to the previous year. Renewable geothermal heating now supplies six per cent of the City's total energy demand, down from 10 per cent last year.

Energy efficiency in buildings

The City continues to improve energy efficiency in buildings through LED lighting installations, upgrades to air conditioning controllers and improved control strategies. The City upgraded heating, ventilation and cooling (HVAC) systems at the Operations Centre and two Stirling Community Centres: Stirling Community Centres – Scarborough and Stirling Community Centres – Osborne. In addition to this, the City conducted tuning and optimisation tasks for these systems. The HVAC optimisation project is expected to cut the City's annual electricity costs by \$12,185 and to reduce the City's greenhouse gas emissions by 33 tCO₂-e.

A total of 1,247 new efficient LED lights were installed in the Stirling Council Chambers at the Administration Centre, more than halving the energy used by these lights. They are expected to provide ongoing energy savings to the City of around \$8,287 each year and reduce annual greenhouse gas emissions by 25 tCO₂-e.

Greenhouse gas emissions

The City reports on its greenhouse gas emissions from both its operations and within part of its value chain. The City reports all three scopes of emissions:

Scope 1: Direct emissions from City-owned and controlled stationary combustion (eg, fuels, heating sources) and mobile combustion (eg, cars, vans, trucks).

Scope 2: Indirect emissions that are released in the atmosphere from the consumption of purchased electricity.

Scope 3: All other indirect greenhouse gas emissions generated in the wider economy. These include indirect emissions from the City's upstream (purchased good and services) and downstream (sold goods and services) value chain.



Operational emissions

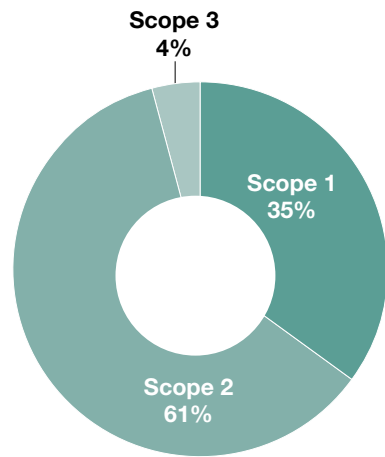
In 2020/21, the City calculated a total of 13,546 tCO₂-e in operational emissions. This represents a five per cent reduction over five years and a one per cent increase when compared to the previous year. The largest emissions source is electricity (scope 2 emissions 8,218 tCO₂-e) from buildings and reserves, which accounts for almost two-thirds (61 per cent) of the City's total operational emissions.

Scope 1 emissions from fleet vehicles and natural gas (scope 1 emissions 4,799 tCO₂-e), account for one-third of the City's total operational emissions. Scope 1 emissions have remained stable over five years but have increased by six per cent compared to the previous year. Fleet emissions in 2020/21 have remained relatively stable when compared to the previous year. The emissions from City-owned waste trucks have increased by three per cent but the emissions from passenger vehicles have decreased by six per cent with more hybrid cars. However, natural gas emissions in 2020/21 have increased by 23 per cent compared to previous year because of the geothermal maintenance.

Scope 2 emissions from electricity have shown a one per cent reduction over five years but have recently shown an upward trend, increasing by one per cent when compared to the previous year.

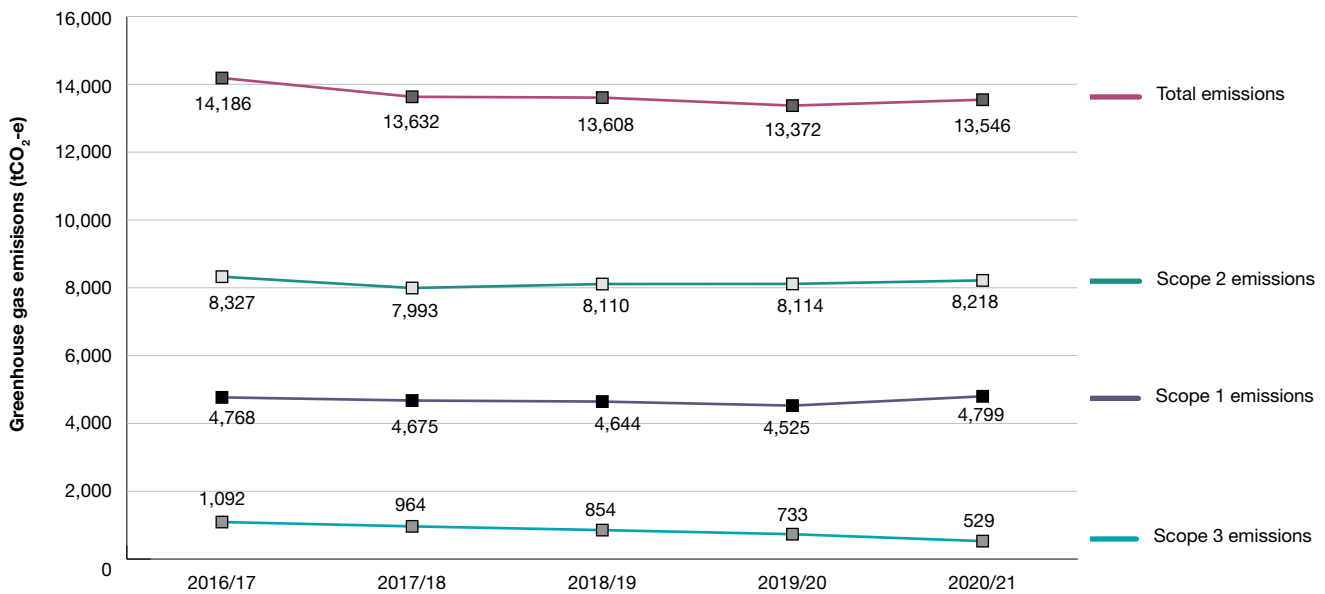
Scope 3 emissions (life cycle emissions: 529 tCO₂-e) are four per cent of the City's total operational emissions and they have reduced by 52 per cent over the last five years and 28 per cent when compared to the previous year. This is mainly the result of the gradual decarbonisation of the electricity grid (scope 3 emission factor of South-West Interconnected System [SWIS]: 0.04 kg CO₂- e/KWh [2019/20] ->0.02 kg CO₂- e/KWh [2020/21]) and other efficiency improvements for life cycle emissions.

Figure 45: City's emissions scope composition



Source: Azility 2021

Figure 44: Greenhouse gas emissions trends



Source: Azility 2021

Value chain energy demand and emissions

Indirect value chain energy demand and emissions occur when the City provides and/or pays for services that require energy, which are delivered by external organisations. While the City does not have direct control of this energy demand or its emissions, it can often influence these emissions through sustainable procurement requirements and via contract management.

Aside from monitoring operational energy demand, the City is aware of the importance of continuing to identify energy demand within its value chain and is now requiring larger contractors to report on their energy consumption as part of procurement processes. In 2020/21, the City improved its inventory of contractor fuel energy consumption and emissions within the City's value chain.

The City has calculated that fuel consumption of waste trucks contracted to collect and transport waste required 21,664 gigajoules of energy and produced 1,603 tCO₂-e in 2020/21. If the current contractors reported in our value chain are considered, this would be equivalent to 11 per cent of the City's total energy demand and seven per cent of the City's total emissions.

In relation to Western Power streetlights, Western Power owns around 20,000, or 98 per cent, of streetlights City-wide. The City has a contract to pay for the energy used in residential streetlights. The tariff Western Power charges the City is not based solely on energy consumed in either kilowatt hours or run time, but instead includes supply, maintenance, and replacement costs. While the City has limited ability to influence energy demand for streetlights, it is reporting the estimated energy demand of 42,631 gigajoules and estimated emissions of 8,290 tCO₂-e for 2020/21. If streetlights reported in our value chain are considered, this would be equivalent to 22 per cent of the City's total energy demand and 35 per cent of the City's total emissions. The City will continue to identify other emissions in the value chain and will report them when available.



Sustainable procurement and investment

The City aims to improve social, environmental and economic outcomes from its procurement activities, while it delivers efficient, responsive and sustainable services. Sustainable procurement processes are delivered via an internal management practice and a Procurement Policy, which provides guidance for employees to achieve better environmental, social and economic outcomes when purchasing goods and services on behalf of the City.

Quick sustainable procurement stats



Sustainability considerations
100% of tenders



Local suppliers
26% of all procurements



Office paper
51% less office paper used over 5 years 



Asphalt used in road projects
18% was from recycled asphalt pavement



Divestment in fossil fuels
46% in funds that do not invest in fossil fuels

Since 2018/19, the City has implemented a more rigorous process to assess sustainability risk for all upcoming tenders. These tenders are assessed and scored for relevant sustainability considerations to achieve the following outcomes:

- **Materials:** Increase the use of recycled or reused materials and reduce the use of raw materials.
- **Waste, chemicals and pollution:** Reduce the generation of waste and divert waste from landfill; reduce the use of potentially harmful chemicals and pollution across air, land and water.
- **Energy and carbon emissions:** Increase the use of renewable energy; avoid energy consumption; use energy-efficient equipment; reduce carbon emissions; and reduce embodied carbon emissions associated with transport, production and extraction of resources and materials.
- **Water:** Reduce water consumption, reuse and harvest, use water-efficient fixtures and equipment, and maintain or improve water quality.
- **Biodiversity:** Reduce impacts to natural and urban biodiversity, including plants, animals and trees.
- **Climate change:** Increase resilience to climate change.
- **Social:** Improve labour standards, human rights and conditions for workers. Encourage local employment/manufacturing/production.

Sustainable procurement education is included as content in the City's sustainability e-learning module, which all relevant employees complete during induction.

Local suppliers

The City appointed local suppliers for 26 per cent of its procurements in 2020/21 and as a result, provided \$27 million of investment in the local economy, supporting local businesses and employment.

In 2020, Council committed to preference local suppliers in its Procurement Policy to ensure a greater economic impact for the local community. Formal tenders now include a five per cent weighting to preference local businesses. Local suppliers are defined as businesses registered in the City; businesses that have premises in any of the City of Stirling's suburbs; or businesses that may not be registered in the City, but that have an economic impact on the City through using local sub-contractors or employing Stirling residents.

Sustainable materials

The City is committed to innovation and exploring emerging technologies to find ways we can continue reducing our environmental footprint. The City has been working to improve its tracking of consumption of materials for projects; increase its use of recycled or reused materials; and reduce its use of raw materials, single-use items and packaging.

This is mainly achieved through revised practices, undertaking sustainability trials, and improved procurement processes where all tenders must consider sustainability criteria for assessment. Key materials of interest for improvement in the City's operations are its consumption of asphalt, cement, aggregates, paper, plastic and timber. Details of procurement activities are noted below.

Single-use plastic

The City has continued to reduce its use of plastic packaging in its canteen by providing recyclable and biodegradable containers. The City has participated in Plastic Free July since 2019, promoting the importance of reducing single-use plastic for employees.

Office paper

In 2020/21, the City purchased 4,240 reams of office paper, a 51 per cent decrease in paper consumption over five years. All office paper purchased was from 100 per cent recycled and carbon-neutral sources.

Marketing materials

The City's Marketing & Communications team has increasingly transitioned to deliver marketing and communications digitally, rather than as printed or hard copy materials. Public notices, for example, are now mainly advertised online, rather than in newspapers. Using digital methods significantly reduces demand for printed and paper resources.

COVID-19 allowed the City to reassess its approach to *Stirling Scene*, its premier newsletter covering a diverse range of topics of interest to the City's community. Environmental, financial and social benefits have been realised from the shift to a monthly digital newsletter from six printed editions that were previously delivered to residents' homes. Previously, 100,000 copies were required to be printed for each hard copy issue. In 2020/21, only two marquee editions of *Stirling Scene* were printed and delivered to ensure that customers who prefer hard copies were kept engaged.

The changed approach to *Stirling Scene* has achieved financial savings of \$135,000 in 2020/21, which will continue to be realised by the City each year. Reduced paper requirements have saved about 3 million pages of A4 paper, achieving environmental benefits from reduced demand for paper and printing materials.

Recycled asphalt product in roads

As the biggest local government in WA by population, the City has extensive roads to manage, and it has both size and capability on its side to drive innovation in this area. For these reasons, the City has demonstrated itself to be a leader in recycled road construction.

Using reclaimed road materials has financial, environmental and social benefits. It creates less demand for raw materials, which reduces energy use and carbon emissions from manufacturing new products.

Road waste that would previously need to be disposed of in landfill at a cost is now milled and put back into recycled asphalt pavement, creating a closed waste loop. Since a 'cold mix' asphalt has been used by the City for recycled asphalt projects, there is also a social benefit to workers, who do not need to work with the much hotter standard asphalt product. This improves safety for road workers.

In 2020/21 the City used 18,500 tonnes of asphalt for road works, with 18 per cent being recycled asphalt pavement. The financial savings from the use of recycled asphalt pavement was \$143,000. Trials of various recycled asphalt programs continue to test potential new recycled contents and mixes. If they are successful, the City plans to expand the use of reclaimed materials in its roadworks.

Construction and demolition recycling

The City's infrastructure also includes vast areas of footpaths, hard surfaces and construction projects. To manage construction and demolition resources responsibly, the City engages a contractor to remove and recycle large quantities of these materials.

In 2020/21 the City had 3,600 tonnes of clean concrete removed from its projects and processed to make eco-concrete. There is a 98 per cent reuse rate for this process, with two per cent of the material containing builders film or plastics, which are not able to be reused. The City also trialled the use of 300 cubic metres, or 670 tonnes, of eco-concrete within its projects in 2020/21, closing the waste loop and driving a circular economy.

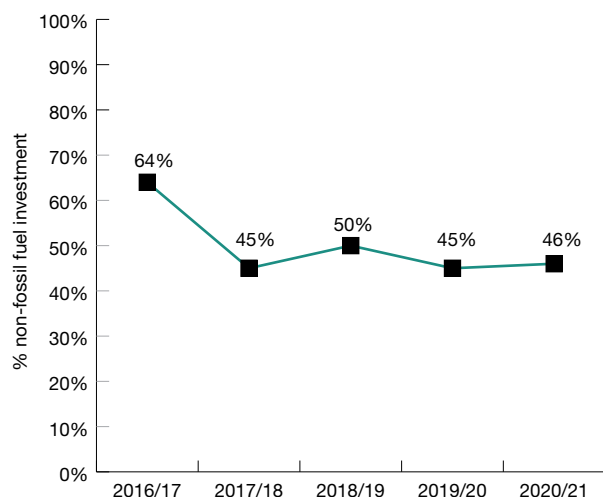
The City also arranges for its mixed rubble material to be collected and processed for recycling. In 2020/21, 4,300 tonnes of mixed rubble were collected with a 97 per cent reuse rate. Sand is also stockpiled and tested to be used for pad preparation and back-filling projects. The remaining material is used to manufacture recycled road base. This can be used for all sub-base works under asphalt for carparks and roads. The three per cent of mixed rubble materials unable to be reused usually consists of plastics.

Divesting from fossil fuels

In relation to sustainable investment, the City has 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. It should be noted that one of the City's major bank investments (Bank of Queensland) changed from being listed as a non-fossil fuel investor to a fossil fuel investor in the financial year of 2018.

This impacted negatively on the City's divestment performance. At the end of June 2021, the City had 46 per cent of its investments in banks that do not finance the fossil fuel industry (see figure below). The City will continue to investigate ways to improve its responsible investment portfolio.

Figure 46: Funds in organisations that do not invest in fossil fuels



Source: Market Forces Bank Comparison <https://www.marketforces.org.au/info/compare-bank-table/>

Coastal Hazard Risk Management and Adaptation Planning (CHRMAP)

In 2020/21 the City commenced its CHRMAP process for the whole of the City of Stirling coastline, which will allow for the management of the natural environment and built assets. The key aims of the process are to improve understanding of coastal features and hazards in the study area, gain an understanding of asset vulnerability, determine the consequences and likelihood of coastal hazards on the assets, and identify possible risk management measures and how they can be incorporated into short and longer-term decision making. Due to the need to establish a steering committee for this project, delays were incurred and the milestones initially planned for the year were not achieved. These have now been re-established for 2021/22 and the project will continue.

Looking forward

The City remains committed to reducing greenhouse gas emission and limiting the use of traditional sources of energy. In 2021/22, as part of implementing the Sustainable Energy Action Plan, an electrical vehicle feasibility study and home energy audits will be completed. The City will spend \$696,000 in 2021/22 in energy improvements to reduce City's dependence on traditional sources of electricity. This will be achieved by increasing the use of solar PV cells and solar batteries.

To increase water efficiency and conservation awareness among the City's residents, various initiatives will be undertaken to educate and support the community, including the Waterwise Verge Rebate and Plant Giveaway Day programs.

To mitigate the effects of climate change, a draft Coastal Hazard Risk Management and Adaptation Planning process will be developed.



Key result area: Sustainability

Outcome N2: Greener City

Objective N2.1: Create and maintain inviting green spaces and streetscapes

The City is very proud of its parks, reserves and other green spaces and strives to provide usable and pleasurable amenities in a sustainable manner. In recent times it has been increasingly important to have appropriate open spaces for recreation and exercise, and with increased usage, our parks and landscapes have needed to adapt and respond. The City maintains many parks and reserves, covering diverse settings such as conservation reserves in bushland, wetlands and coastal environments; sports fields; a public golf course; recreational parks and playgrounds. Other landscapes include streetscapes, a large urban forest and the surrounds of numerous civic properties.

During development of the Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to ‘create and maintain inviting green spaces and streetscapes’:

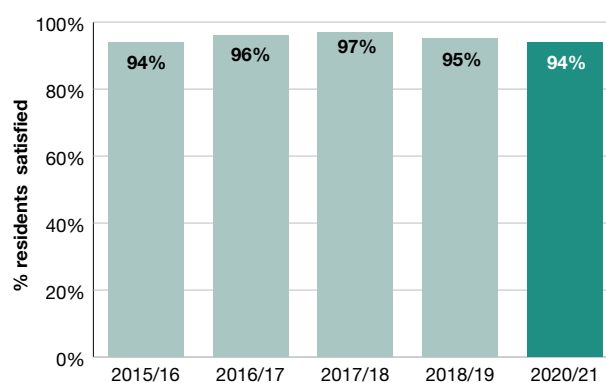
- Protect and enhance our wildlife and natural habitats to preserve the City’s biodiversity
- Preserve and grow the City’s urban tree canopy.

What has happened during 2020/21?

The City implements many innovative environmental programs. For example, our Urban Forest Plan, adopted in July 2019, aims to increase the City’s tree canopy cover to 18 per cent by 2040. To achieve this target, the rate of retention of existing mature trees will need to improve, as will efforts to replant trees on City land, State land and private property. Other green initiatives, including community support for urban biodiversity, conservation and restoration, community gardens, sustainability in schools, and improved conservation volunteer support, all aim to provide tangible improvements to the environment.

A key focus for the City is the management of local suburban parks as they are the most numerous type of public open space, totalling over 400 reserves across the City. Typically located away from busy arterial roads, local parks often have more potential than is currently realised. To encourage walkable and connected communities, more thought is needed to unlock the attributes of local parks to give back to nearby residents. The City's community values our parks and reserves highly and it is pleasing to note that for 2020/21, the residents’ survey has returned a result of 94 per cent satisfaction. The City is confident that it is meeting the needs of its diverse community in regards to its parks and reserves.

Figure 47: Satisfaction with the City’s parks and reserves



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



Supporting the community – Greener City

Native Plant Giveaway Day and Waterwise Verge Rebates

Over 1,700 residents registered for the ever-popular Plant Giveaway Day, which offered 16,000 waterwise plants to residents with co-funding from the Water Corporation. This is more than double the resident participation compared to the previous year. Over 12,000 plants were collected on the day, with those not picked up being provided to local schools.

In partnership with the Water Corporation, the City also encouraged a reduction in community water use by supporting residents to transform an area of land on their private property into native waterwise gardens. As part of the program, 41 verges were transformed, with a total of 3,593 square metres converted. More than 1,600 waterwise native plants were provided, resulting in a significant increase in species richness and a decrease in hard surface area in our streetscapes.

Environmental education

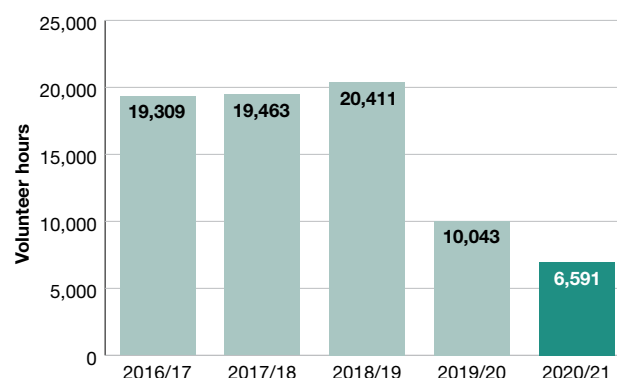
The City has filled a new role with an environmental education officer (0.5 FTE) joining the Natural Areas team. This role is focussing on increasing community awareness and understanding of environmental issues and conservation management, as well as facilitating community engagement activities within the City's bushlands and coastlines. The City values sustainability as a community priority and recognises the importance of community education through this new role. The environmental education officer will also be operating out of the Henderson Environmental Centre, developing community education programs for visitors, schools and residents.

Conservation volunteers

The City provides opportunities for community members to participate in activities to protect wildlife and natural habitats across the City. The City's bushcare and coastcare groups include Friends of Star Swamp, Friends of Trigg Bushland, Friends of Lake Gwelup, Friends of Dianella Bushlands, Friends of Inglewood Triangle, Stirling Natural Environment Coastcare, Friends of Princess Wallington Bushland, and Friends of Williton Kestrel. In 2020/21, the local community contributed 6,951 volunteer hours to these eight bushcare and coastcare groups. This number continues to be lower than in previous years due to COVID-19 restrictions, which constrained volunteers from being able to work in groups.

The City provides opportunities for Bushcare and Coastcare groups to apply to the Conservation Volunteers Group Funding Support Program, which allocates funding for administrative support, insurance and special projects. In 2020/21, the City provided total funding of \$20,700 for five projects, including dieback treatment at Inglewood Triangle, removal of invasive weeds at various sites, pre- and post-plant site preparations as well as community education and awareness signage and workshops.

Figure 48: Volunteer hours in conservation



Source – Conservation volunteer group's registers 2021

Community information sessions

As part of our commitment to educating the community about the value of our urban forest and impacts of declining tree canopy, three free community information sessions were delivered, including choosing the right tree for your space, creating a wildlife-attracting and biodiverse garden, and planting in Perth's sandy soil. Four kids' nature-based art workshops were also delivered, with a focus on building conversations around the importance of nature in our urban environments. Overall, 163 residents attended the free education sessions provided.

Gnalla Pop-up Plaza

As part of the City's Gnalla Pop-up Plaza in Nollamara, coloured woven artworks and educational signage activated the trees to educate the local community about the importance of our urban forest. The City also delivered a free community Earth Day event with more than 80 attendees.

Tree Trail

The City delivered the third [Tree Trail](#) activation in October 2020 at Dianella Regional Open Space. Tree Trail aims to shine a light on the often-invisible benefits our trees provide and the importance of daily connections to nature in our urban environment. This event introduces a touch of magic and engages the whole community in a fun, experiential activity telling stories about the trees and animals that live in the reserve. With more artwork and activities to experience than ever before, the self-guided trail attracted more than 3,500 participants over two weeks during the spring school holidays. Activities included Indigenous cultural activities, nature-based craft and a tree listening experience. Sustainable artworks were also produced by local schools and artists. With a focus on better access and inclusion, the trail also included sensory tours for residents of all abilities. In addition, a team of the City's dedicated volunteers made a valuable contribution, helping keep the trail safe for participants.

Free Trees Program

Now in its fifth year, the Free Tree Program aims to increase canopy cover, shade and cooling on residents' private property. The species selection has been tailored to include small trees to suit as many properties as possible. The City is on track to provide over 2,600 free trees to residents in 2021.

Community Tree Planting

The [Community Tree Planting Program](#) involved 332 volunteers in residential street tree-planting events. In addition, 128 school student and scouts assisted in planting trees on school verges and in reserves. This resulted in a total of 332 volunteers contributing 1,086 hours, planting 945 street trees across the City.

Support for developers to retain trees

For the past two years, the City has offered free tree protection and retention advice from a qualified arborist for developers who have a significant tree on their land. Developers can request this service via the City's website and are advised of the offer by City officers during the processing of development applications. However, despite the offers of support from the City, in 2020/21 only a single arborist consultation was requested by a developer.

In 2020/21 the City initiated a Tree-Friendly Development mentoring program to provide mentoring for developers, assisting them to consider trees at an early stage and design developments around trees. At the first information session held, residents wanting to retain trees on private land during development were inspired by a range of case studies and were provided with free advice from architects, builders and town planners. The initial information sessions will be followed up by personalised support and assistance as each development is progressed. The aim is for these developments to be used as case studies.

Living Green Schools

The City's Living Green Schools program provided funding, planning support and teacher relief for schools in their efforts to green their grounds. This included restoring their food gardens, establishing new bush tucker gardens and building capacity regarding their development and maintenance. North Morley Primary School and Coolbinia Primary School have continued to restore their bushland, with the students of the latter publishing the book *Kaadadjiny Boodja: Understanding our bushland*. Four schools have restored their food gardens and two are actively progressing in establishing their bush tucker gardens.

In the second half of the year, Living Green Schools has taken the form of a grant, with eight schools securing up to \$4,000 to deliver sustainability projects. Five of these will lead to further greening of school grounds and better understanding of the bushlands, wildlife and native plants. In addition, 1,100 native plants were provided by the City to schools for the educational activities that led to greening the schools.

In partnership with our Bushcare groups, the City was also able to support school planting initiatives and activities. For example, Friends of Inglewood Triangle hosted pre-kindergarten students from Perth College to plant 200 native seedlings as a part of a collaborative revegetation project.

Community gardens

Interest and participation in community gardens across the City continues to be at an all-time high. There are five active community gardens: Hamersley Habitat, Joondanna Community Food Garden, Westminster Community Food Garden, Inglewood Mount Lawley Community Garden and Brighton Road Community Bush Garden, the latter on Water Corporation-owned land.

These gardens collectively have over 150 active members and during the year they have held over 50 busy bees and countless gardening days, attracting over 260 participants. Some highlights of the year include the completion of the infrastructure and planting of the Brighton Road Community Garden, the open day at Inglewood Mount Lawley Community Garden and Hamersley Habitat's Mother's Day stall.

Furthermore, this year another two community food gardens have been endorsed by Council: Coastal Community Garden in North Beach and Campion Community Garden in Balcatta.

Natural habitat

The City is responsible for managing 71 bushland reserves and 40 wetland sites. The total area of bushland and wetland conservation reserve within the City is approximately 738 hectares, of which 381 hectares of bushland are vested and managed by the City, 342 hectares are under state authorities and 15 hectares are under media ownership. The bushland reserves range in size from 0.2 to 100 hectares, of which nine are regionally significant (seven vested in and managed by the City and two under state authority management). Notable examples of significant bushland areas are Star Swamp Bushland Reserve, Trigg Bushland Reserve and Herdsman Lake.

The City is also responsible for managing 7 kilometres of coastline. The total area of coastal conservation dunes within the City is approximately 70 hectares. The City's coastline includes some of Perth's best beaches, including Scarborough and Trigg, and the bay beach areas north of Trigg Island such as Mettams Pool, North Beach and Watermans Bay.



Wildlife recovery

Our wildlife recovery projects focus on locally and regionally threatened and endangered wildlife such as black cockatoos and quendas. Recovery efforts have seen a significant increase in ground-dwelling birds such as the brown quail, painted button quail and crested pigeon. Surveys undertaken at Star Swamp documented three previously unrecorded micro-bat species. Continuing issues for wildlife survival and protection of their habitat include bushland damage and pressure from BMX tracks, people feeding them, cubbies, dogs off-lead, residential rat baits and predators like foxes and cats.

Weed control

Based on the City's Biodiversity Strategy, we have implemented a more strategic approach to control weeds in bushlands, wetlands, and coastal reserves. Highly invasive weeds that suppress native plant growth and seed germination were targeted, including veldt grass, pelargonium, lupin and gazania. Hot water injection trials commenced to eradicate the highly aggressive weeds black flag and dune onion weed. Last year, 97,760 kilograms of weeds were removed via hand weeding and mechanical slashing. COVID-19 restrictions have continued to constrain volunteer groups from working in groups. The City notes that in previous annual reports, weed weight was incorrectly reported as tonnes and this has now been corrected.

Orchid recovery

The City has lost approximately 70 per cent of its native orchids over the past 30 years. The City's Natural Areas unit has been working on an orchid recovery program since 2017. The City works in partnership with WA Native Orchid Study and Conservation and Curtin University to restore orchids that are locally extinct or near extinction inclusive of *Thelymitra benthamiana* (leopard orchid) and *Thelymitra crinita* (blue lady orchid). Last year saw the successful germination of these orchids in two reserves. Protective fencing has been installed in select reserves that have experienced significant orchid vandalism.

Bushland restoration

The City's Natural Areas projects have facilitated the restoration of bushlands and wetlands. This has resulted in the natural emergence of native plants such as *Dichopogon callipes* (chocolate lily) and *Geranium solanderi* (native geranium) that had previously been extinct in several bushland reserves. Projects also focus on the critical restoration of threatened ecological communities sites such as tuart forest, banksia woodland, and *Callitris preissii*. Restoration strategies include the eradication of highly invasive grasses and other weeds, revegetation, flora surveys, monitoring, protective fencing, community education, and proactively liaising with local friends' groups and the community.

Coastal restoration

The City has facilitated the restoration of a number of key coastal locations. Locations within the sandy beaches include Peasholm Dog Beach, Brighton Beach, Scarborough Beach, South Trigg Beach and Trigg Beach reserves. Restoration activities within the rocky limestone northern bay beaches include Bennion Beach, Mettams Pool, Hamersley Pool and Watermans Bay. The works included the removal of invasive weeds and the planting of local native dune species, which provide greater visual amenity, habitat and coastal erosion control.

Feral pest control

Our proactive annual pest control program targets foxes, cats, rabbits, koi, carp fish and feral birds. Last year saw a reduction in all feral pests across the City, with the exception of corellas. Most notably, 246 koi and carp were removed from two key wetlands. The City continues to work collaboratively with the Water Corporation, local golf courses and other councils to control feral pests. Continued challenges include the deliberate dumping of unwanted pets that can become feral and a lack of consistency in policies and control by other land holders.

City nursery

The main purpose of the City's plant nursery is to propagate and grow landscape plants and tree stock for use in the landscaping of parks, medians, roundabouts, street verges, reserves and bush land revegetation within the City of Stirling. Additionally, in recent years the nursery has grown stock for the City's Free Tree Program and Native Plant Giveaway Days.

Over the last year, the nursery produced over 35,000 trees and plants for City projects and programs, distributing free trees and plants to residents and local schools. For example, 1,400 trees were grown and distributed free to residents for planting on private land, and 8,550 native waterwise plants were grown and distributed for planting on verges across the City. Local schools also received these trees and plants as part of the Living Green Schools Program. Growing in-house enables the production of high-quality stock at low cost and the cultivation of unusual species that are not often commercially available. This increases the diversity of plants and trees provided to the community, which builds resilience for a greener City.



Urban forest

The City's urban forest is made up of all the trees with canopy three metres and above, growing on private land, State Government land, and City land. One-third of our urban forest is on residential land and half is on street verges or in parks and reserves. Urban trees provide a number of benefits such as shade and cooling, the removal of air pollutants, food and habitat for wildlife, and amenity for our streets and suburbs. Despite this, our urban forest is declining, mainly due to canopy loss from residential land as a result of private housing developments and a desire for low-maintenance lifestyles. In response to this decline, the City adopted its Urban Forest Plan in July 2019, with the aim to increase tree canopy cover across the City to 18 per cent by 2040.

Urban forest targets

	Performance 2020/21	KPI 2025	Target 2040
City-wide tree canopy cover	12.2%	13.7%	18%

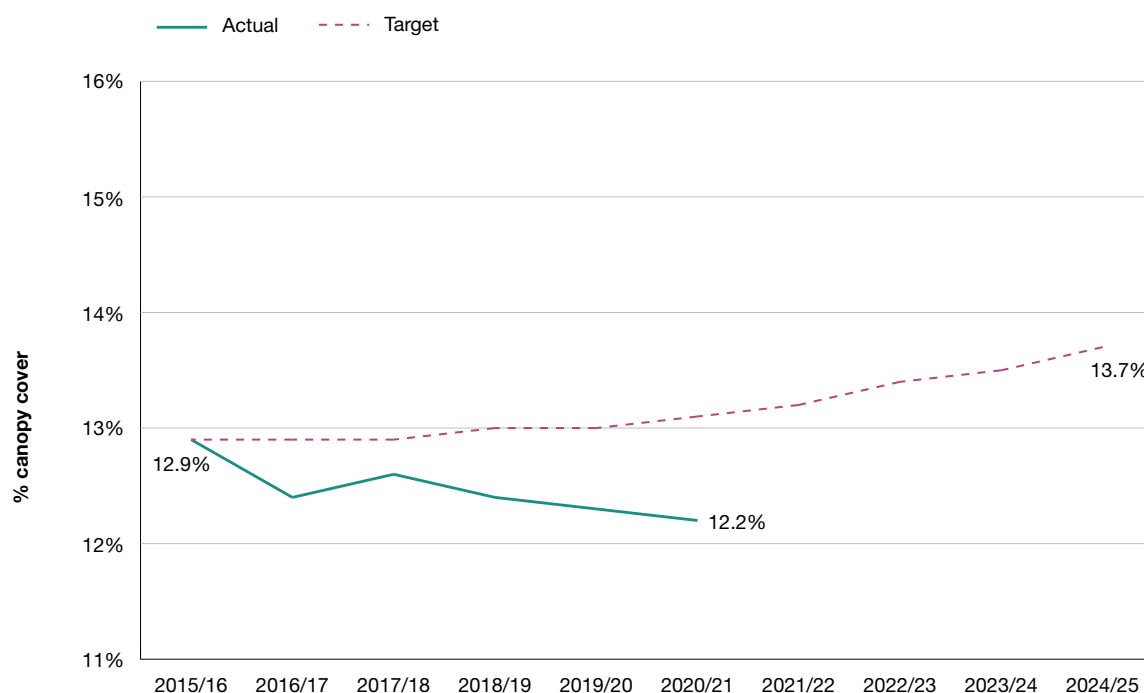
Urban forest trends

	Compared to last year	Trend over 5 years
Significant canopy loss	↓ -20%	↑ +4%
City street tree planting	↓ -6%	↓ -26%
Free trees provided to community	No change	↑ +693%

City-wide canopy cover

To be on track to reach 18 per cent canopy cover by 2040, the City has calculated that canopy cover City-wide would need to be 13.7 per cent by 2025, and 15 per cent by 2030. However, City-wide canopy cover continues to decline and has dropped to 12.2 per cent on average in 2021, moving the City further from being able to achieve its interim or long-term targets.

Figure 49: City-wide canopy cover trends

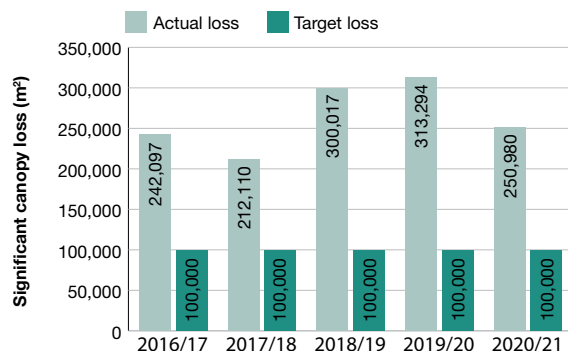


Source – Specterra flyover 2021

Significant tree canopy cover loss

The City's projections have shown that if the City is to achieve its canopy target of 18 per cent by 2040, it would need to reduce significant canopy loss to only 10 hectares (100,000 square metres) significant canopy each year. However, last year the actual amount of significant canopy loss was once again over this threshold at 25.1 hectares (250,980 square metres).

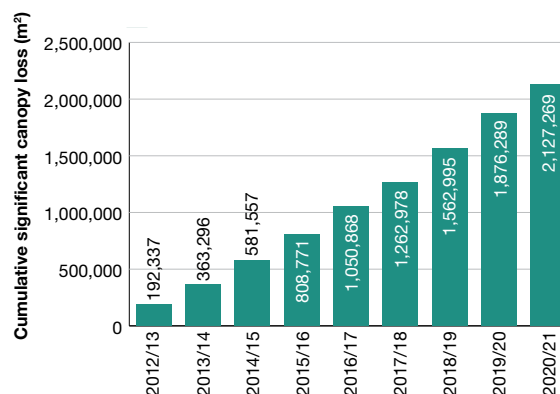
Figure 50: Actual annual canopy loss vs projected loss



Source: Specterra flyover 2021

The total cumulative significant canopy loss since 2012, when the City started monitoring canopy cover, has now exceeded 2.1 million square meters.

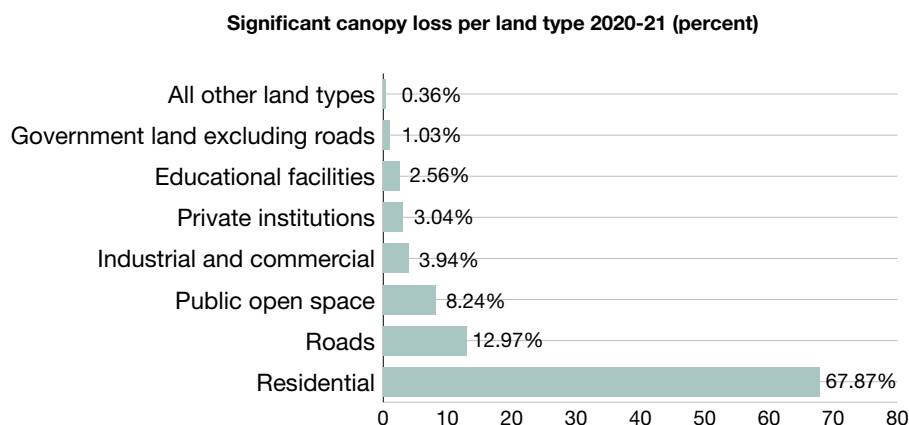
Figure 52: Cumulative significant canopy cover loss



Source – Specterra flyover 2021

Two-thirds of total canopy cover loss occurs from residential land, which is not unexpected given that developers are permitted to choose whether to retain private trees or to remove them and plant new trees. An analysis of selected development applications submitted over nearly two years showed that existing trees were retained at less than five per cent of development sites, with 95 per cent of sites being totally cleared of all existing vegetation.

Figure 51: Significant loss per land type

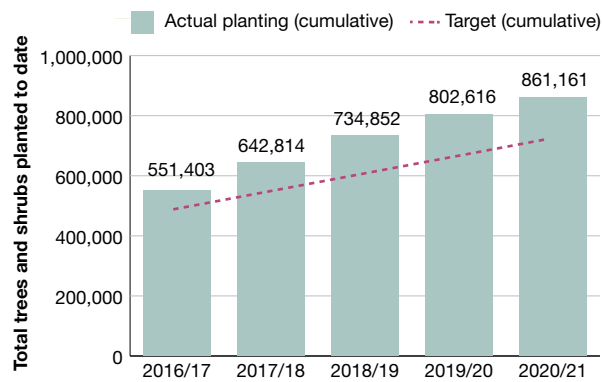


Canopy loss monitoring for residential land shows that many suburbs have lost five per cent or more of their canopy in 2021 compared to 2020. Innaloo lost sixteen per cent of its residential canopy last year, which is concerning as it has one of the lowest canopy cover levels in the City. Other suburbs with high levels of annual residential canopy loss were Balcatta (five per cent lost), Balga (six per cent lost), Dianella (five per cent lost), Doubleview (six per cent lost), Hamersley (five per cent lost), Nollamara (six per cent lost), Osborne Park (nine per cent lost), Scarborough (five per cent lost), Tuart Hill (five per cent lost), Westminster (five per cent lost) and Woodlands (six per cent lost).

Million Trees Initiative

The City aims to plant 1 million trees and shrubs over a 17-year period to 2025. Since the inception of the initiative 13 years ago, the City has planted 861,161 trees and shrubs to date. In the 2020/21 planting season, the City planted 7,161 trees and 51,384 shrubs, meaning that the City is on track to meet its target. With a focus on planting trees, there have been 49,759 trees planted over the past five years, of which 24,579 have been street trees.

Figure 53: Million Trees Initiative



Source – City tree planting records 2021

Looking forward

As in previous years, preserving and growing the City’s urban tree canopy continues to be a strong focus in 2021/22. The City will invest more than \$1.4 million towards tree planting and maintenance within the City’s parks, reserves, natural areas and streetscapes. An important initiative to support tree planting and retention is the Urban Forest Plan project, which will deliver community education and awareness activities and provide tree-friendly rebates in the next financial year. In addition, the Living Green School Funds project will provide funding to primary and secondary schools to further sustainability objectives.





Case study



Leading the Containers for Change revolution in WA

When Containers for Change was launched in Western Australia in October 2020, the City of Stirling opened a drive-thru and express bag drop Container Refund Centre in the central suburb of Balcatta. Opened in partnership with WA Return Recycle Renew Ltd (WARRRL) and located directly opposite the Recycling Centre Balcatta, the Container Refund Centre gained popularity with community members almost overnight. A variety of eligible containers are accepted and the centre offers a 10-cent refund for each aluminium, glass, plastic, steel and liquid paperboard drink container between 150 millilitres and 3 litres purchased in WA.

In February 2021, this City-run refund point became the first site in Western Australia to process more than 5 million eligible containers. By 30 June 2021, the City's Container Refund Centre had received and sorted close to 12.5 million eligible containers.

A busy bulk collection service is part of the City's offering, providing over 300 community groups, sporting clubs, charities, not-for-profits and businesses with lockable 240-litre, 660-litre or 1,100-litre bins that are collected by the Waste Services team on demand. This encourages these organisations to engage in sustainable activities while providing an opportunity for them to fundraise for their own programs and projects.

The introduction of this facility has provided the City with an additional opportunity to support employment of people with disability – a key objective for the City. An employment partnership was forged with disability employment service providers VisAbility and Ability Centre, with a third of the employees at the Container Refund Centre sourced via these organisations. This new initiative provides safe, meaningful workplace opportunities for all members of our community.

The City is supportive of the primary goals of the Container Deposit Scheme, which includes increasing the recovery and recycling of beverage containers and reducing litter and landfill. Once returned, eligible containers are sorted, processed and purchased by approved recyclers. These organisations turn the containers into new items including clothing, new containers and aeroplane wings. Recyclers are evaluated and approved by WARRRL and sign an agreement stipulating that all materials are recycled or reused in accordance with legislation. This ensures containers are being recycled and remanufactured, keeping them out of landfill, waterways and parklands.



Key result area: Governance and leadership

The City of Stirling understands that earning and maintaining community trust is essential for the good governance of our community. The City has adopted an approach to ensure that it acts with integrity, honesty and transparency and in doing so, makes reasoned decisions without bias, following fair and objective processes.

In exercising this general power, a local government can make local laws and provide services and facilities.

The City of Stirling has many complex responsibilities and is required to comply with a myriad of legislative and regulatory provisions. To help support good governance, the City has a Governance Framework that provides a foundation for the way in which the council leads the City, affirms good governance principles for Council and the City, and influences interactions with community members and other stakeholders.

Based on feedback from its community and the City's ongoing commitment to its core values, the Leadership Team has undertaken additional initiatives to provide good governance and build partnerships with government and

non-government agencies to benefit the community. We will work to strengthen our customer service and ensure that the City continues to be a sustainable organisation by optimising the use of City's resources and building organisational capacity and capability.

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

Outcome G1: Good governance

Outcome G2: Partner of choice

Outcome G3: Customer-focussed organisation

Outcome G4: Capable and efficient organisation

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

Service performance

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

Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	Human resources	Quality
Compliance, Risk & Information Management	\$0	✓	✓	✓	✓
Council Governance	\$149,475	✓	✓	✓	✓
Customer Service	\$412,161	✓	✓	✓	✱
Executive Services	\$0	✓	✓	✓	✓
Financial Accounting	\$0	✓	✓	✓	✱
Financial Planning	\$0	✓	✓	✓	✓
Fleet Services	\$194,913	✓	✓	✱	✓
Human Resources Culture & Innovation	\$0	○	✱	✓	✓
Human Resources Operations	\$0	✓	✓	✓	✓
Human Resources Services	\$0	✓	✓	✓	✓
Marketing & Communications	\$0	✱	✓	✓	✓
Occupational Safety & Health	\$85,683	✓	✓	✓	✓
Project Management Office & Business Systems	\$0	✓	✓	✓	✓
Purchasing, Procurement & Contracts	\$0	✓	✓	✱	✓
Rates & Receivables	(\$143,210,188)	✓	✓	✱	✓
Strategic & Business Planning	\$0	✓	✓	✓	✓
Technology Services	\$885,611	✓	✱	✓	✓

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

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



Strategic project performance

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

Corporate Information Services Technology Projects and Upgrades		2020/21 Expenditure \$315,554	Behind schedule
Implementation of infrastructure and system upgrades to improve the City's capacity and capabilities			
Progress in 2020/21	Some projects were rescheduled through formal governance processes to 2021/22 financial year		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Culture Development Plan		2020/21 Expenditure \$22,488	Discontinued
Implementation of initiatives to improve the City's workplace culture			
Progress in 2020/21	Milestones not met due to impacts of COVID-19		
Plans for 2021/22	Project discontinued		
Customer Relationship Management System (RMS) Implementation		2020/21 Expenditure \$3,879,814	On track
To implement a customer relationship management system to improve customer service within the City of Stirling			
Progress in 2020/21	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2021/22	Continue with planned deliverables as outlined in the Corporate Business Plan 2021 - 2025		
Workforce Plan		2020/21 Expenditure \$17,817	Behind schedule
Deliver the initiatives outlined in the City's Workforce Plan 2018 – 2022			
Progress in 2020/21	A number of planned milestones were put on hold until further notice		
Plans for 2021/22	Components of the project were discontinued and will be reviewed in 2021/22		



Key result area: Governance and leadership

Outcome G1: Good governance

Objective G1.1: Provide accountable and ethical governance

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

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

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

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to its objective to 'provide accountable and ethical governance':

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

What has happened during 2020/21?

The City's general approach to corporate governance has been provided on pages 67 – 69. To support this, the City has undertaken a number of activities. A summary of key actions is listed below:

- The City conducted 19 ordinary council meetings and 18 committee meetings, attended by 965 members of the public.
- All Council/committee minutes and agendas were uploaded before their deadlines. The City also maintained 100 per cent compliance to statutory requirements regarding minutes being signed.
- The City ensured 100 per cent of committee and Council agendas were available to the public 72 hours prior to the meeting.
- The City ensured 100 per cent of committee and Council minutes were available on the City's website within five working days.
- The snap COVID-19 lockdowns required a number of meetings to be rescheduled, which had considerable impacts on the community and Elected Members, as well as legislative implications.
- Due to the snap lockdown in February 2021, the Electors' Special Meeting to discuss the proposed Karrynup West Residential Towers Development was cancelled. The City rescheduled the meeting to later in February 2021 and it was well attended.
- The City successfully ran all Council and committee meetings alongside the COVID-19 restrictions that were set in place by the State Government.
- All Council meetings continue to be live streamed, with viewership continuing to increase.
- Initial preparations for the 2021 City of Stirling local government election have commenced.

- The City has commenced a review of its Meeting Procedures Local Law 2009, resulting in the proposal for a new local law. The proposed local law will be presented to Council for final adoption prior to the 2021 local government election.

Compliance audit return

The annual compliance audit return is an annual audit of statutory compliance conducted in the form determined by the Department of Local Government, Sport and Cultural Industries in accordance with regulation 14 of the Local Government (Audit) Regulations 1996. The completed return must be reviewed by the Audit Committee and results submitted and adopted by Council prior to submission to the department by 31 March each year.

On 16 March 2021, Council adopted the Department of Local Government, Sport and Cultural Industries compliance audit return for the period 1 January 2020 to 31 December 2020. There were two areas of non-compliance identified in the 'finance' category relating to the meeting of annual audit timelines (section 7.9[1] and audit regulation 10[1]). These are a result of delays that are outside the control of the City due to changes in regulations arising from the Office of the Auditor General not completing the annual audit.

Table 11: Annual compliance return issues

Annual compliance returns					
	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21
Number of issues in compliance audit return	0	0	1	1	2*

*The two areas of non-compliance were due to changes in regulations arising from the Office of the Auditor General not completing the annual audit. The resultant delay was out of the City's control.

Council, committee and records management statutory compliance

From 1 July 2020 – 30 June 2021, the City has achieved 100 per cent compliance with all statutory requirements relating to Council and committee meetings and the State Records Commission Standard 2.

Compliance with laws and regulations

The table 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 2020/21.

Table 12: Compliance with laws and regulations

Compliance with laws and regulations					
	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21
Number of significant fines and monetary sanctions for non-compliance with environmental laws and regulations	0	0	0	0	0
Number of significant fines and monetary sanctions for non-compliance with other laws and regulations	0	0	0	0	0

Compliance self-assessment

For some time, in addition to the annual compliance audit return, the City has conducted a non-compulsory compliance self-assessment every six months against a limited range of legislation. The compliance self-assessment focussed on legislative compliance within the *Local Government Act 1995* and associated regulations, and included compliance questions considered medium/low risk that no longer formed part of the Department of Local Government, Sport and Cultural Industries' annual compliance audit return.

In 2020, the City reviewed its approach to the internal compliance self-assessment and recommended that a targeted and risk-based approach to compliance self-assessment would add more value to the City. This approach would involve:

- Implementing a five-year Compliance Assessment Plan covering the whole of the City's business units, prioritised based on their level of compliance risk and improving approaches to compliance
- Engaging business units in an in-depth compliance assessment of their most significant compliance risks
- Continuing to report outcomes through the Audit Committee as per the current approach
- Discontinuing the current compliance self-assessment.

The findings and recommendations of the compliance self-assessments would be monitored for completion in a similar manner to audit findings, with regular reporting through the Audit Committee. The five-year compliance self-assessment plan based on three business units per year would ensure rolling coverage across the organisation.

In November 2020, Council resolved to approve this approach to the City's compliance self-assessment and the City's five-year Compliance Assessment Plan covering the City's business units prioritised based on their level of compliance risk (Council Resolution 1120/009).

The Compliance Self-Assessment Plan 2020 – 2025 commenced with the Governance and Development Services business units. This was undertaken using a risk-based approach focussed on the key compliance obligations within each business unit. The completed assessments will be reported to the August 2021 Audit Committee and Council meetings.



Information management and Freedom of Information (FOI)

The State Records Commission (SRC) Standard 1 – Government Recordkeeping requires that government organisations must ensure that records are created, managed and maintained over time and disposed of in accordance with principles and standards issued by the commission.

The *Freedom of Information Act 1992* gives the public the right to apply for access to documents held by the City of Stirling (subject to some limitations). It also enables the public to ensure that personal information in documents is accurate, complete and up to date. A summary of activities across 2020/21 follows:

- Over 60,000 documents were registered through automated processes during the year
- The City's customer relationship management system is now integrated with the City's recordkeeping system
- Information management projects were implemented to reduce reliance on internal networks for document storage
- The City's Recordkeeping Plan 2021 - 2026 was approved by the State Records Office
- The City achieved 100 per cent adherence to the State Records Commission Standard 2
- The City responded to 61 Freedom of Information requests
- The City registered 31 primary and 195 annual returns to support accountability.

For more information on freedom of information go www.stirling.wa.gov.au/foi

Citizenship ceremonies

One of the most enjoyable functions undertaken by the City is its citizenship ceremonies. Becoming an Australian citizen means making an ongoing commitment to Australia and our shared values. It is also the beginning of an individual's formal membership of the Australian community. The City takes great pleasure in hosting such ceremonies. A summary of key facts for 2020/21 follows:

- The City naturalised 2,197 new Australians over a total of 26 citizenship ceremonies
- During 2020, the City held six ceremonies with less than 50 recipients due to COVID-19 restrictions
- The ceremony held on Thursday 17 September 2020 was held at Stirling Community Centres – Bob Daniels - Inglewood, to celebrate Citizenship Day and to encourage attendees to support local hospitality venues
- On Australia Day 2021, the City naturalised 218 recipients and had the privilege of Premier Mark McGowan in attendance at the ceremony at Des Penman Reserve, Nollamara
- The citizenship ceremony held on 10 February 2021 was held outside due to COVID-19 restrictions
- In early June 2021, the City began back-to-back ceremonies to alleviate a backlog of recipients at the request of Department of Home Affairs.

Looking forward

The City is fully committed to providing accountable, transparent and ethical governance by complying with all relevant Federal, State and Local Government legislation. The new City of Stirling Integrity Strategy, which applies to all Elected Members and employees, will ensure that honesty, transparency and objectivity remain the cornerstone of its actions and decisions.

An important highlight of 2021/22 will be the local government elections in October 2021, when half of the council members will be elected using the first-past-the-post voting system. Seven Elected Member positions will be available for the elections in October 2021.





Key result area: Governance and leadership

Outcome G2: Partner of choice

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

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

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

of its local community. The City does this by building key relationships with political, industry and community representatives to discuss important issues such as new infrastructure, funding for programs or changes to policy or legislation that will benefit our community.

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

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

What has happened during 2020/21?

In line with its strategy, the City of Stirling conducted several targeted advocacy and lobbying activities in 2020/21 to progress the priorities in our Strategic Community Plan. Some of the key actions are outlined below.

Working with State and Federal Government

The City of Stirling actively engages with key ministers, senior executives and stakeholders to address important issues within our community and to ensure the City's needs are well articulated and front of mind for State and Federal Governments.

During 2020/21, the City of Stirling regularly met with State Government agencies, including Main Roads WA, Department of Transport and LandCorp, as part of the Stephenson Avenue Extension project steering group to progress stage one of the Stirling City Centre project. This project reached a number of milestones as a result, with the construction underway for phase one.

Further information relating to this strategic project can be found on page 127.

Lobbying for major projects

The City of Stirling has an enviable track record in delivering major infrastructure projects on time and on budget. As a local government, the City does not have access to the same level of funding as the State and Federal Governments. As such, lobbying for financial support for these major projects is critical to ensure they are funded and delivered.

In 2020/21, the City continued to lobby for our number-one priority – the Stirling City Centre project. With stage one now underway and fully funded, the City's lobbying activities were targeted at stage two of the Stirling City

Centre project, which is to implement Perth's first trackless tram, connecting the Perth CBD to the beach. This rapid transit solution will connect at the Glendalough Train Station, with stops at strategic locations down Scarborough Beach Road right through to the iconic Scarborough Beach.

Led by the Mayor and the Chief Executive Officer, the City worked closely with Mr Vince Connolly MP, Federal Member for Stirling, and Ms Celia Hammond MP, Federal Member for Curtin, to discuss opportunities and progress this project. The City also met with various government representatives at the Federal Government level to promote this project and lobby for funding. Additionally, the City met with experts such as Professor Peter Newman from Curtin University and a local government consortium group to explore innovative options for this rapid transit solution.

As a result, in November 2020, the Federal Government gave a funding boost to this project by allocating \$2 million to the City of Stirling for the development of a Trackless Tram Business Case. Funded through the Australian Government's Urban Congestion Fund, the City will work with experts to assess a range of technologies to support a trackless tram system from Glendalough Train Station to Scarborough Beach. The Trackless Tram Business Case aims to identify the cost of implementation and expected patronage levels, and to compare the benefits of trackless trams against other forms of transport along the route. The business case will examine the urban regeneration benefits that trackless trams and other mid-tier rapid transit could deliver. It is part of the City's broader vision to revitalise the Stirling City Centre and transform it into a vibrant urban area with improved accessibility and increased jobs and housing.

Ongoing lobbying

The City's commitment to lobbying and advocating for the City's key projects and priorities was recognised with the following State and Federal funding announcements in 2020/21:

The City of Stirling will benefit from an additional \$62.5 million-worth of transport infrastructure projects following the announcement of the 2020 Federal Budget in October. Infrastructure funding in the City of Stirling includes:

- \$45 million for the Stirling Bus Station Interchange
- \$1,431,569 as part of the Local Roads and Community Infrastructure Program
- \$2 million for the Erindale Road-Reid Highway, Hamersley intersection (Urban Congestion Fund)
- \$7.5 million for the Wanneroo Road-Morley Drive, Balcatta intersection upgrade (Urban Congestion Fund)
- \$1,394,753 as part of the Roads to Recovery Program
- \$6,869,115 as part of the Financial Assistant Grant Program.

The State Government also announced a further \$40 million in funding for the next phase of the Stephenson Avenue Extension project as part of the 2020/21 WA State Budget. This additional funding will ensure that all phases of the project can now be delivered, including a new freeway interchange and Sarich Court connection to Cedric Street.

In November 2020, the City received advice that an additional funding allocation of \$6,764,821 under the Local Roads and Community Infrastructure Program extension would be provided. The Local Roads and Community Infrastructure Program extension will continue to assist the City to deliver local road and community infrastructure projects, as well as create local job opportunities, particularly where employment in other sectors has been negatively impacted.

In December 2020, the State Government announced a \$45 million allocation to upgrade the Stirling Bus Interchange with the State's \$45 million contribution matching the Federal Government's contribution. The project will upgrade the existing 18-stand facility to a 30-stand bus interchange, along with the construction of a new pedestrian access bridge between Stirling Station and the southern car park.

This significant investment in funding is an outstanding achievement for the City of Stirling and demonstrates the strong relationship that the City has with our State and Federal Members of Parliament to advocate for priorities in the City.

Further proactive lobbying in advance of the 2021 State Government Elections resulted in more than \$11 million in election commitments being secured for the City of Stirling. Some of these included:

- \$1.5 million for upgrades to Grindleford and Rickman Delawney Reserves
- \$1.3 million towards redevelopment of Inglewood Oval/Hamer Park
- \$500,000 toward the Constance Street/Morley Drive intersection

- \$200,000 toward the Mettams Pool Erosion Recovery Project
- \$320,000 for upgrades the Balga Plaza and Mirrabooka Village neighbourhood centres.

Feedback received from the State Government was that the City's advocacy approach was very proactive, well planned and well researched. This provided the State Government with the confidence to work with the City of Stirling as a key delivery partner.

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 2020/21, the focus was to showcase the tourism industry within each local government via a collaborative production of the Sunset Coast Planner.

Emergency Relief Fund

The City's annual budget for the Emergency Relief Fund was \$20,000. This funding was donated to the Lord Mayor's Distress Relief Fund, with \$10,000 allocated to victims of Cyclone Seroja and \$10,000 donated to the Wooroloo bushfire.

Looking forward

The City has had great success as a result of our lobbying in recent years. In 2021/22, the Mayor and Chief Executive Officer will continue to advocate for the City's key priorities and objectives as set out in the Strategic Community Plan. Proactive lobbying will commence early in the financial year, in advance of the 2022 Federal Government Elections. The City's key projects, priorities and opportunities have been identified through an extensive planning process. Key ministers, Federal members and candidates will be approached in the coming months, with the aim of securing election commitments.

Key result area: Governance and leadership

Outcome G3: Customer-focussed organisation

Objective G3.1: Strengthen customer service

The ability to effectively and efficiently engage with and respond to our stakeholders in a professional manner is of paramount importance to the City. We have worked hard to better understand the different needs of our wide variety of stakeholders and this is being realised through our growing stakeholder engagement channels. Additionally, a focus on the continuous improvement of our customer service capability remains a key priority, and this continues to evolve alongside our ongoing customer relationship management project.

Our community members are becoming increasingly technologically aware and this in turn is raising their expectations in relation to engagement and customer service. The City is investing heavily in its people,

processes and systems to ensure it is well positioned to meet the demands of its community going into the future.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective to 'strengthen customer service':

- Provide consistent, responsive and efficient customer service
- Involve, engage and include our community in the decision-making process
- Transform the City's digital environment to increase access to the City.

What has happened during 2020/21?

The City continues to adapt to the evolving expectations of our customers as we strive to deliver excellence in our customer interactions, with customer-centric design at the forefront of our thinking.

Customers who visit the City's Administration Centre will now see a new customer service kiosk which has been designed with a simple and easy customer interface. It is a one-stop-shop ticketing machine for all services offered at the Administration Centre and can be easily customised and adjusted as required.

Our Customer Contact Centre continues to be a focal point for our community to get in touch with us via the phone, with 153,673 calls answered during 2020/21, of which 85,662 were answered within two minutes. Communication via digital channels is increasing, with 41,026 online customer enquiries being received and 18,106 call-back requests created for officers to make direct contact with a customer.

The customer service front counter team handled 16,926 face-to-face enquiries at the Administration Centre.

As we position ourselves as a customer-driven organisation that provides a consistent and inclusive customer experience, we are focussed on the implementation and continuous improvement of our technology foundations, simpler process and service improvements. We have adopted a Customer Engagement Strategy focussing on three priorities:

- Customer insights and action
- Consistent and frictionless customer experiences
- Customer-centric organisation.

The Customer Engagement Strategy will shape how we engage with our customers, our ratepayers, residents, businesses, the wider community and visitors to the City of Stirling.

Relationship management system (RMS)

The City's RMS continues to be a critical digital enabler of the City's broader strategy aimed at transforming its people, processes and systems. In the last financial year, the project reached a number of significant milestones by prioritising customer experience and continuous improvement.

The project delivered positive customer experiences across our Planning & Development and Infrastructure directorates by broadening the channels for our residents to be able to service their needs online. The Address and Application Assistant now offers residents, developers or small business owners a simple and easy online form for activities relating to prospective development across the City of Stirling.

Our waste management operations also embarked on a digital journey by modernising their highest-volume residential services. Missing/damaged bins and new waste service requests are now available to customers as an online service by simply submitting a form. However, the City's biggest achievement was the introduction of a customer feedback mechanism. This is the first time the City has designed and offered our residents an online formal channel to provide feedback on all services available to our residents. Customer feedback constitutes the first steps in the City seeking and gathering meaningful insights in order to drive a culture of continuous improvement, by focussing on the moments that matter most for our customers.

As the project enters its last phase, our objective is to build a customer-centric organisation by strengthening, improving and consolidating the foundations laid to date with the new system. The scope for 2021/22 will expand its digital offerings to include services beyond residential waste, including environmental health. Finally, the City will make a significant investment in building consistent and frictionless experiences by building our people-centred capability and interaction with the community.

City website and digital engagement

With the growing demand for information and services to be delivered digitally due to COVID-19, the City continued to invest in digital communications to reach customers faster and more cost effectively. Throughout the 2020/21 financial year, the City saw growth in all digital channels, highlighting the rising demand for digital communications.

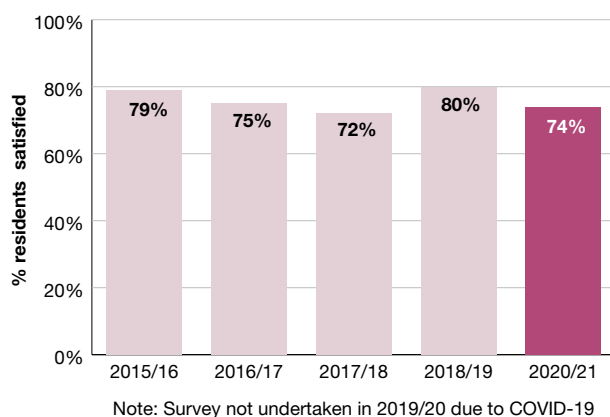
The City's website hosts a variety of content, online services and integrations to meet the needs of our customers 24 hours a day, seven days a week. Based on key website data, improvements in usability and feature improvements saw a 13.98 per cent increase in website users during the 2020/21 financial year.

Some of the website improvement projects that were delivered in 2020/21 included:

- Launching an electronic tool for internal teams to plan robust community engagement campaigns, resulting in improved understanding, planning and delivery of community and stakeholder engagement techniques
- Providing support to partner organisations such as Main Roads WA, Water Corporation and SurfingWA to support the successful delivery of projects through the provision of timely information and community engagement
- Launching the Address and Application Assistant to improve user experience and the ability for customers to access relevant planning and building information
- Launching the new City Ward page, providing a go-to snapshot of localised information for residents in each ward, including Elected Member information, current projects and consultations, events and news.

The City's first Digital Marketing Plan was adopted during the 2020/21 financial year, driving further innovation across organic social media (Facebook, Instagram, LinkedIn and Twitter), paid social media (Facebook, Instagram and LinkedIn advertising), the Google Ads network (search, display and video) and email marketing. These channels are used in conjunction with customised digital marketing strategies to engage and inform customers on City services and events, while maximising return on investment.

Figure 54: Satisfaction with the way in which the City keeps people informed



During the 2020/21 financial year, the City saw growth across all social media channels due to continued improvement and development in this space, along with a focus on user engagement. The City's YouTube channel delivered a wide variety of video content in support of marketing campaigns and the livestreaming of Council meetings, resulting in a 44.02 per cent increase in channel subscribers. The table below provides a summary of growth across all channels.

Additionally, during the financial year, the Marketing & Communications team launched Datorama, an analytics tool designed to measure and benchmark digital marketing campaigns, monitor team performance metrics and better calculate return on investment. Moving into the 2021/22 financial year, the City will expand usage into other areas, such as visualising customer data and overlaying existing channels to measure performance.

Looking forward, the Marketing & Communications team will also be transitioning to a new email marketing platform designed to further meet the needs of our customers. The transition will allow for better audience segmentation, automation, platform integration and analysis on email performance.

Table 13: City of Stirling channel growth

City digital channel	Unit	Growth (%)
Website	Users	13.98
Facebook	Followers	11.36
YouTube	Subscribers	44.02
Instagram	Followers	23.34
Twitter	Followers	1.21
LinkedIn	Followers	31.17

Community engagement and consultations

In 2020/21, the City continued delivering its community engagement program, despite the COVID-19 pandemic having unpredictable impacts on City operations. Using a mix of digital and traditional engagement methods, the City still managed to consult the community on dozens of projects worth millions of dollars.

In addition to external community consultation, City officers also focussed on working with internal stakeholders to continuously improve engagement practices. Workshops were held with the City's Planning team to identify how the

City can better engage with the community on its future projects and prioritise actions. This included how best to communicate complex applications and determination processes, as well as how to produce an effective submission.

Work has also been undertaken with internal project teams on how to engage with Elected Members outside of formal channels, including creating webinars and online surveys to gain their feedback on projects.

The table below provides a summary of the City's community engagement projects undertaken in 2020/21.

Table 14: Community engagement on major projects

Project	Consultation closing date	Engagement details			
		Responsible business unit	Surveys submitted	Status of decision on project	Community satisfaction with consultation
Stirling Community Hubs	20 May 2021	Community Services	520	Pending	N/A
Art Masterplan	28 March 2021	Arts & Activation	335	Pending	N/A
Coastal Community Garden	1 March 2021	Parks & Sustainability	163	Approved	73% (8 responses)
Campion Community Garden	17 May 2021	Parks & Sustainability	89	Approved	95% (12 responses)
Inglewood Retention Guidelines	28 June 2021	Development Services	615	Pending	56% (2 responses)
Churchlands Green Traffic Management (Trial 1)	31 December 2020	Engineering Services	290	Pending	53% (23 responses)
Hamersley Public Golf Course	31 December 2020	Facilities, Projects & Assets	306	Pending	N/A
Stirling Civic Gardens (Round 2)	11 October 2020	Parks & Sustainability	70	Approved	75% (1 response)
Renaming – Margaret Coyle Reserve Renaming – Roselea Lake (shared page)	2 August 2020	Recreation & Leisure Services	Reserve – 20 Lake – 34	Approved	N/A
Renaming – Inglewood Triangle	11 October 2020	Recreation & Leisure Services	86	Approved	N/A
Surfing WA HQ – ground lease	16 September 2020	Facilities, Projects & Assets	206	Approved	N/A
Recycling Centre Balcatta	19 July 2020	Waste & Fleet	84	Pending	57% (1 response)
Long-Term Cycling Network	16 September 2020	Engineering Services	284	Approved	N/A
Karrinyup West Residential (JDAP DA)	24 August 2020	Development Services	735	Pending	29% (65 responses)
Engagement Policy	9 November 2020	Customer and Communications	56	Approved	53% (5 responses)
Reconciliation Action Plan	8 Jan 2021	Community Services	93	Approved	N/A

Project	Consultation closing date	Engagement details			
		Responsible business unit	Surveys submitted	Status of decision on project	Community satisfaction with consultation
Urban Road Safety Program	3 March 2021	Engineering Services	N/A	Approved	N/A
Amendment 117 – Balcatta	21 September 2020	Development Services	N/A	Supported by Council	N/A
Amendment 115 – Minor Changes to Local Planning Scheme No.3.	16 June 2021	Development Services	N/A	Pending	N/A
Amendment 118 – Walter Road West Precinct	25 March 2021	Development Services	30	Supported	N/A
Local Planning Policy 4.2 – Mixed Use and Commercial Centre Design Guidelines	22 October 2020	Development Services	30	Approved	N/A
Herdsmen Glendalough Structure Plan	1 October 2020	City Future	50	Pending	N/A
Amendment 112 - Main Street District Centre	27 August 2020	Development Services	169	Supported by Council	48% (4 responses)
Amendment 117 – Rezoning 139 Balcatta Road, Balcatta to Industry and Additional Use	21 September	Development Services	N/A	Supported by Council	N/A
Draft Local Planning Policy 6.4 – Child Care Premises	4 March 2021	Development Services	N/A	Approved	N/A
Differential Rates	29 June 2021	Finance	N/A	Approved	N/A

Customer experience

The City continues to strive to deliver positive customer experiences and remain adaptable to the changing needs and expectations of our customers.

Customer-centric design is a key component we consider when adjusting our service delivery. We aim to make it easier for people to interact with the City while maximising value for our customers.

As we shape how we deliver our broad range of services and customer interactions, some key improvements implemented are provided below.

An internal restructure and rebrand of the City's Customer Service team to Customer Experience has reinforced our focus on delivering positive customer experiences. Efficiencies gained have enabled the creation of a dedicated digital team allowing efficient management of increasing digital enquiries, increased flexible resourcing within our Customer Contact Centre and front counter teams to meet shifting needs at priority times.

The City's Relationship Management System (RMS), which provides employees with more effective tools to manage diverse customer enquiries, has continued to be enhanced with the introduction of customer feedback. An online customer feedback form has been created to allow the City to begin to capture customer satisfaction and real-time customer feedback on our service delivery.

Driving a culture of continuous improvement in the City is an ongoing focus, with the adoption of a Customer Engagement Strategy driving an ambition to be adaptable and create seamless and accessible experiences for our customers.

Looking forward

The City will enhance its community and stakeholder engagement focus in 2021/22 by expanding its scope to include a new approach to place management and activation, in addition to the City's regular project engagement. A review of the current Place Program has recommended that it be transitioned to a more holistic and engagement-focussed Place Management Program, which will be implemented in the next financial year. Place engagement officers, situated at the City's four community hubs, will play key coordination and enabling roles. They will become vital conduits between the City and external stakeholders and the community, sharing information, facilitating communication, and ensuring the integration and smooth delivery of projects.

The City is committed to providing efficient and effective customer service and improving customer accessibility to its various services. Towards this objective, the City will complete the last phase of the innovative Customer Relationship Management System project and upgrade the Customer Contact Centre call software in 2021/22.

Key result area: Governance and leadership

Outcome G4: Capable and efficient organisation

Objective G4.1: Optimise use of the City's resources and build organisational capability

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

It is vital that the City plans, prioritises, develops its people and manages its organisational performance to ensure that it meets these future challenges while making the most of opportunities that arise. We understand that we must take direction from our community and work together to improve our performance. We have worked with our community to refresh our Strategic Community Plan and are working on a number of projects to look at improvements in our service. We will also focus on more meaningful collaboration and teamwork at all levels of the organisation and seek to further improve the organisation's planning, decision making and delivery.

We also take seriously our commitment to our employees, providing more opportunities to develop and grow. The City's Workforce Plan recognises this and aims to develop the knowledge, skills and abilities of our people to ensure they are effective in their positions within the organisation.

Our long-term financial planning is well established. The City is in a strong financial position and is debt free. Our budget process is robust and aligns to the aspirations and priorities set in the City's Strategic Community Plan. This enables the City to continue delivering its high level of services, programs and infrastructure and to keep rate increases low to minimise financial pressure on our community.

In its Strategic Community Plan 2018 – 2028, the City identified the following strategies to contribute to the objective 'optimise use of the City's resources and build organisational capacity and capability':

- Plan for the future, manage resources and measure progress based on the community's vision (Integrated Planning and Reporting Framework)
- Provide responsible financial and asset management to ensure the City's long-term sustainability
- Drive improvement and innovation to build capacity and increase efficiency and effectiveness
- Maintain a highly skilled and effective workforce.

What has happened during 2020/21?

Strategic Community Plan and Corporate Business Plan

Following a minor review in 2019/20, the City's Strategic Community Plan 2018 – 2028 continues to provide the long-term direction for the City. The Corporate Business Plan 2021 – 2025 was approved by Council by an absolute majority on 29 June 2021 and provides the services, projects and resourcing in place for the 2021/22 financial year.

The City monitors the progress of its Strategic Community Plan and Corporate Business Plan in line with legislative requirements and the City's Performance Evaluation and Reporting Framework. Progress against the City's Strategic Community Plan and Corporate Business Plan is reported annually in the City's Annual Report. Quarterly progress reports are provided to Council and the City's Executive team on the performance of the City's services and projects, outlined in the Corporate Business Plan.

Services are monitored using the City's balanced scorecard approach, linking the performance of each service to four key areas: customer service, financial, human resources and service-specific quality KPIs. Projects are monitored via progress against milestones and adherence to budget.

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.

Council is also provided with regular updates on progress of the City's strategic projects and activities through various channels including Council workshops and the Elected Members' *Friday Update* publication, in addition to detailed monthly financial reports.

Long-Term Financial Plan

The City's Long-Term Financial Plan has been reviewed in conjunction with the annual Corporate Business Plan review during the 2020/21 financial year. The plan is an integral component of the Integrated Planning and Reporting Framework, as it provides the financial link between the Annual Report, the Strategic Community Plan, the Corporate Business Plan, the Workforce Plan and the Asset Management Plans to ensure the City can deliver its strategic objectives over the next 10 years. The cumulative vision of these plans is that the City of Stirling will be a place where people choose to live, work, visit and invest as a 'City of Choice'.

To date, the City has maintained sustainable financial performance, targeting a balanced budget as a minimum standard to fund operational and project requirements. The Long-Term Financial Plan ensures this performance can be maintained over the next 10 years, with a balanced budget and modest rate increases underpinning the forecast estimates.

A key assumption in the development of this plan is the continuation of current service offerings over the forecast period. It is expected there will be minimal changes to the City's service offering and that demand for services will grow in line with the assumed inflation factors underpinning the forecast.

The goal of the Long-Term Financial Plan is to optimise and balance the City's service delivery, service amenity and financial sustainability to provide the best outcomes for the community.

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 commencing on page 177.

Operating surplus ratio

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

own-source operating revenue

Purpose:

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

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

The basic standard is between one per cent and 15 per cent (0.01 and 0.15). The advanced standard is greater than 15 per cent (>0.15).

Results:

2016/17	2017/18	2018/19	2019/20	2020/21
0.0839	0.0339	0.0021	(0.0475)	(0.0620)

In 2019/20 Council determined to maintain a low rate increase by using reserve funding to continue to deliver services and projects. This resulted in the ratio being below the standard used by the Department of Local Government, Sport and Cultural Industries, as reserve funding is not considered in the calculation.

Current ratio

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

current liabilities minus liabilities associated with restricted assets

Purpose:

This is a modified commercial ratio designed to focus on the liquidity position of a local government that has arisen from past years' transactions.

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

The standard is not met if the ratio is lower than 1:1 (less than 100 per cent). The standard is met if the ratio is greater than 1:1 (100 per cent or greater). A ratio less than 1:1 means that a local government does not have sufficient assets that can be quickly converted into cash to meet its immediate cash commitments.

Results:

2016/17	2017/18	2018/19	2019/20	2020/21
2.1982	2.7364	1.7853	1.4503	1.2455

The City of Stirling met the standard for local governments for all years measured. Note that the result for 2019/20 has been restated due to a reclassification of right of use assets.

Own-source revenue coverage ratio

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

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:

2016/17	2017/18	2018/19	2019/20	2020/21
1.0995	1.0419	0.9846	0.8944	0.8875

The City of Stirling met the standard for local governments for all years measured. Note that the result for 2019/20 has been restated due inclusion of underground power expenses in the operating expenses category of the ratio.

Debt service cover ratio

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

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:

2016/17	2017/18	2018/19	2019/20	2020/21
0	0	0	0	0

The City of Stirling has no debt and therefore nil ratio score.

Workforce Plan

The City's Workforce Plan 2018 – 2022 outlines how the City of Stirling will further develop its workforce capability to deliver the Corporate Business Plan 2021 – 2025 and the Strategic Community Plan 2018 – 2028. The City has assessed the challenges and has developed strategies to build the capability of the workforce to continue to deliver high-quality services and meet the community's needs, now and into the future.

Examples of activities driven by the Workforce Plan include:

- Examine resource allocation and realign/increase to meet demand if necessary
- Ensure the City's workforce changes over time to represent the diverse community it serves
- Establish a lobbying contact to identify and influence decisions at council, state and federal levels
- Identify potential areas for traineeships/secondments/cadetships
- Work with tertiary institutions to align courses with the specific needs of local governments
- Educate and up-skill managers on the process and requirements for flexible work arrangements
- Align with initiatives as they are developed by State and Federal Government bodies in relation to recruitment and retention
- Implement a culture and leadership program.

During the year, the City achieved some key milestones outlined by the plan, including an aging workforce study, a review of recruitment systems and processes, improvements to workforce analytics, and employee education on flexible work arrangements. The plan did not achieve some planned milestones however, with a planned employee skills study, a leadership program and a review of traineeships and cadetships put on hold due to competing priorities. These will be revisited during the next review of the Workforce Plan.

Asset Management Framework

Many of the services that the City delivers to its community are reliant on its infrastructure assets and it is imperative that the City manages the full life cycle of these assets in the most cost-effective manner. As a result, the provision and maintenance of infrastructure assets and associated services is at the heart of the City's long-term commitment to its community.

Infrastructure assets such as roads, stormwater drainage, buildings, parks and pathways present particular challenges as they have long lives and high values. Long-term financial forecasts are significant and require planning for peaks and troughs in expenditure to ensure the City has the available funds to renew and replace such assets. The demand for new and improved services from these existing assets adds to the complexity of planning and financial forecasting.

The creation of new assets also presents challenges in terms of the additional funding required for the ongoing operating and replacement costs necessary to provide the required level of service over the assets' full life cycle.

The goal of the City's Asset Management Framework is to address these challenges and demonstrate how the City's assets will meet the service delivery needs of present and future communities through the development of skills, governance, processes, systems and data. It also addresses the management of its assets, risk and levels of service in the most sustainable and cost-effective manner.

The City's Asset Management Framework has been prepared under the guidance of the AS/ISO 55000 Standard for Asset Management, the Integrated Planning and Reporting Framework and Guidelines developed by

the Department of Local Government, Sport and Cultural Industries, the City's Strategic Community Plan and the Corporate Business Plan. As a result, the framework is well aligned to deliver the City's vision, objectives and strategies in providing cost-effective, transparent, high-quality and affordable service levels in accordance with community expectations.

The City's Asset Management Policy outlines its approach to asset management and commits to aligning asset management with the AS/ISO 55000 standard. The City's Asset Management Strategy is a 'higher-level' enabling document (with a detailed four-year implementation plan) that underpins the Asset Management Policy. Currently in development is the City's Strategic Asset Management Plan (SAMP). The SAMP will demonstrate how the City's Asset Management System ensures achievement of the City's asset management objectives and ultimately its organisational objectives.

The City has developed Transport, Drainage, Buildings and Parks and Open Space Asset Management Plans that specify 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 City's Integrated Planning and Reporting Framework links all its service delivery options to the Strategic Community Plan's vision and objectives, and also to the Corporate Business Plan.

Corporate Information Services technology projects and upgrades

In line with the City's strategic objective to 'optimise use of the City's resources and build organisational capability', it undergoes a continual program of information-technology-related implementation, upgrade, renewal and replacement. While not all of the planned program was achieved in 2020/21, the City did complete many significant major and minor works, including the introduction of a new corporate performance reporting system, a new OSH management system and a system for the management of hazardous waste, together with upgrades in relation to Microsoft Office tools, customer maintenance requests, our leisure facilities management system and various components of network upgrades. The City's information technology program is ongoing and part of a continually changing technological landscape. The City will strive to ensure that its systems and applications meet the needs of its workforce and customers.

Looking forward

The City will continue to optimise the use of its resources while simultaneously planning for its future by building organisational capacity in 2021/22. The City will invest approximately \$1.4 million in information technology software and upgrades to drive innovation and service efficiency.

An important highlight in 2021/22 will be the development of the City's new 10-year Strategic Community Plan, following extensive consultation with the community. This plan will shape and provide strategic direction to the City's future services and projects.



Keeping our customers safe and connected

Following an organisational security review and with our overall customer experience in mind, significant changes were made in 2020/21 to reception at the City's Administration Centre. Adjustments were made to protect employees while ensuring efficient and accessible in-person service to residents. Structural changes to the area included:

- Removal of a central check-in desk allowing all customer experience officers to engage with residents and customers from one area
- Installation of an upgraded ticket machine to reduce wait times for customers and efficiently manage employee resources
- Introduction of an electronic sign-in system for visitors and contractors to the Administration Centre, eliminating the need for the previous paper-based visitor register
- Installation of glass access doors, separating the reception area from the employee-only section of the building
- Adjustment of counter heights, including raised counters with glass screens to protect employees and customers and the confidentiality of their information, along with designated wheelchair-access counters
- Installation of duress buttons behind the customer service counter
- Relocation of the Justice of the Peace (JP) office to a more visible area of reception, improving safety for the JP and their customers
- Installation of closed-circuit TV (CCTV) cameras and a back-of-house monitor
- Installation of larger public-view CCTV monitors in reception to deter customers from potentially harming employees or other customers.

Along with these upgrades, security education for employees was introduced. This included information on building access and controls, signage throughout back-of-house areas reminding employees of their security obligations, and the development of procedures for dealing with aggrieved people in the customer services area.

Further improvements are planned for later in 2021. This will include the introduction of a concierge service during busy periods to assist customers with selecting a service from the ticketing machine and to direct visitors to sign in via the online registration system.

Improvements to the customer experience extended online, with the introduction of live-streamed Council meetings. This was initially considered by Council in response to a notice of motion from Deputy Mayor Bianca Sandri in 2018, with the implementation fast-tracked in 2020 in response to COVID-19. It gave the community the opportunity to engage in Council meetings when public attendance was not permitted. The City's YouTube channel was selected as the platform to broadcast Council meetings, given its broad accessibility and reliability. It also came with no cost to the City or ratepayers. Since its introduction earlier this year, livestreamed Council meetings have gained popularity. The Council meeting held 8 June 2021 attracted almost 500 views, including members of the public, media and City employees tuning in. Broadcasts are viewed by members of the public, City employees and the media alike.

Following the successful implementation of livestreaming, Council resolved to amend the Live Streaming and Recording of Council Meetings Policy so that public question time could be featured in the broadcast. A second camera was installed which enabled members of the public to be captured during the livestream. The feedback that the City has received has been overwhelmingly positive.





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Glossary

Activation: planning for a diverse range of activities in a location or precinct ensuring the needs of all potential users are met as part of their daily life.

Biodiversity: the variety of all living things including plants, animals and micro-organisms, their genes and the ecosystems of which they are a part.

Capital works: scheduled infrastructure works generally encompassing capital works for road, drainage and building assets.

Census: an official survey of the population of a country.

Community Arts and Events Fund: created to support creative arts, events and cultural projects and provide opportunities for communities to celebrate our unique lifestyle and places.

The Community Creativity Fund: provides an opportunity to support local artists and cultural practitioners as well as many new and exciting projects.

Digital literacy: the skills required to live, learn, and work in a society by communicating and accessing information through digital technologies.

Diversity: understanding that each individual is unique and recognising our individual differences.

Environmental footprint: the measurement of the harmful effects of human activities on the environment.

Global Reporting Initiative: a leading not-for-profit organisation that has developed a comprehensive Sustainability Reporting Framework that is widely used around the world.

Kaleidoscope Initiative: a program aimed to help newcomers to the City of Stirling gain meaningful employment which then enables them to contribute their skills and experience to the local economy.

Landfill: sites for disposal of non-recyclable waste.

Local Planning Strategy: a guide for future decisions in relation to rezoning and funding for future services and infrastructure.

Ombudsman WA: An officer of the Western Australian Parliaments who investigates and resolves complaints relating to the decision making of government agencies, local government and universities.

Procurement: the act of obtaining or buying goods and services.

Stakeholder: individuals, groups or organisations interested in, impacted by or in a position to influence the City of Stirling's activities or objectives.

Stirling Business Centre: a co-working space where small businesses can operate from.

Streetscapes: the appearance or view of a street including footpaths, lighting, buildings and natural elements.

Sustainable: the ability to meet present-day needs without compromising the ability of future generations to meet their own needs.

Town Teams: groups formed by a local community to focus on the activation of a specific location.

Urban forest: a collection of trees that grow within a city, town or suburb.

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City facilities

Administration Centre

25 Cedric Street, Stirling
(08) 9205 8555

Animal Care Facility

15 Natalie Way, Balcatta
(08) 9205 7120

Hamersley Public Golf Course

102 Marmion Avenue, Karrinyup
(08) 9205 7440

Henderson Environment Centre

16 Groat Street, North Beach
(08) 9205 8555

Multicultural Centre

38 Ashbury Crescent, Mirrabooka
(08) 9205 7320

Mount Flora Museum

Elvire Street, Watermans Bay
(08) 9205 8555

Operations Centre

16 Natalie Way, Balcatta WA
(08) 9205 8555

Recycling Centre Balcatta

238 Balcatta Road, Balcatta WA
(08) 9205 8555

Stirling Leisure Centres

Hamersley

Belvedere Road, Hamersley
(08) 9205 7600

Herb Graham – Mirrabooka

38 Ashbury Crescent, Mirrabooka
(08) 9205 7320

Karrinyup

2 Natalie Way, Karrinyup
(08) 9345 8555

Leisurepark – Balga

Princess Road, Balga
(08) 9205 7340

Scarborough

Scarborough Community Hub
173 Gildercliffe Street, Scarborough
(08) 9205 7490

Scarborough Beach Pool

171 The Esplanade, Scarborough
(08) 9205 7560

Terry Tzyack Aquatic Centre – Inglewood

62 Alexander Drive, Inglewood
(08) 9205 7720

Stirling Libraries

Dianella

Waverley Street, Dianella
(08) 9205 7740

Inglewood

Inglewood Town Square
895 Beaufort Street, Inglewood
(08) 9205 7700

Karrinyup

Davenport Street, Karrinyup
(08) 9205 7400

Mirrabooka

Mirrabooka Community Hub
21 Sudbury Road, Mirrabooka
(08) 9205 7300

Osborne

Osborne Community Hub
9 Royal Street, Tuart Hill
(08) 9205 7900

Scarborough

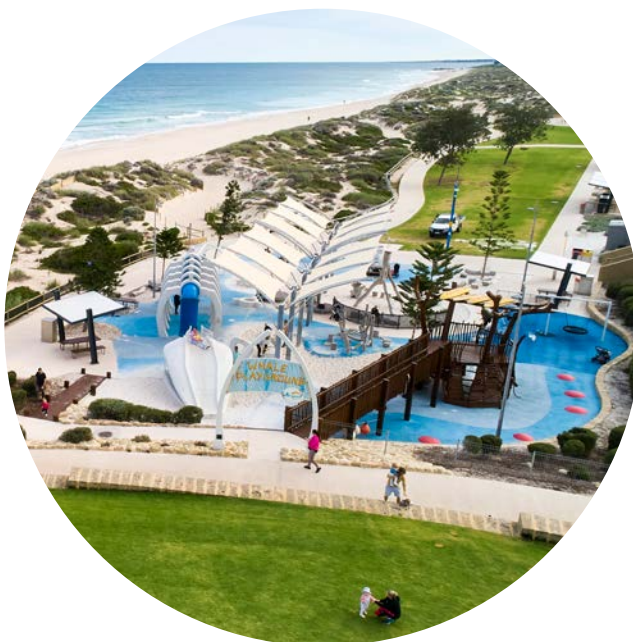
Scarborough Community Hub
173 Gildercliffe Street, Scarborough
(08) 9205 7420

Stirling Community Centres

There are 16 community centres in the City of Stirling, which provide residents with a range of hire facilities, as well as several ongoing community educational and recreational programs.

Most community centres are home to autumn clubs or seniors' clubs that use the centres as their bases. These clubs encourage active ageing by offering a supportive environment to socialise.

Visit www.stirling.wa.gov.au/venuehire for more information.





Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555

Enquiries www.stirling.wa.gov.au/enquiries

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